

Raising the bar

Can London 2012 set new standards for sustainability?

Commission for a Sustainable London 2012
Annual Review 2009

May 2010



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1 Executive Summary

We are half way through the life of the Commission. This is our third annual review and at this point, we consider that the London 2012 glass is half full. We are optimistic that the Games and venues will deliver against the sustainability promises made in the London 2012 Sustainability Plan. On the other hand, we are concerned that the ambition to use the Games to inspire more sustainable behaviour will not be fully realised.

Last year, we reported a high degree of satisfaction with the ODA and we are pleased to report that this high level of performance continues. During the year we have been pleased to see Key Stakeholders rising to our challenge to deal with the controversial issues related to PVC and HFC. We welcome the personal contributions of the Minister for the Olympics, the Mayor and other members of the Olympic Board to address these issues. LOCOG took the lead through their Sustainable Sourcing Code and the ODA have shown a professional approach to implementation once policy positions were established. Our main concern related to the ODA is the fast demobilisation which may have an impact on the ability to ensure targets are maintained through peak construction activity. They also need to ensure the knowledge in people's heads is captured before they leave.

LOCOG has grown significantly in the past year. We have had the opportunity to review their plans in more detail and to interview their key functional directors. We are pleased to report that the key public sustainability strategies are impressive and that the directors we met are firmly committed to delivering them. During the year we expressed concerns about the contribution of the procurement team to the sustainability agenda, and we were impressed with the swift and professional way in which LOCOG has turned this from an area of weakness to strength. The commercial directorate is, in many ways the gatekeeper of sustainability performance so their role is critical. During the course of our review we identified areas of concern with respect to LOCOG's management system for sustainability. These have been discussed with the management and we expect to see a system that enables people to develop innovative solutions based on stretching internal targets.

“We are optimistic that the Games and venues will deliver against the sustainability promises “

Last year we expressed some concerns about the role of commercial partners and we have been pleased to see a significant contribution from a wide range of partners. We look forward to seeing proposals from the six sustainability partners to make a compelling contribution to the sustainable Games.

The magnitude of the challenge to inspire change through the Games has been demonstrated by Vancouver. Few of the wide range of excellent sustainability initiatives were reported in the global mainstream media.

Our main area of concern lies in the wider commitments that were made during the bid or just afterwards. Broad promises have been made in official documents: “to make the Olympic Park a blueprint for sustainable living” and “to be a catalyst for new waste management infrastructure

in east London”. With the exception of a few worthy initiatives, there is no comprehensive plan to make this happen. Furthermore, it is not clear what definitions lie behind these expressions or who is responsible for making them happen. With just over two years to go before the “inspirational power of the Games” moves to Rio, never to return to London, these issues need to be resolved.

By the time the keys to the Olympic Park are handed over to the OLPC in 2013, we expect that:

- 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
- A clear definition of a “blueprint for sustainable living” will be developed for the Olympic Park, in terms of the standards expected of developers, the way in which people will live differently and how they will be encouraged to do so
- Plans will be in place for the Olympic Park to become a zero carbon development area by 2016
- Plans will be in place for substantial development of organic waste facilities in East London to supply renewable fuel for the Olympic Park and other developments
- There will be a step change in the major events industry that enables measurable and assured improvements in sustainability
- Athletes, officials, spectators and TV viewers will recall London 2012 as being distinctive for its sustainability

A co-ordinated and determined effort is required if the exemplary sustainability standards demonstrated by the ODA and planned by LOCOG are to become the norm. In the same way that world records are continually broken, we expect future projects to raise the bar.



Shaun McCarthy

Chair of the Commission for a Sustainable London 2012



2 Summary of Recommendations

The Commission's recommends:

- 1 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.
- 2 That GOE incorporate responses to the Commission's recommendations into the overall view of programme risk managed by OPPO.
- 3 That LOCOG identify partner organisations with significant sustainability impacts and establish an engagement programme to ensure consistency.
- 4 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 six months.
- 5 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.
- 6 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.
- 7 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.
- 8 That GOE work with the rest of DCMS to develop a consistent and effective approach to carbon management for major sporting events.
- 9 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.
- 10 That the OPLC work with partners in the local community to ensure the Olympic Park is able to deliver zero carbon energy by 2016.
- 11 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.
- 12 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.

3 Introduction and Methodology

This is the third Annual Review of the Commission. In order to prevent repetition, the Governance Review section of our report makes reference to significant changes since our 2008 report¹.

3.1 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 Olympic and Paralympic 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

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

- 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
- Review of recommendations from the Commission's past Annual, Governance and Thematic Reviews and report on progress with further recommendations if necessary
- Interviews with key staff from all relevant Key Stakeholders
- Review of external perspectives, including media reports and information gathered from engagement with wider stakeholders
- Examination of evidence to support interview feedback.

3.2 Report structure

We have presented our findings in the following structure:

Part 1 – Annual Review

- 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)
- Five Key Themes – Review of progress against the five sustainability themes – Climate Change, Waste, Biodiversity, Inclusion, Healthy Living – across all stages of the programme with a view to identifying any gaps or inconsistencies in strategic outcomes
- Commission Review – Summary of activities, achievements and workplan

1 CSL 2008 Annual Review, http://www.csllondon.org/documents/CSL_2008_Annual_Review.pdf

Part 2 – Appendices

- External perspectives – Commentary on key issues raised by wider stakeholders during the year
- Progress against past recommendations – Records progress made against recommendations raised in the following reviews:
 - 2008 Annual Review
 - 2007 Annual Review
 - 2009 Skills and Employment Review
 - 2009 ODA Procurement Review
 - 2009 Design Review
 - 2008 Reporting Review
- Information gathering – List of the people we interviewed and events that we attended

4 Governance Review

4.1 Overall Governance

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 four key objectives, which remain unchanged.

- 1 To stage an inspirational Olympic Games and Paralympic Games for the athletes, the Olympic Family and the viewing public.
- 2 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.
- 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.
- 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 interests are overseen by a Cabinet level Ministerial Committee, Economic Development (Olympic and Paralympic Games), ED(OPG), chaired by the Chancellor 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 the Olympics.

Strategic direction is provided by the Olympic Board (OB), co-chaired by the Minister for the Olympics 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).

Roles and responsibilities for delivery of the Olympic objectives remain substantially unchanged from our last review with the exception of legacy, which is covered in the Legacy section of this Governance Review.

The senior officers group responsible for the Games is the Olympic Board Steering Group (OBSG). The membership of this group has changed during 2009.

The Olympic Programme, Programme Office (OPPO) is responsible, to the Olympic Board, for co-ordination of performance reporting and risk management related to all aspects of the 2012 programme, including sustainability. At the time of the fieldwork for this report, the risk status for sustainability was at Amber/Red because some KPIs had not been developed to support the objectives. The GOE Legacy Directorate is responsible for arranging governance of legacy and has been responsible for the new arrangements described in this report.

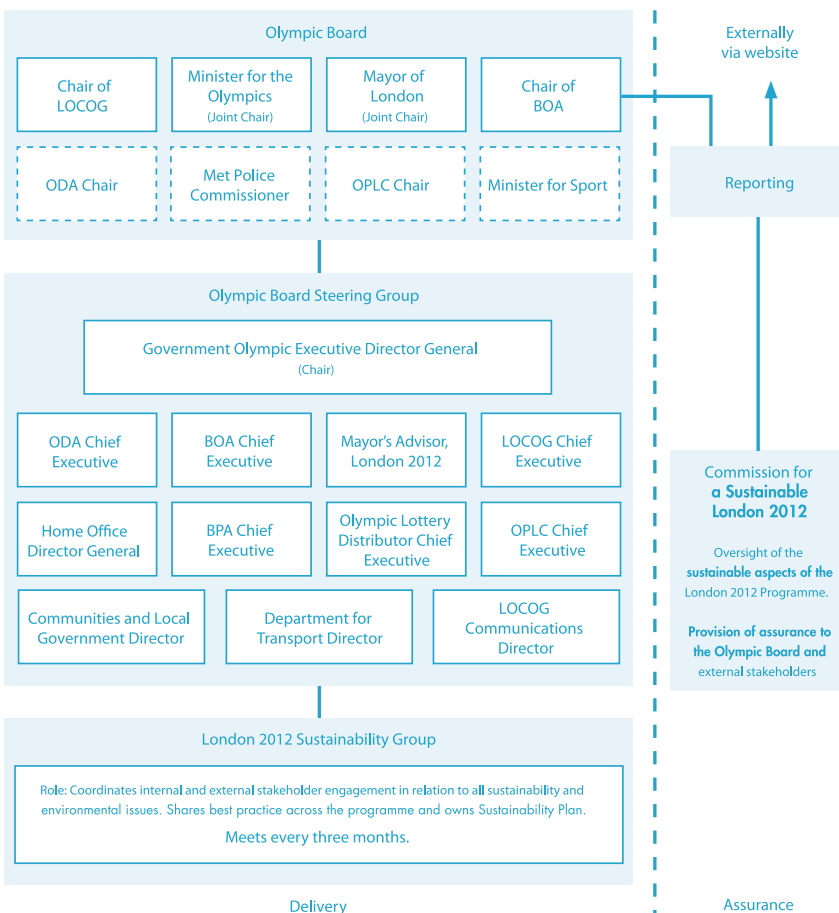
There have been no other substantial changes to the governance structures of the organisations responsible for delivering the London 2012 programme since our 2008 report, with the exception of legacy, which is covered in the appropriate section of this report.

4.2 Governance of sustainability

The overall sustainability agenda continues to be led by the London 2012 Sustainability Group, chaired by the Mayor’s Advisor for the Olympics and attended by Heads of Sustainability for the Key Stakeholders and contributors from significant Wider Stakeholders such as Defra and the NHS London. The secretariat is provided by GOE. A Director from Defra was appointed as co-chair in early 2010 to ensure greater continuity with the Government’s environmental agenda and to develop the remit of this group to align with the Legacy Board structure.

December 2009 saw the publication of the second edition of the overall sustainability plan “Towards a one planet 2012²”. This document contains much more detail of the plans to deliver a sustainable London 2012 and significantly contains details of the carbon footprint work.

Figure: London 2012 Sustainability Governance



Source: London 2012 Sustainability Plan, 2nd Edition, December 2009

2 London 2012 Sustainability Plan, 2009, <http://www.london2012.com/documents/locog-publications/london-2012-sustainability-plan.pdf>

The ODA, LOCOG and the GLA Group have specialist teams to support equality and diversity. Co-ordination of this work is achieved through the London 2012 Equality and Diversity Forum, chaired by Deputy Mayor Richard Barnes and attended by the directors and senior managers responsible for diversity in each of the Key Stakeholder bodies. The secretariat for this group is provided by the GLA.

The first annual diversity report “Working towards an inclusive Games” was published in December 2009 sets out how an inclusive Games will be managed and delivered across the Key Stakeholders.

The Olympic Park Legacy Company (OPLC) is now established with a Board of Directors and a Chief Executive Officer, all appointed in 2009. The board met for the first time on 16 December 2009 and further executive appointments have been made in early 2010. The company is jointly owned by the GLA and Government, with the Secretary of State for Communities and Local Government (CLG), the Mayor of London and the Minister for the Olympics as Founder Members. The Olympic Park Regeneration Steering Group (OPRSG) provides political oversight of legacy overall and is chaired by the Mayor with representation from the Minister for Communities and Local Government and the Leaders and Mayors of the Five Host Boroughs and other stakeholders. The OPLC is governed by its board and its founder members.

The governance framework for UK-wide legacy has been established by GOE. An overall legacy Board chaired by the Director General oversees the work of five cross-government groups responsible for co-ordinating: sport legacy, East London legacy, social legacy (which includes volunteering, culture, education, social inclusion), sustainability and economic development. Economic development in London has been developed through the LEST programme led by the Mayor and supported by the London Development Agency (LDA). This plan is well advanced.

4.3 Findings

During the course of the year, we have engaged with the Olympic Board and senior executives of all the Key Stakeholder bodies and we remain confident that the leadership is committed to setting new standards of sustainability. This is supported by evidence of personal intervention by leaders in dealing with various sustainability issues throughout the year. An example of this would be the personal leadership demonstrated by the Minister for the Olympics with respect to PVC.

“ We remain confident that the leadership is committed to setting new standards of sustainability”

Last year we were pleased to report that we have seen no evidence of cost reductions impeding the published sustainability objectives. We have seen no such evidence this year either.

In our 2008 report 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”.

Sustainability is not a standing item but sustainability issues are considered by the group when they arise and when the Commission presents its quarterly report. The London 2012 Sustainability Group has escalated PVC and HFC issues to OBSG/OB and has also taken carbon management to OBSG for consideration and decisions. There is no doubt that sustainability issues are being debated at a senior level; this focus needs to continue through Games-time and into legacy. This recommendation will remain open and we will continue to monitor senior level engagement in this issue.

We have been particularly impressed with the work to engage OBSG and OB in developing policy positions for controversial issues such as PVC, HFC and the emerging strategy to mitigate the carbon footprint.

In 2008, we recommended that **“The London 2012 Sustainability Group should ensure that the priorities identified in the Sustainability Leadership meeting are delivered through clear strategies, roles and responsibilities across the Olympic programme”**. The leaders identified the need for the Games to positively influence new standards of sustainability in construction, event management, transport, catering, property management, education and the general public. There is significant progress in all individual key organisations covering several of these areas. However, we are concerned that there is little evidence of a co-ordinated programme of work to achieve this and must conclude that this objective has not been fully satisfied.

The ODA has set up a “lessons learned” programme of work and has appointed a director responsible for this, leading an executive level steering group. The strategy was approved in September 2009. This covers a wide range of subject matter, including sustainability. There has been dialogue throughout the year between the ODA and the Institute for Sustainability, resulting in 3 draft case studies and work on a further 6, all funded by the Institute for Sustainability. A further programme of work is being developed but it is not clear how this will be funded. 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.

GOE has commenced engagement with government departments with a view to building on the new knowledge related to embodied carbon in construction. There has been little tangible progress to date but we accept that this is a long term objective.

GOE has commissioned a meta-evaluation of the impact of the Games, including a wide range of impacts, many of which address the sustainability agenda.

LOCOG has continued to engage with the rapid spread of BS8901 and is supporting its development into an ISO standard, ISO20121. LOCOG is also actively supporting the development of a Global Reporting Initiative³ (GRI) supplement on sustainability reporting for major global events. It will be important for LOCOG to capture lessons learned in 2010 to avoid peak activity during the run-up to the Games and to demonstrate the use of GRI in a practical Games environment.

³ 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

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 is leading this initiative and has appointed the University of East London as an academic partner to co-ordinate the activity.

Defra has undertaken a funded programme of activity to “inspire sustainable living” and will launch initiatives in 2010.

■ Recommendation 1:

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.

In our 2008 review, we were concerned that the GLA had closed down a bureaucratic reporting process but had not established a new process for ensuring that the Mayor’s responsibilities in delivering against the relevant Olympic objectives were being fulfilled. We recommended that **“GLA should develop a simple process to collect reporting information in order to ensure delivery against the Olympic sub-objectives for which they are responsible”**. This has not happened, mainly due to recruitment delays. This recommendation has not been fulfilled and should be completed. The LDA coordinates reporting to the London Assembly across a number of themes. We have evidence of some good work within the GLA family but there is a risk that some benefits will not be fulfilled if there is no management system in place.

There was concern from OPPO that issues such as HFC and PVC, raised with OBSG, were not on their risk register. This is because they were raised by the Commission and not through the Key Stakeholders reporting process, despite their being documented as recommendations through our reports.

■ Recommendation 2:

That GOE incorporate responses to the Commission’s recommendations into the overall view of programme risk managed by OPPO.

Until recently, the only major purchaser has been the ODA. This is changing rapidly as LOCOG develops its procurement programme and other organisations intimately involved with the Games start to switch their focus from the winter Games in Vancouver in February 2010 to the next Games in London in July 2012. It is important to be consistent in order to drive the optimum sustainability performance and value from the supply chain.

We have seen good work by the ODA this year to integrate sustainability (and other) standards for the Olympic Village now that the investment model has moved from the private sector to the public sector.

However, this is much harder for LOCOG to achieve when dealing with a very wide range of partners who are funding their own work. An example of this would be the Olympic Broadcasting Service (OBS). This organisation provides broadcast services to rights holders and will be

responsible for fitting out the International Broadcast Centre (IBC), a building that could house five jumbo jets⁴. OBS is a part of the IOC, based in Spain and provides broadcast services for all Games. While there is a contractual arrangement between OBS and LOCOG, OBS undertakes fit out of the IBC and LOCOG does not control this spend. Construction, fit out and overlay activities on all Olympic-related projects should reflect the best practice established for the Olympic Park construction to date and other procurement should comply with the LOCOG sustainable sourcing code. There needs to be adequate governance in place to ensure this happens. It is not currently clear how partners such as broadcasters will be engaged around sustainability, who is responsible for doing this, and what standards will apply.

“It is not currently clear how partners such as broadcasters will be engaged around sustainability, who is responsible for doing this, and what standards will apply”

■ Recommendation 3:

That LOCOG identify partner organisations with significant sustainability impacts and establish an engagement programme to ensure consistency.

In our last Annual Review we were critical of the legacy arrangements, commenting that this appeared to be developed “in reverse” with a detailed spatial masterplan in place without attention to the overall vision for the area. We are pleased to report that this has improved significantly;

Government has established an overall legacy body with a series of sub-committees to deal with the important aspects of legacy. At first sight this could appear excessively bureaucratic but early feedback suggests that the sub-committees are effective and a significant improvement on the previous arrangements.

The five Host Boroughs have worked together to develop a Strategic Regeneration Framework (SRF) setting out ambitious objectives for the area to achieve London norms in key socio-economic indicators, this would represent a significant improvement on the current status.

The OPLC has established a board and is currently recruiting for executive positions. The Legacy Masterplan Framework is being reviewed with the specific objective to focus more on sustainability and sport legacy.

⁴ Per London 2012 website: The steel frame of the IBC is 275m long, 104m wide and 21m tall – big enough to house five jumbo jets placed wing-tip to wing-tip.

5 Governance – Preparation



The basketball arena

Photo: courtesy London 2012

5.1 Overview, policy and structure

Responsibility for preparing the permanent facilities for the Games and legacy remains with the Olympic Delivery Authority (ODA). The ODA Sustainability Board has been established. It is chaired by John Armit and met for the first time in February 2009. With this exception, the structure, processes and key personnel have not changed substantially since our 2008 report.

During 2009, a programme-wide materials policy was adopted and policy positions were established for the use of HFC refrigerants and PVC fabric. The ODA has adopted these policies and some re-work has been required to apply them across the programme.

5.2 Governance

The governance structure for the ODA has not changed substantially since our last report.

5.3 Organisational capacity

Work on site is expected to peak in 2010 but the ODA is already planning to reduce the size of its management team. The ODA sustainability team will reduce from 5 to 2.4 FTE by December 2010 and there will be changes to staffing levels in the ODA Equalities & Diversity team and the ODA Delivery Partner environment and sustainability team.

5.4 Reporting

The ODA and its Delivery Partner report progress against 12 sustainability objectives, using information supplied by all Tier One contractors. The process has not changed substantially since our last report.

5.5 Findings

The construction programme continues to progress well, remaining on schedule and within budget. The sustainability objectives established shortly after the bid win remain robust and the ODA is on track to deliver most of them. An update report was published in November 2009⁵. The ODA continues to demonstrate best practice in sustainable construction.

The ODA has excellent management processes and highly competent people. We have clear evidence that sustainability is truly integrated into the “Day job” of the ODA and its supply chain. This has been apparent from a management level, where all key directors can demonstrate knowledge of, and commitment to sustainability objectives, and from the work on site where regulatory bodies such as the Environment Agency confirm that sustainable behaviour is fully embedded from their daily observations on site.

The standard of the ODA’s internal reporting is excellent and we receive regular reports against clear sustainability objectives. This enables us to monitor performance effectively.

The relationship between the ODA and the environmental regulatory bodies such as the Environment Agency (EA) and Natural England has been recognised as a success. Following the model adopted by Heathrow Terminal 5, the ODA has funded four EA staff to be stationed permanently on site. This enables issues to be identified pro-actively and considerably reduces the lead time for consents and approvals. On occasions where the EA has needed to issue warnings to contractors, they have been dealt with promptly and decisively by the ODA.

The ODA has responded positively where programme-wide policy positions have been established by the Olympic Board that have not previously been part of the ODA’s suite of sustainability objectives. An example of this is the objective to eliminate HFC where possible from cooling systems. This has led to some re-design of the Aquatic Centre to accommodate a different chilling system. For the main stadium, an effective case was made to demonstrate that HFC was the optimum sustainable solution and we supported this position. With regard to PVC, the ODA’s efforts to procure material to comply with the new specification are likely to lead to development of new, more sustainable materials for the world market.

The plan to decrease the size of the management workforce was expected at this stage of the project. However, the rate of downsizing is steep and this places a great deal of responsibility

⁵ ODA Sustainable Design and Construction Update – <http://www.london2012.com/documents/oda-publications/sustainability-update-full-nov-09-interactive.pdf>

“The rate of downsizing is steep and this places a great deal of responsibility on the Tier One Contractors...”

on the Tier One Contractors who may not have the knowledge or necessary expertise to deal with complex and new issues such as PVC. An example of this would be the tender for PVC membranes advertised on CompeteFor by one of the Tier 1 contractors for the canoeing facilities at Broxbourne and detected by the Commission. The ODA has undertaken to use

consultancy resources if necessary to provide technical support. We plan to monitor this situation closely and will discuss with the ODA if any evidence emerges that the level of downsizing places any significant risk to the sustainability outcomes.

There is some evidence that the ODA are setting new standards of sustainability in the construction industry. For example:

- In order to transfer knowledge, there has been dialogue between the ODA and Network Rail, particularly where there are first tier contractors in common.
- The way in which the ODA has managed relationships with regulatory bodies is also seen as exemplary and has been independently reviewed by the Institute for Sustainability, working in partnership with the Construction Industry Research Association (CIRIA).
- There is some evidence of Crossrail using the ODA as a starting point for sustainability standards
- The ODA continues to deliver class-leading performance in health and safety despite a small increase in accident frequency rate as the workforce on site increases and increased risks related to working at height need to be managed.

6 Governance – Staging

6.1 Overview

There has been significant progress in the plans for staging the Games and managing the venues in the period between the end of construction and transformation for legacy.

Staging the Olympic and Paralympic Games is the responsibility of The London Organising Committee of the Olympic and Paralympic Games (LOCOG). This is a private company owned by Government and subject to a Joint Venture Agreement between the Secretary of State for Culture, Media & Sport, The Mayor of London and the British Olympic Association. LOCOG holds the Host City Contract with the International Olympic Committee (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 Olympic Board Steering Group.

The Memorandum and Articles for LOCOG and the Joint Venture Agreement require LOCOG to act in accordance with the principles of Sustainable Development.

A decision was made in late December 2009 to appoint the ODA to manage and maintain the Olympic venues after construction until handover is completed to the final legacy owner. This will include management of the venues during the Games. A Director has been appointed to lead this work and plans were under development at the time of our review.

Responsibility for the the London city-wide operations related to staging the Games rests with the City Operations team within the Greater London Authority. This functions as an umbrella organisation working with City Operations staff within LOCOG, relevant local authorities and public bodies. Whilst the principle that the same standards of sustainability should be adopted throughout the programme is accepted by the City Operations team, the practical implications of this have not yet been fully considered and detailed plans are not yet available. During our discussions with the GLA in January 2010 we were advised that this would be done within 2 months. This is essential to support the procurement of services in mid 2010. There is a need for sustainability standards to be adopted by all UK host cities and boroughs.

6.2 Policy

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.

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.

LOCOG has set the following specific targets:

- 20% of Games-time electricity to be from new local renewable sources
- Zero Games-time waste direct to landfill with 70% 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 (new target since last Annual Review)
- 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 related to the new “Food Vision”

LOCOG has identified a number of priority initiatives whose implementation will help to define the extent to which LOCOG will have delivered sustainable Games, most of which have made significant progress:

- Low Carbon Games – The carbon footprint has been published and carbon is addressed in the Sustainable Sourcing Code.
- Zero Waste Games – Development of the Waste and Resource Management strategy is in progress and the main elements were published in the London 2012 Sustainability Plan. The plans for a Zero Waste Games have been reviewed by the Commission⁶
- Sustainable Sourcing – Second edition of the Code was published in December 2009⁷. We reviewed LOCOG’s procurement arrangements in 2009⁸
- Sustainable Transport – Olympic / Paralympic Family – Work is in progress and was subject to a “Snapshot” review by the Commission in 2009⁹
- Sustainable Transport – Spectators & and workforce – As above
- Sustainable Venues – Sustainable Venue Plans – These are in progress but not yet reviewed by the Commission
- Sustainable Food – The Food Vision was published December 2009¹⁰, this was reviewed by the Commission in 2009¹¹
- Diversity and Inclusion Strategy – The strategy was published in February 2008, followed by the Business Charter¹² 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
- Influencing behaviour change and promoting sustainability – Some work in progress but greater leadership emphasis is needed through the London 2012 Sustainability Group
- One Planet Pavilion – Plans are in place to develop the concept in 2010, this may not be a physical building

6 CSL 2010 Waste Review, http://www.csllondon.org/documents/CSL_Waste_Review.pdf

7 LOCOG Sustainable Sourcing Code (2nd Edition) – <http://www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf>

8 CSL 2010 Review of LOCOG Procurement – http://www.csllondon.org/documents/Procuring_the_games.pdf

9 The Commission’s Transport Snapshot will be published in June 2010

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

11 CSL 2010 Food Review, http://www.csllondon.org/documents/On_your_marks_get_set_grow.pdf

12 LOCOG Diversity and Inclusion Business Charter, <http://www.london2012.com/documents/business/diversity-and-inclusion-business-charter.pdf>

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- Olympic Games Impact (OGI) Study – An academic partner has been appointed, the work is progressing in accordance with IOC requirements
 - Assurance and Reporting – The Commission provides independent strategic sustainability assurance and plans are in place to develop reporting in accordance with GRI.

LOCOG has also published sustainability guidelines for corporate and public events¹³ to help to ensure that partners delivering events that carry the 2012 brand have the same high standards of sustainability.

The British Olympic Association (BOA) and British Paralympic Association (BPA) are responsible for Team GB and Paralympics 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 City Operations team will prepare their sustainability plans in 2010. We were advised in January 2010 that these would be available within 2 months.

6.3 Governance process

During 2009, LOCOG developed the first bottom-up version of their “Lifetime business plan” to clearly define the scope of all the activities required to deliver the Games, plans and budget arrangements to deliver them. The plan identifies a range of workstreams to deliver the Games and a number of key enabling strategies such as sustainability. These are described as enterprise wide services. The plan is updated as required.

The LOCOG programme and risk management strategy sets out the overall governance for the life of the organisation. This process will incorporate sustainability issues as 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 legacy.

During 2008-9 LOCOG established an internal sustainability strategy which sets out the key documents defining sustainability requirements and the roles and responsibilities of each of the 26 functional areas (in existence at that point) and requirements for them to deliver functional sustainability requirements. During 2009 we reviewed 4 functional sustainability requirements and observed evidence of one of these being adopted by a functional area. We have not seen a programme for completion of the remaining plans although the internal progress report, issued by LOCOG in December 2009 stated that these plans were in development and that progress was satisfactory.

¹³ London 2012 Sustainability Guidelines – Corporate and Public Events –
<http://www.london2012.com/documents/locog-publications/london-2012-sustainability-events-guidelines.pdf>

In 2008, LOCOG set out a plan to develop a Sustainability Management System based on a functional organisation, which was partially implemented. In 2009, the organisation structure evolved as described above. During the course of this review we were informed that LOCOG propose to develop sustainability objectives through their governance committees to align with the lifetime plan and the intention to operate in a more cross-functional way in the run-up to the Games.

The management structure for sustainability features a small expert team 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.

LOCOG relies on many partners, over whom they do not always have budget control, meaning that sustainability requirements that need to be managed cannot always be managed in a traditional supply chain manner. Some of the sectors in which LOCOG operates have few sustainability benchmarks or reliable data. This makes it more difficult to set clear objectives and targets.

The purpose of the Cultural Olympiad is to use the inspirational power of the Games to enhance the lives of people across the country through cultural experience. Whilst we welcome this substantial benefit, we believe these events must also demonstrate the highest standards of environmental sustainability. These objectives are managed in a prioritised way. Organisations entitled to use the London 2012 brand, such as commercial partners and participants in the Cultural Olympiad, are contractually required to comply with LOCOG's sustainability standards.¹⁴ LOCOG does not plan to carry out compliance audits to assure these standards. Projects qualifying for the Inspire Mark will be informed of LOCOG's sustainability requirements and they will be encouraged to comply. There is insufficient resource within LOCOG to monitor over 300 qualifying projects.

Catering and waste partners will be contractually required to comply with the Food Vision and waste targets as well as generic documents such as the Sustainable Sourcing Code and Diversity and Inclusion Charter.

Arrangements for some partners, such as broadcasters and logistics are under development during 2010.

6.4 Organisational capacity

LOCOG's organisation has grown substantially during 2009, with extensive recruitment for many positions at all levels and 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, some of whom were new to their roles.

¹⁴ The contract states "use best endeavours to adhere (and to procure adherence by any delivery partners) to LOCOG's environmental, sustainability, disability, access, diversity and youth participation policies from time to time in force in the course of the development and delivery of the relevant project"

At the start of 2009, the Sustainability team comprised 4 people, including one secondee, plus administrative support. During 2009 this increased to 7 people and during 2010 this will increase to 10, including secondees working on the Active Travel programme. 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 Villages, Games Services) to provide “hands on” support to key areas.

The Head of Sustainability reports to the Director of Strategy, Stakeholder Relations and Planning, who takes a strong personal interest in the agenda and personally chairs the Sustainability Partners’ Group.

Diversity and Inclusion (D&I) is led by the Human Resources Director, reporting to the CEO, who acts as D&I champion. The Head of D&I leads the work programme and takes direction from a D&I board chaired by the CEO. The agenda is delivered through a network of Director-level “D&I champions” in each department, diversity action teams and business led working groups.

Design will be a key feature of LOCOG’s work in 2010, with more than seventy planning applications for venues and facilities. The design team has appointed internal staff and consultants to support this activity. Design has an impact on all five key themes of sustainability and will be critical to the delivery of a sustainable Games.

Villages, logistics, cleaning, catering and waste are managed in a single directorate – Games Services. The sustainability impacts of these activities are significant. A dedicated resource is being recruited to support sustainability in Villages, which includes all accommodation at all venues and hotel accommodation for media and other partners.

LOCOG has appointed a Head of Paralympic Integration who has responsibility for ensuring that the necessary arrangements are in place to ensure inclusion is considered in every aspect of Games delivery. Other senior appointments made in the year include Director of Games Operations, Director of Villages and Games Services and Director of Brand and Marketing.

The responsibility for transport is divided between the ODA and LOCOG, with strong integration between the two organisations. The ODA is responsible for passenger transport to all venues, in collaboration with local, national and international public transport operators. London 2012 will be the “public transport Games” but there will also be a need for Park and Ride facilities which are also the responsibility of the ODA. LOCOG is responsible for transporting competitors, officials and other Olympic family members, mostly by road using buses, cars and bicycles. We have recently conducted a snapshot review of transport¹⁵.

The LOCOG sport team are responsible for ensuring everything is in place to facilitate the competitions for 26 Olympic sports for up to 205 national teams. This will necessitate the purchase (or lease), and eventual redeployment, of one million pieces of sport equipment. The

¹⁵ The Commission’s Transport Snapshot will be published in June 2010



application of the Sustainable Sourcing Code, and the objective to divert 90% of waste from landfill after the Games, are critical to this function.

The culture and ceremonies team are responsible for the Cultural Olympiad, opening and closing ceremonies and medal ceremonies. The messages communicated through cultural events and ceremonies are important here, as well as procurement of environmentally and ethically sensitive materials such as medals and flowers.

The commercial directorate is responsible for commercial partnerships, procurement, licensing and ticket sales. The application of sustainability standards through the supply chain and with commercial partners is critical to this area, as well as the affordability of the Games to diverse groups through fair ticket pricing. The commercial team are “gatekeepers” of sustainability in that they have a significant influence over most partners through the commercial process.

The LOCOG broadcast team was formed in late 2009 and is responsible for the relationship between the Olympic Broadcast Service, LOCOG and the broadcast rights holders. The impact of the broadcast activity is significant in terms of fitting out the Media Centre, generation of waste and the requirement for temporary generation.

The LOCOG technology team is responsible for delivering the essential technology necessary to deliver the Games. This includes timing and scoring equipment, information to media agencies, ticketing and accreditation of 200,000 staff. This is a significant technology challenge involving, for example, the purchase and disposal, of 10,000 personal computers. Waste, energy consumption and labour standards for hardware are significant impacts for this aspect of the Games.

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 Park and the Mall for other events such as the marathon and cycling. The Royal Parks Authority will make these facilities available to LOCOG and has resource plans to deal with this.

The BOA and BPA both recognise they need to develop programmes 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 are looking for ways of fund-raising to procure support in this area.

6.5 Reporting

LOCOG has developed programme reporting to address all aspects of delivery, including sustainability. Information from LOCOG is also used by GOE in compiling the reports against key performance indicators, which go to the London 2012 Sustainability Group and on to OBSG. LOCOG's reporting process has been developed through 2009 as the organisation structure evolves and requires further development and implementation. With respect to Diversity and Inclusion, reports go to the D&I Board, Equality and Inclusion Forum and OBSG.

Part funded by Defra, LOCOG is working with the IOC, UEFA and the Governments of Austria and Switzerland in partnership with Global Reporting Initiative¹⁶ (GRI) to develop a sustainability supplement for the events sector which could be used for future Games and other major events. This format will be an internationally recognised standard once it is issued.

6.6 Findings

Good progress has been made on the policy and strategy documents referenced in 6.2. We have been impressed with the public strategies we have reviewed, many of which have the potential to be ground-breaking if implemented effectively. However, the internal implementation of the strategies and reporting processes requires further development.

“We have been impressed with the public strategies we have reviewed, many of which have the potential to be ground-breaking if implemented effectively”

We welcome the role of the ODA, working with LOCOG and other partners, in managing the park and venues through Games-time and transition to legacy. This is a logical decision, provides good continuity and makes best use of an organisation that has demonstrated a high level of competence. With respect to sustainability, we expect that this will help to sustain the biodiversity of the park, maintain standards for waste/materials and enable the ODA to continue its good work in facilitating local employment opportunities, subject to continued support and resources from the LDA.

LOCOG has a dedicated Diversity & Inclusion Board. This is chaired by the Chief Executive and has external advisors. The Board has appointed champions in each function to provide leadership. Other aspects of sustainability will be managed through the strategic committees and supported by the sustainability team. Various aspects of sustainability are supported by Technical Advisory Groups or groups such as the sustainability partners. We hope to see the new, target-based approach described in 6.3 providing equal emphasis on all aspects of sustainability.

During the course of our review, we interviewed all of the directors and senior managers responsible for LOCOG functions. Many of these people were newly recruited since our last review or were not interviewed last year because their plans were not sufficiently advanced. Everybody we interviewed was fully aware of the need to deliver a sustainable Games and was

16 Global Reporting Initiative – <http://www.globalreporting.org/Home>

committed to this objective. Although there is evidence of good work in sustainability by all of the functions, only the technology function was able to fully articulate a systematic approach to identifying priorities, setting targets and reporting progress.

LOCOG's original sustainability management system (SMS), developed in 2008 relied on the individual functions being accountable for their sustainability impacts and for managing them effectively. The Sustainability Team provided governance and technical support. The application of functional sustainability requirements was ineffective. Only four functional requirements have been issued and we could find evidence of implementation in only one function, although there was good evidence of sustainability principles being applied in many cases with the development of strategies for a number of priority areas, e.g. food, waste, procurement.

We have observed greater progress and focus when functional areas have targets to work to, such as the waste targets. Our discussions with functional directors suggest that they would welcome a more target-driven management process to supplement the procedural approach currently being developed. We believe this approach would be more suitable to LOCOG's culture, enabling innovation to strive towards stretching targets. We therefore welcome LOCOG's plans to move away from a procedurally driven approach to a more target driven approach that encourages innovation. We have suggested some possible targets to LOCOG and we look forward to engaging with them as a "critical friend" in the coming months.

Now that good progress has been made on most of the priority strategies we believe it will be possible for LOCOG to articulate a range of simple targets that will provide a picture of a successful sustainable Games that partners and stakeholders can relate to.

■ Recommendation 4:

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.

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 reiterated in our review of LOCOG procurement. This recommendation has been met with a mixed response.

There has been a significant improvement in managing sustainability through culture and ceremonies, with good support from the sustainability team. Whilst we welcome the intention to contractually oblige Cultural Olympiad partners we are concerned that there are no plans to assure compliance.

We accept that it is not possible to police all the Inspire Mark projects but we believe that more can be done to work with partners, for example, the London 2012 extranet could be used to provide more information to partners and to enable them to exchange information and tips about sustainability and other matters.

The role of the Commercial team is critical in this process and we have been very impressed with the way in which this team has responded to its role as gatekeepers for the sustainability standards through effective commercial management.

Whilst there has been some progress, we conclude that this recommendation has not been fully met and we will keep it open. We are particularly keen to see more effective management in areas where the Commercial team are not engaged, such as the Cultural Olympiad and Broadcasting.

“We are particularly keen to see more effective management in areas where the Commercial team are not engaged, such as the Cultural Olympiad and Broadcasting”

There are some good examples of innovation in venue design such as design of media tribunes that can be re-used after use by reporters during the Games. However, some aspects of sustainable design remain to be resolved, for example, other than a proposal to favour lease over purchase, the sustainable design guidelines do not provide guidance on minimising embodied energy impacts (LOCOG’s most significant carbon impact). The guidance makes reference to the Temporary Materials Handbook and Toolkit. We have not seen a draft of this document and we are aware that the advisory group for this standard has not met for several months. We are concerned that this guidance could be delivered too late to be of benefit now that design is well underway.

The method of procurement is key to disposal of goods and facilities after the Games, which has an impact on legacy and waste objectives. This applies in particular to sport and venues. We have seen evidence of this issue being strongly considered in design and procurement and will continue to monitor this important aspect of LOCOG’s business.

The sport team place an emphasis on opportunities to re-use equipment in legacy where it is economical to do so. Equipment will be hired only if it has no obvious legacy use or if it is financially prohibitive to purchase and re-sell or donate the equipment for legacy.

The venues and infrastructure team place a strong emphasis on hire. Whilst we recognise financial constraints, we believe that legacy opportunities should be fully explored where it is economical and practical to do so. For example, toilet facilities in the Royal Parks could be a mixture of temporary and permanent facilities, providing some betterment in legacy. We also understand that the Lee Valley Regional Park Authority may have a use for items such as electronic screens. There may be a requirement for gap-funding by the legacy owner to make up the difference between lease and purchase cost, in many cases this could provide good value for the legacy owner.

■ Recommendation 5:

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 were impressed with the development of the sustainability agenda with industry bodies for catering and waste. This enables a realistic but challenging strategy to be developed and provides a clear signal to the market in good time to adapt to any new requirements. However, it is important to note that sustainability challenges are not just on the field of play. During the year we expect to see further development of waste strategies at venues such as Weymouth, where most waste ends up in the sea, and city venues such as ticketed live sites where we expect City Operations to adopt the same standards as LOCOG.

There has been good dialogue between LOCOG and the Royal Parks Authority, who are adding to their resources to ensure the unique environment of the parks is protected or improved after the Games.

The role of commercial partners remains crucial to the delivery of sustainability outcomes. Partners have engaged positively in key strategies such as waste, food and transport. There are now six Sustainability Partners and supporters; BMW, BP, BT, Cisco, EDF Energy and GE. We have seen some good initiatives from these partners, including donation of medical equipment to a local hospital by GE, partnership between GE, BT and EDF Energy to supply smart grid technology to the Olympic Village and a commitment by BMW and BP to work together to improve the performance of the Olympic fleet. We have also been impressed with the work of BT to develop a carbon footprint for the embodied impacts of all the infrastructure and services for the Games. This will be rolled out across the company and openly shared with a view to creating an industry standard. 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.

We believe it is time to consider how the legacy of knowledge from LOCOG's activities will be captured, particularly as they will not wish to be distracted in the run-up to the Games and that downsizing of the organisation will occur very rapidly after the Games. This comment applies to Recommendation 1.

7 Governance – Legacy



Photo: Shutterstock

7.1 Overview

The arrangements for legacy have been developed substantially since our last Annual Review.

GOE is responsible for engaging wider government in delivering a sustainable legacy from the Games for the UK. Themes have been developed related to sport, East London, young people, sustainable living and inclusion. In December 2009, the Minister for the Olympics announced that there would be a new legacy theme around setting new standards and changing the perceptions of disability. The governance arrangements are described in 4.1.

The GLA is responsible for delivering a sustainable legacy across London. Themes have been developed around sport, employment, East London, sustainability and inclusion.

One of the key legacy objectives is to use the power of the Games to encourage two million people to be more active. DCMS is responsible for getting one million people more active through sport. The Department of Health (DH) leads a range of cross-departmental programmes to increase general levels of activity. The Physical Activity Plan “Be active: be healthy” was published in February 2009. The GLA is concentrating on reducing the number of inactive Londoners by encouraging them to take up 1 x 30 minutes of sporting activity per week. Sport England leads on increasing levels of activity in sport from 1 x 30 minutes per week to 3 x 30 minutes. Sport England’s strategy was launched on 10 June 2008 and commits them to delivering demanding

targets by 2012/13:

- One million people doing more sport
- 25% reduction in the number of 16- to 18-year-olds who drop out of five key sports
- Improved talent development systems in at least 25 sports
- A measurable increase in people's satisfaction with their experience of sport – the first time the organisation has set such a qualitative measure
- A major contribution to the delivery of the five hours of sport offer for children and young people.

DH is responsible for increasing levels of general exercise to 3 x 30 minutes for one million people¹⁷. NHS London's GO London Strategy¹⁸: sets specific targets for London;

- Lift 150,000 people out of inactivity by 2012 (to 1 x 30mins per week)
- Have 300,000 people more active by 2012 (3 x 30mins per week)
- Ensure 30,000 more people achieve the Chief Medical Officer (CMO) recommendation (5 x 30mins per week) by 2012

The Five Host Boroughs have collaborated to produce a Strategic Regeneration Framework to guide future development of East London, building on the Olympic legacy as one element. The Olympic Park Legacy Company (OPLC) has been formed as a not for profit company 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 LVRPA (below).

The Lee Valley Regional Park Authority¹⁹ (LVRPA) will own the VeloPark, Eton Manor, hockey and tennis centres in the Olympic Park and White Water Canoe Centre at Broxbourne as part of a portfolio of existing assets including Lee Valley Athletics at Picketts Lock, Enfield. LVRPA is a statutory body established in the 1960s in partnership with all 33 London boroughs and the county councils of Essex and Hertfordshire.

7.2 Policy

The national Legacy Action Plan "Before, during and after"²⁰ was published by DCMS in June 2008. 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

17 DH Be active, Be healthy, http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_094358

18 <http://www.london.nhs.uk/news-and-health-issues/press-releases/2009-press-releases/new-health-strategy-to-get-londoners-more-active-by-2012>

19 Lee Valley Regional Park Authority – <http://www.leevalleypark.org.uk/en/content/cms/leisure/leisure.aspx>

20 DCMS (2008) Before, during and after: making the most of the London 2012 Games – <http://www.culture.gov.uk/images/publications/2012LegacyActionPlan.pdf>

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'²¹ was published in March 2010.

The previous Mayor of London published "five legacy commitments" in June 2008 and these commitments have been adopted by the new Mayor. 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

The Five 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 Framework²² to describe how they expect East London to develop over the next 20 years. This identifies seven outcomes with a view to tackling deprivation in the area and reaching convergence with the London norms:

- 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

The Olympic Park Legacy Company (OPLC) has inherited the Legacy Masterplan Framework (LMF) from the LDA. This describes five walkable communities with different urban characteristics. The OPLC is re-working the LMF to place greater emphasis on the area as a visitor attraction for culture and sport and to place more emphasis on sustainability. The OPLC is also developing a corporate plan with a focus on the first 4-5 years of ownership of the park assets.

The Lee Valley Regional Park Authority will own and operate the VeloPark and white water facility 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 features a mountain bike route and good connections to cycle routes to support the UK's fastest growing sport.

21 http://www.culture.gov.uk/reference_library/publications/6749.aspx

22 <http://www.walthamforest.gov.uk/strategic-regeneration-framework-report-2.pdf>

7.3 Governance process

Political leadership over legacy continues to be provided by the Olympic Park Regeneration Steering Group (OPRSG), chaired by the Mayor with membership drawn from political leaders of GOE, CLG and the Five Host Boroughs.

Over the past three years, a variety of governance groups have been set up for legacy, some with relatively short lives. A new structure has been established towards the end of 2009 to incorporate all leading local, regional and national bodies responsible for different aspects of legacy. This comprises an over-arching London 2012 Games Legacy Board chaired by the Director General, GOE, with sub-boards for the following aspects;

- Sport – led by DCMS
- East London – Led by CLG
- Social legacy – Led by Nations and Regions
- Economic – Led by BIS
- Evaluation – led by GOE

There are two additional workstreams which have been recognised as important but which are not part of the formal legacy structure;

- Sustainability – Led by the Mayor's office and Defra
- Disability – to be determined by GOE

The purpose of this structure is to co-ordinate all of the government and non-government bodies with a significant interest in delivering the legacy. Some of these bodies are relatively new and in the process of developing terms of reference and finalising membership.

The OPLC has recruited a Chair, a Chief Executive Officer and a Board of Directors. The first Board meeting took place in December 2009 and recruitment for senior management positions currently covered on an interim basis by LDA staff is well advanced. The OPLC will develop plans with the objective of being ready to receive the Olympic Park in 2013. In broad terms, this includes planning and setting policy during 2010 (including sustainability policies and standards), procurement and marketing in 2011 and operational preparation in 2012.

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, BPA and BOA.

The British Olympic Association (BOA) and the British Paralympic Association (BPA) are responsible for the performance of Team GB and Paralympics GB in Olympic and Paralympic sport. The two organisations are co-located. The Chair of the BOA is a member of the Olympic Board.

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.

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 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.

7.4 Organisational capacity

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. During the year there has been a significant increase in the resources deployed by CLG to take responsibility at a national level for the legacy in East London and beyond.

The Mayor's office has increased the capacity of their Olympics 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, the Learning and Skills Council (LSC) and the new Skills Funding Agency²³. At the time of writing this report it was not certain how this activity would be supported and funded beyond April 2010.

Although the company was incorporated in May 2009, it was not until March 2010 that fundamental issues surrounding the OPLC were resolved. These centred on land ownership and the responsibility for repayment of the Lottery debt and are fundamental to the company's ability to deliver a sustainable legacy.

7.5 Reporting

GOE plans to perform a Meta Evaluation of the Impacts and Legacy of the London 2012 Olympic and Paralympic Games and is currently out to tender for this service.

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. The University of East London has been appointed as Research Partner for the current, pre-Games phase, funded by the Economic and Social Research Council.

²³ <http://skillsfundingagency.bis.gov.uk/>

7.6 Findings

In 2008, the DCMS Legacy Action Plan²⁴ promised to make the Olympic Park “a blueprint for sustainable living”. This states “The Government is responsible for ensuring that the benefits of the London 2012 Olympic Games and Paralympic Games provide long-lasting value to East London and the rest of the UK. Working with our London 2012 partners, we are harnessing the power of the Games to inspire change in people’s lives - in sport participation, in our communities and in attitudes towards disability. We will make the Olympic Park a blueprint for sustainable living, as well as demonstrating that the UK is a creative, inclusive and welcoming place to live, visit and do business.” We understand this is the responsibility of the London 2012 Sustainability Group but we are also advised that this group will not be constituted as a formal legacy board. Although the “promise” was made by the Minister for the Olympics, we are advised that Defra has responsibility for delivery. Other than a specific, short term project related to “inspiring sustainable living”, we have seen no plans from Defra to fulfil this promise. This gives us cause for concern as it is not clear who is actually accountable for delivery.

The London 2012 Sustainability Group has been primarily focused on the preparation and staging of a sustainable Games up to now. If this group is to provide governance over longer term sustainability objectives, the Terms of Reference and membership of this group will need to be reviewed and changed if necessary.

■ Recommendation 6:

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.

The current “Legacy Vision Framework” presented to the Olympic and Paralympic Legacy Board in September 2009 contains two objectives; 50% reduction in carbon emissions (an objective set by the ODA) and “people inspired by the Games to live more sustainably” (in our view this means very little). All we have seen so far is re-stating of existing initiatives and objectives and no new work to define what “making the Olympic Park a blueprint for sustainable living” should look like in legacy and who should be responsible for making it happen. We believe that Defra should have a role in defining this objective and that CLG, in conjunction with the Mayor’s Office, should be responsible for delivery through the OPLC and other bodies such as LVRPA. We believe the following elements should be more clearly defined:

“All we have seen so far is re-stating of existing initiatives and objectives and no new work to define what “making the Olympic Park a blueprint for sustainable living” should look like in legacy and who should be responsible for making it happen”

24 http://www.culture.gov.uk/what_we_do/2012_olympic_games_and_paralympic_games/6474.aspx

- The sustainability standards to be exemplified by the OPLC/LVRPA and other legacy owners after 2013 and in particular after 2016 when current government policy requires zero carbon new homes,
- Defining how residents and visitors to the park will exemplify sustainable lifestyles,
- Delivering a legacy of knowledge to enable improvements in sustainable performance across the UK and globally, for example, the application of management standards for embodied energy in construction.

■ Recommendation 7:

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.

The Chair and CEO from the new legacy company, the OPLC have both expressed personal commitment to the sustainability agenda and support the role of the Commission as an assurance body and a “critical friend”. The move to revise the LMF to place more emphasis on sustainability is welcome and we look forward to the outcome. The OPLC corporate plan, due to be completed in April 2010, will be an indicator of the commitment of the OPLC to a sustainable legacy. We await these documents with interest.

Last year we recommended that **“The GLA and Government should ensure that the OPLC currently under development for legacy has the long term sustainable development of the Olympic Park enshrined in its objectives, governance, management capacity, structures, funding and business plan, and will ensure integration with wider Lower Lea Valley initiatives”**. The management and Board of the new company were heavily focused on the issues of land ownership, funding and debt at the time of our review so it remains to be seen if the personal commitment of the leaders will be translated into sustainable solutions on the ground²⁵.

Last year we raised the issue of the legacy of knowledge and welcomed the engagement between the ODA and the Institute for Sustainability²⁶ and their partner organisations such as CIRIA. This work has progressed slowly in 2009 and has resulted in three case studies, not yet published, and plans for another six, all funded by the Institute for Sustainability from their limited resources as a charitable trust. The ODA has developed a legacy learning programme to capture knowledge before it is lost through their demobilisation. To support this there is an urgent need for the wider coordination of this activity to be put in place to ensure all key legacy learning is captured and disseminated. In addition, LOCOG need to engage given that the best time to capture knowledge is well ahead of the Games, to enable the team to focus their efforts at Games-time. This work must be adequately funded and supported.

The good work undertaken in the area of skills and employment²⁷ by LDA and other partners is at risk if the LDA and other skills funding bodies are not able to continue to support this with funding and expertise. Re-organisation within the LDA suggests this activity may receive a lower priority

²⁵ In March 2010, it was announced that an agreement had been reached regarding ownership of the Olympic Park.

²⁶ Institute for Sustainability – <http://www.instituteforsustainability.co.uk/>

²⁷ CSL 2009 Review of Skills and Employment, <http://www.cs london.org/reports/employmentreview.aspx>

and it is not clear where the resources will come from if the LDA is less active in this area. This would be particularly damaging as the construction progresses towards a peak workforce on the Olympic Park and Olympic Village of 11,000 in 2010 and as LOCOG prepare to mobilise up to 200,000 employees and volunteers required to stage the Games.

The ambition to engage more people in sporting activity involves a complex infrastructure of sport governing bodies, many of whom are staffed by volunteers and some are very small organisations. Sport England is responsible for funding these bodies.

There has been effective work between GOE, OPLC, sport governing bodies, UK Sport, Sport England, GLA and the Five Host Boroughs to ensure that maximum use can be made of sports facilities in legacy. This should be balanced with the desire to on LOCOG's part to reduce environmental impacts and costs by leasing venues and equipment where appropriate.

The challenge to increase sport participation and to ensure that the infrastructure and resources are available to meet that demand is a significant one;

The results to date are detailed in the Sport England Active People Survey²⁸. This shows that, in 2008/9 there has been a statistically significant increase in four sports (athletics, cycling, canoeing and tennis) and a statistically significant decrease in ten sports. Sport England has a strategy to address this issue²⁹ and there is a regional strategy for London³⁰. We are not aware of strategies in the other regions.

There is emerging evidence that the sport legacy board will help to co-ordinate the efforts of the various bodies involved relating to the 2012 Games.

The best example we have seen of legacy in action is the National Sailing Academy at Weymouth. This facility was created by a small group of social entrepreneurs when the Ministry of Defence vacated the site, leaving behind an area of contaminated land and a significant unemployment problem. Supported by the regional development agency, the sailing academy was set up as a social enterprise. The arrival of the Olympics has seen investment by the ODA to extend and improve the facilities and private sector investment in an adjacent marina, whilst ensuring that the biodiversity of this internationally important marine environment is enhanced. This has attracted further investments in restaurants and leisure facilities. The facility is in operation three years before the Games and received an "Excellent" CEEQUAL rating for its environmental performance in construction. It is in use today by elite sailors alongside children from the local schools and local families who enjoy highly subsidised "taster days" to get them involved in the sport. 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.

28 http://www.sportengland.org/research/active_people_survey.aspx

29 http://www.sportengland.org/about_us/what_we_do.aspx

30 GLA (2009) A Sporting Future for London – <http://www.london.gov.uk/who-runs-london/mayor/publications/olympics-and-sport/sporting-future-london>

8 Sustainability Review – Overview

8.1 London 2012 Sustainability Plan 2nd Edition³¹

December 2009 saw the publication of a new edition of the London 2012 Sustainability Plan. This represents a significant improvement on the original plan with much more detailed information on targets and delivery plans.

- **Climate change** – the new edition provides much more information on the overall carbon footprint and the detailed evaluation report will have been published four months after the Sustainability Plan, despite our strong recommendation that this detail should have been provided sooner. However, the plan still does not describe how the residual footprint will be mitigated, nor does it say how the carbon footprint will be measured and reported on. We are concerned that this valuable work will be wasted if the lessons are not applied on other projects.
- **Waste** – the significant change is the declaration of a target of “reasonable endeavours” to achieve 90% diversion from landfill for waste arising from temporary venues and infrastructure, partly fulfilling Recommendation 7 in our 2008 Annual Review and fulfilling recommendation 3 in our design review. We still have concerns about the wider waste picture, described further in the waste section of this report and our waste review.
- **Biodiversity** – the new edition contains more detail of the biodiversity commitments and how they will be achieved, more detail will follow as plans to manage the venues and park are developed. However, the commitment for the London 2012 Biodiversity Group to produce a biodiversity strategy including a portfolio of projects has become a commitment to the projects themselves.
- **Inclusion** – the plan provides much more detail of this varied agenda, from direct employment, supply chain, business opportunities to how the Games will be accessible. However, it primarily focuses on the achievements in business and employment. Pricing of tickets and public transport will be crucial to the success of this workstream.
- **Healthy living** – the new edition provides a comprehensive overview of various aspects of health, from safety to air quality and sport participation. This is a significant improvement on the previous plan, which was thin in this area.

³¹ London 2012 Sustainability Plan, 2009, <http://www.london2012.com/documents/locog-publications/london-2012-sustainability-plan.pdf>

9 Sustainability Review – Climate Change

London 2012 Sustainability Policy

‘Climate change is a global issue. The UK is leading the world in facing up to this challenge and the Games provide a platform for demonstrating long term solutions in terms of energy and water resource management, infrastructure development, transport, local food production and carbon offsetting. We aim to minimise the environmental footprint and carbon emissions of the Games and legacy development, notably by optimising energy efficiency, energy demand and use of low carbon and renewable energy sources.’

London 2012 Sustainability Plan

Vision: ‘To deliver a low-carbon Games and showcase how we are adapting to a world increasingly affected by climate change.’

9.1 Overview

The new edition of the London 2012 Sustainability Plan contains a comprehensive report on the London 2012 carbon footprint, a project instigated as a result of our recommendation in 2007. The plan details the reference footprint of 3.4 million Tonnes and the methodology for calculating the reference footprint. The report identifies 2.3 million Tonnes of “owned” emissions and the proposals to reduce the owned footprint to 1.9 million Tonnes.

The ODA has committed to measuring the footprints of four venues and sub-projects from “as-built” data in order to understand how the embodied energy calculations compare to the reference footprint.

There is no indication of how LOCOG will measure and report on actual emissions levels relating to the staging of the Games.

LOCOG has set out guidance for suppliers on measuring their carbon footprint and has made a clear statement of intent through the Sustainable Sourcing Code but has not set a target for embodied energy. The requirement in the code to maximise recycled material is also a positive contributor to reducing embodied impacts. Cost driven objectives to hire as much as possible will also have a positive effect but our concerns about the impact of this policy on legacy should also be noted.

The Commission’s independent report, “Extinguishing emissions”³² reviews this subject in detail and summarises our position. This section does not repeat the recommendations made in the carbon review.

The footprint shows that the majority of emissions are embodied in the construction process or in the manufacture of goods for staging the Games. Flights and Games-time energy consumption from venues and transport are relatively small contributors. It is also important to note that the projected energy use of the Olympic venues in legacy represents a small fraction of the energy used to build them.

32 CSL 2009 Carbon Review, <http://www.csllondon.org/reports/carbonreview.aspx>



The Aquatics Centre

Photo: courtesy London 2012

The embodied carbon footprint related to construction of venues and transport infrastructure is more than double the emissions related to operations and spectators.

Of LOCOG's 'owned' emissions, the embodied carbon footprint for the materials needed for overlay and fit-out to stage the Games represent more than the next three biggest impacts and 45% of the emissions related to staging the Games.

The ODA has committed to reduce carbon emissions from energy consumption in legacy by 50% and has a series of targets related to this objective. This includes construction of a highly efficient tri-generation energy centre, a planned wind turbine and potentially renewable energy features in the park. Permanent venues at the Olympic Park will be rated BREEAM Excellent in legacy and use 15% less energy than 2006 building regulations require. The Olympic Village will be constructed to level 4 of the Code for Sustainable Homes, including a 44% reduction in energy use compared to 2006 building regulations.

LOCOG has committed to reducing energy consumption during the Games and to sourcing 20% of Games-time electricity from new, local renewable resources. However, the new edition of the London 2012 Sustainability Plan suggests this may not be achievable.

The bid committed LOCOG to offsetting flights for competitors and officials. The approach to dealing with residual carbon emissions outlined in the climate change section of the London 2012 Sustainability Plan focuses on a broader range of compensation measures, with emphasis

on delivering a sustainable legacy, promoting local benefits and inspiring change. Conventional offsetting is not part of this strategy, although London 2012 will continue to support and work with its partners who wish to develop offset projects as their contribution to achieving a sustainable Games. We have agreed that offsetting is not necessarily the most appropriate solution but we would like to understand in more detail how emissions will be mitigated if they are not to be offset.

LOCOG has also committed to developing a low carbon Olympic flame in conjunction with energy partner EDF Energy.

London 2012 have committed to transporting 50% of construction materials for the Olympic Park by rail or water.

Carbon is not the only greenhouse gas and we have expressed concerns about use of HFCs, which have a global warming potential of up to several thousand times that of CO₂. Following our recommendations in 2007 and 2008, a policy position has been established to eliminate these chemicals unless it can be demonstrated that they are the most sustainable option³³.

The ODA did not set a specific target with respect to embodied emissions because the carbon footprint was carried out after the start of design work. However, various actions by the ODA have been significant in terms of reducing embodied impacts, such as procuring concrete in a way that reduces carbon, maximising use of recycled materials and design activities, aimed at reducing cost, that reduced the amount of material required for venues such as the main stadium and velodrome.

The OPLC is undertaking a carbon footprint study with respect to the LMF and will develop a carbon strategy as part of its forward plan.

Our report “Extinguishing emissions”³⁴ set out 14 recommendations for mitigating the 1.9 million tonnes of residual “owned” carbon footprint. Priority has been given to using the legacy of knowledge to influence future public and private sector projects and to support mass communication campaigns to change behaviour related to carbon emissions. There is some evidence of mass communication campaigns through EDF Energy’s advertising campaign and support for Green Britain Day and BT’s work to develop their own carbon footprinting methodology to help establish a standard for their company and their industry sector. Meetings have taken place between government departments about the knowledge legacy but there has been little progress to date.

9.2 Findings

Our review shows that the ODA has set challenging targets related to energy consumption in the built environment and transport. This represents current best practice but it is not future-proof. For example, the park may not support the Government’s ambition to build zero carbon new homes

33 London 2012 (2009) Policy on the use of hydrofluorocarbons for the London 2012 Olympic and Paralympic Games – <http://www.london2012.com/documents/imported/use-of-hfc-policy.pdf>

34 CSL 2009 Carbon Review, <http://www.csllondon.org/reports/carbonreview.aspx>

by 2016 as there is insufficient supply of zero carbon energy on the site. Our recommendation with respect to the “Blueprint for Sustainable Living” commitment applies to this finding.

LOCOG has expressed concern that the target to deliver 20% 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. We expect to explore this issue further with LOCOG in the coming year to understand the options that are being investigated.

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 welcome the work in 2009 to establish a clear policy for use of HFCs and support the ODA's diligent approach to finding the most sustainable overall solution. Recommendation 11 from our 2008 report has been completed as a result of this action but diligence will be needed to ensure continued compliance. There is a potential issue related to small chillers. Non-HFC solutions using hydrocarbons are in regular use in the USA but rare in the UK. We believe there is an opportunity to address market failure by encouraging and supporting local businesses to acquire the skills and materials necessary to maintain this type of product and to stimulate the market

The ODA has set targets related to carbon emissions in legacy for the built environment. The carbon footprint study actually shows that these impacts are relatively small compared to those embodied in construction and manufacture. With hindsight, more focus should have been placed on embodied impacts but the footprint information was not available at the time. This is an important lesson for the construction industry and an opportunity to develop exportable skills in managing embodied carbon emissions.

“With hindsight, more focus should have been placed on embodied impacts”

We accept that the ODA has done as much as it can be expected to have done at this stage of the project to mitigate embodied carbon, based on the knowledge available at the time standards were set. The focus needs to shift to developing the knowledge generated by the ODA to shape the future.

The carbon footprint work carried out for London 2012 is ground-breaking in its comprehensive approach but others are starting to tackle this issue. Major events such as the Vancouver Games and the FIFA World Cup and projects carried out by organisations such as the Highways Agency and Transport for London are starting to measure embodied emissions. However, the footprints vary widely in their approach to fundamental assumptions such as scope and amortisation. The ODA and LOCOG are breaking new ground in considering energy emissions related to issues outside operations and the built environment. By way of example, the Government's Sustainable Operations of Government Estate (SOGE)³⁵ targets and the UK Sustainable Construction

35 SOGE targets – <http://www.defra.gov.uk/sustainable/government/gov/estates/targets.htm>

Strategy³⁶ are both silent on the subject of embodied impacts. This represents an opportunity for London 2012 to use the lessons learned to influence the future developments of these strategies in a positive manner.

We believe that the lessons learned from the carbon footprint exercise should not be lost and that these lessons provide a unique opportunity for the UK to take a lead in the important subject of embodied energy. There is an opportunity to develop intellectual property related to managing carbon for future Games, major sporting events and construction projects.

■ Recommendation 8:

That GOE work with the rest of DCMS to develop a consistent and effective approach to carbon management for major sporting events.

■ Recommendation 9:

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.

We commend the efforts of commercial partners to help address this agenda; EDF Energy has a very public emissions campaign, GE has joined with EDF Energy and BT to help install Smart Grid technology into the Olympic Village and the food and beverage sponsors, McDonald's, Coca-Cola and Cadbury's are investigating new ways of reducing the carbon footprint of their supply chains. New sponsor BMW plans to work with BP to reduce the already impressive fleet average for vehicles to significantly below 120g CO₂/Km. BT is setting an industry sector standard for measuring embodied carbon. Continuation of this effort and a more collective approach from commercial partners in this area would be very welcome.

We are disappointed that it has not been possible to generate sources of renewable fuel in East London to support an Olympic Park that is able to deliver close to zero carbon energy during the Games. However it is important to take a long term view of this issue and aim for zero carbon energy in legacy. We believe that this is not only the right thing to do, but it will also create an attractive proposition for developers in the future, delivering greater value to the government shareholders in the longer term.

■ Recommendation 10:

That the OPLC work with partners in the local community to ensure the Olympic Park is able to deliver zero carbon energy by 2016.

The Olympic Park has been designed in accordance with best practice in climate change adaptation. The planting on the park has been selected with future climate change in mind and the park has been designed for a 1 in 100 year flood event. This will need to be reviewed regularly

36 BIS Strategy for Sustainable Construction – <http://www.berr.gov.uk/whatwedo/sectors/construction/sustainability/page13691.html>

in legacy as the severity of these events tend to change over time and further development on the park will change the nature of flood risk. More than 4,000 properties will benefit from a significantly reduced risk of flooding as a result of the Park designs. Flood alleviation measures include river widening, strengthening flood defences and sustainable urban drainage systems.

“The Olympic Park has been designed in accordance with best practice in climate change adaptation”

The objective to achieve 40% reduction in potable water use across the park is considered to be a challenging target by both the Commission and the Environment Agency. The target is planned to be delivered through a combination of water efficient design, rainwater

harvesting and a non-potable water infrastructure throughout the park. Of particular note is the membrane bioreactor planned to be installed for blackwater recycling, processing sewage into water suitable for irrigation. This project has been developed in partnership with Thames Water and will be among the first of its kind in the UK. We commend the ODA and Thames Water for this initiative.

The Broxbourne white water facility is a particular challenge. The facility is highly energy intensive and water inefficient, suffering from significant evaporative losses and water lost through splashing. The system has been designed with two circuits, one for elite sport and a less challenging course for leisure use in legacy. These are supplied by separate pumping systems to minimise energy use. The facility will be supplied with non-potable water from a local borehole and the system has been designed to capture splashover as a source of grey water for irrigation of the site. Whilst this is commendable, we would expect to see more effort to supply the site from renewable energy resources in legacy.

10 Sustainability Review – Waste

London 2012 Sustainability Policy

‘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. We will minimise waste at source, divert construction waste wherever feasible and all Games-time waste away from landfill, and promote the waste hierarchy of ‘reduce, reuse, and recycle’ to facilitate long term individual behaviour change.’

London 2012 Sustainability Plan

Vision: ‘To deliver a zero waste Games, demonstrate exemplary resource management practices and promote long-term behavioural change.’

10.1 Overview

Waste management has been subject to a thematic review by the Commission in 2009³⁷.

The ODA continues to set challenging targets for waste management in demolition and construction. Our thematic review has shown that this is being well managed and that the ODA is demonstrating best practice. However, we have expressed some specific concerns around incineration and the destination of waste wood.

LOCOG has set a target of zero waste to landfill during the Games. Plans to deliver this have been reviewed by the Commission and are progressing well.

The publication of the second edition of the London 2012 Sustainability Plan saw the introduction of a new target to ‘take 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 (stretch target)’.

Responsibility for post-Games waste is divided between the ODA and LOCOG depending on who was responsible for purchasing the material in the first instance, with GOE having responsibility for redeployment of some major venues.

After the Beijing Games, the scale of work required for the city to support the Games was recognised and the GLA have since established a City Operations team. Waste management during the Games in the Host Boroughs and around other venues will be an important aspect of their planning.

The development of wider waste infrastructure is overseen by the London Waste and Recycling Board (LWaRB). This board has funding to support waste infrastructure projects in London. On 8 December 2009, LWaRB announced that it was providing a £12 million funding guarantee to Biossence Limited to secure the development of an £80 million gasification plant to be situated

37 CSL 2010 Waste Review, http://www.csllondon.org/documents/CSL_Waste_Review.pdf

near the Fairview Industrial Estate, Rainham. The new facility will reduce the amount of waste that is sent to landfill and will provide a source of renewable energy. The plant will generate 18-20 MW of electrical power and approximately 10 MW of thermal power. This plant will be the first of its kind in London and the largest in the UK. Construction of the facility is anticipated to take between 12 to 18 months and therefore could be operational for Games-time. However, this technology will not support LOCOG's target of 70% of Games-time waste being reused, recycled or composted.

The Commission recognises that this is a major step forward with new waste infrastructure in East London. However, it is important to note that Shanks and ELWA were investigating options for processes and technologies to take the solid recovered fuel from their planned Mechanical Biological Treatment plants prior to London being awarded the Games in July 2005. In this case it is not possible to conclude that this project was inspired by the Games.

Waste management in legacy is the responsibility of the venue owners, primarily the OPLC and LVRPA. More detailed plans will be developed over the next two years.

10.2 Findings

Note: We have made reference to some of the recommendations in our waste review but we have not repeated them unless it is relevant to this report. Any recommendations in this section need to be considered in the context of the recommendations of our waste review.

The ODA continue to set new standards in construction waste management. We have made some recommendations related to this area in our waste report but overall the ODA are to be congratulated for their performance to date.

“The ODA continue to set new standards in construction waste management”

The ODA has also set targets based on an improvement in the WRAP best practice guidance for use of recycled materials in construction and is expected to achieve or exceed these objectives.

LOCOG's approach to Games-time waste is being thoroughly thought through, using a combination of expert consultants and an independent Technical Advisory Group (TAG). However, feedback from participants in the TAG suggest that the information provided by LOCOG was limited and that resulted in their contribution being sub-optimal. The group met 3 times in the past year and was not provided with a copy of the consultancy report at the time due to “commercial sensitivity”. This has now been resolved and the report is openly available.

The LOCOG organisation structure has been designed to meet this target with a senior manager responsible for Catering, Cleaning, and Waste. This ensures that the main functions generating and disposing of waste are managed under one point of accountability, considerably improving the chances of success.

LOCOG's Sustainable Sourcing Code³⁸ addresses the issue of recycled materials and recyclability of materials coming into the venues during the Games.

It is not yet completely clear how City Operations will deal with waste in areas of London not controlled by LOCOG during the Games and at other sites throughout the UK. We have recommended in our waste review that more emphasis is placed on this issue.

“It is not yet completely clear how City Operations will deal with waste”

In our last Annual Review we recommended that **“The ODA and LOCOG should ensure a clear and consistent policy for mitigating the impacts of manufacture, use and disposal of temporary materials”**. The target to reuse or recycle at least 90 per cent of the material arising from the installation and deconstruction of its temporary venues and overlay has satisfied this objective in part but roles and responsibilities are not clear. Our waste review recommended **“That the London 2012 Sustainability Group agrees how the management of waste and resources in the post-Games bump-out/breakdown phase and subsequent transformation phase will be co-ordinated and where responsibility will lie. This encompasses the operations of City Operations, HMG, LOCOG and the ODA and how they will all maximise reuse of materials.”**

We are concerned that focus could be lost on this important issue as the Games approach and that demobilisation after the Games could have a detrimental effect leading to greater use of landfill and reducing the opportunity to recover cost from unwanted materials or to put them to a charitable purpose. A highly co-ordinated and focused effort will be required to dispose of all materials after the Games with suitable incentives to deliver a financial, environmental and social benefit from unwanted materials.

The objective to **“be a catalyst for new waste management infrastructure in East London and other regional venues”** was always expected to be challenging and we have addressed this subject in previous Annual Reviews. As a result of the difficulties in managing waste in London and the failure of the waste industry to come up with credible schemes, we have seen little evidence of this happening. The facility in Rainham recently announced was in development before the bid was won and although it will support zero waste to landfill, it

“...the opportunity to do this in time for the Games has been lost...”

will not support LOCOG's objective for 70% re-use, recycling and composting. This may still result in LOCOG needing to transport waste out of London for suitable processing.

In our last Annual Review we recommended that **“The LDA should ensure that the Olympic Park infrastructure is able to deliver zero carbon heat and very low carbon energy by 2016 at the latest, but preferably by 2012, utilising a wider waste strategy for the Lower Lea Valley to supply fuel derived from organic waste combined with the renewable**

38 LOCOG (2009) Sustainable Sourcing Code, 2nd Edition – <http://www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf>



Photo: Shutterstock

energy solutions provided by the ODA”. We are disappointed to report that the opportunity to do this in time for the Games has been lost and that any project starting now would be unlikely to be completed and able to supply a reliable source of energy during the Games. This is due to a combination of factors including lack of clarity around roles and responsibilities, inadequate response from the waste industry leading to delays in developing and securing funding for projects through the London Waste and Recycling Board.

There are encouraging signs that a waste to energy solution may be found for legacy. In December 2009, there were a series of high level meetings in London with senior executives of Cofely, the ODA, LDA, and the OPLC, in order to explore the issues and establish a working dialogue. This was instigated by the GLA Co-Chair of the London 2012 Sustainability Group. The Commission commends this proactive approach. The outcome of the discussions was an agreement with Cofely on a broad process of joint working around the legacy development and energy needs. We anticipate this could form part of a wider utilities infrastructure initiative supported by the London Thames Gateway Development Corporation.

11 Sustainability Review – Biodiversity

London 2012 Sustainability Policy

'We aim to enhance the ecology of the Lower Lea Valley and other London and regional 2012 venues, and to encourage the sport sector generally to contribute to nature conservation and enhancing the natural environment.'

London 2012 Sustainability Plan

Vision: 'To conserve biodiversity, create new urban green spaces and bring people closer to nature through sport and culture.'

11.1 Overview

2010 is the International Year of Biodiversity. The London Games will be unusual in their connection with biodiversity. The Olympic Park will be a green space, as opposed to the urban spaces with parks added that have been a feature of many recent Games. Many other venues will also benefit from access to the natural environment; the sailing will take place against a backdrop of the world heritage Jurassic coastline. Equestrian events and beach volleyball will take place in or in close proximity to Royal Parks and the white water canoeing venue will have access to the northern end of the Lea Valley Park.

The ODA has developed a Biodiversity Action Plan³⁹ (BAP) for the Olympic Park and ecological management plans for all other venues. These include minimising and mitigating construction activity, developing new and enhanced habitats, removing invasive species and protecting sensitive habitats and species. The BAP sets out how the ODA will deliver their commitment to create 45 Hectares of ecologically managed habitat within 102 Hectares of metropolitan open land. Natural England has confirmed that the ODA is currently in compliance with these plans.

The Olympic Village, Aquatics Centre, Eton Manor, utilities buildings and the Main Press Centre will all have elements of "living roofs" providing 15,000m² of habitat.

The work to enhance the biodiversity of the park is on schedule, wetland plants and trees have been ordered and the first tree was planted by Her Majesty The Queen in November 2009.

The work to extend the National Sailing Academy is complete, along with the construction of the adjacent marina. This work was carried out in conjunction with Natural England and local conservation groups to ensure the unique marine habitat in the area was preserved.

The recent decision to appoint the ODA to manage the park after construction and during the Games places an additional responsibility to maintain the biodiversity that has been protected or enhanced as a result of construction. The ODA will also be responsible for the biodiversity impact of the transition work to legacy.

39 ODA (2008) Olympic Park Biodiversity Action Plan – <http://www.london2012.com/documents/oda-publications/olympic-park-biodiversity-action-plan.pdf>



Greenwich Park

Photo: Shutterstock

LOCOG is entering a period where more than 70 planning applications will be submitted during 2010; each will require a statement on biodiversity. Natural England and the Environment Agency play a statutory role in the planning process. Environmental Impact Assessments will have to be carried out in association with many of the planning applications.

LOCOG is committed to use the Games to raise awareness of biodiversity through the presentation of the park and availability of information related to access to green space close to the Olympic venues.

There will be significant use of the Royal Parks for the Games and concerns have been expressed about the impact on biodiversity, particularly for the equestrian events at Greenwich Park. The key issues are the impact on acid grassland habitat during preparation of the course, mitigating for this impact and provision of compensatory habitat to ensure no net loss of habitat.

An advisory group for biodiversity was established to provide independent advice, including representation from Natural England, the Environment Agency, Lee Valley Regional Park Authority, London Wildlife Trust, Department for Environment, Food and Rural Affairs (Defra), GLA, WWF, Trees and Woodland Partnership and the Forestry Commission.

The forthcoming LMF revision and corporate plan from the OPLC is expected to clarify how the biodiversity of the Olympic Park will be maintained and enhanced over time.

11.3 Findings

The ODA continue to deliver against their plan to create 45 Hectares of new habitat and 102 Hectares of open space. This work is on schedule and well managed.

In our last report we recommended that **“The London 2012 Sustainability Group should ensure that wider aspects of biodiversity are addressed in future updates of the Sustainability Plan. This should include venues outside the Olympic Park, linkages with other habitats in the region and impacts on other themes such as healthy living”**. The second edition of the sustainability plan contains much more detail of these issues so we can conclude that this recommendation is complete. However, 2010 will see substantially more work from LOCOG in development of planning documents for venues and considering how the Games will be used to promote awareness of biodiversity. We will monitor this activity closely in 2010.

We were very impressed with the work carried out at the sailing venue. The ODA’s work in partnership with the owners, Natural England and the local Regional Development Agency has ensured the preservation of the unique marine life in the area. However, this is not a conventional venue and spectators will arrive in boats or observe the competition from the nearby cliffs. This presents a significant challenge during the Games to minimise damage by visitors to this unique coastline.

Our discussions with the Royal Parks Agency indicate that LOCOG has planned its work with great respect to biodiversity and that the survey work done to support the planning for Greenwich will provide the authority with significantly improved information about the habitats in the park to enable improvements in the future.

“Royal Parks Agency indicate that LOCOG has planned its work with great respect to biodiversity”

We understand that LOCOG addressed the issue of acid grassland in Greenwich Park adequately but need to produce a detailed management plan to ensure no net loss of habitat. There will be a number of planning-related challenges for LOCOG with respect to the biodiversity of the Royal Parks and at other off-Park venues, including temporary drainage, water quality and the treatment of animal slurry for the equestrian events in Greenwich. Managing relationships with statutory bodies will be of critical importance for LOCOG to avoid delays and cost increases. LOCOG should develop best practice in this area to suit the needs of the organisation and its objectives.

In the London 2012 Sustainability Plan, LOCOG has committed to perform ecological walkovers for each venue and full surveys “if necessary”. We will investigate this further in 2010 and take advice from expert groups to understand if this represents best practice.

In our last review, we suggested that consideration be given to short term opportunities to grow food or create natural habitats in spaces planned for development in the later stages of legacy. We suggest that the OPLC takes this into consideration in the development of the LMF and planning for transitory uses of areas of the Olympic Park.

We look forward to reviewing LOCOG’s biodiversity plans as part of their planning activities and their plans to raise awareness of biodiversity in the run-up to and during the Games.

12 Sustainability Review – Inclusion

London 2012 Sustainability Policy

'We aim to host Games which promote access, celebrate diversity, and facilitate the physical, economic and social regeneration of the Lower Lea Valley and surrounding communities. This will be supported by the provision of new infrastructure and facilities, employment, training and education opportunities. Communities across the rest of London and the UK will be encouraged to identify and take full advantage of direct and indirect opportunities arising from the Games.'

London 2012 Sustainability Plan

Vision: 'To host the most inclusive Games to date by promoting access, celebrating diversity and facilitating the physical, economic and social regeneration of the Lower Lea Valley and surrounding communities.'

12.1 Overview

The Games will take place among one of the most diverse regions in the world. It is critical that the preparation and staging phases are as open as possible, providing access for employees, businesses, participants and spectators. More important still is inclusion in legacy, where a significant opportunity exists to encourage the local community to greater aspiration and to welcome visitors from all backgrounds and abilities.

The equalities and diversity agenda is co-ordinated through the London 2012 Equality and Diversity Forum, chaired by the Deputy Mayor and supported by all Key Stakeholders. This group produced its first report in December 2009⁴⁰.

The inclusion agenda has five themes which are detailed in the report "Working towards an inclusive Games": businesses, workforce, service delivery, communities and participants. The challenges to make all phases of the programme open to all are significant.

The ODA⁴¹ and LOCOG⁴² have developed equality and diversity strategies with targets for the diversity of their workforces. In anticipation of a significant recruitment effort to attract 200,000 employees and volunteers for the Games, LOCOG has developed 46 recruitment action plans to access different diverse groups and 22 service delivery plans to embed diversity and inclusion into all aspects of the Games.

The ODA requires their first tier suppliers to have diversity plans as part of their contractual obligations. This is following the successful approach taken by Transport for London with the East London Line.

40 London 2012 Equality and Diversity Forum (2009) Working towards an inclusive Games – http://www.culture.gov.uk/images/publications/Working_towards_an_inclusive_Games.pdf

41 ODA (2007) Equality and Diversity Strategy – <http://www.london2012.com/documents/oda-equality-and-diversity/equality-and-diversity-strategy.pdf> and ODA (2009) Integrated Equality Scheme – <http://www.london2012.com/documents/oda-equality-and-diversity/london-2012-integrated-equality-scheme-2009-2012.pdf>

42 LOCOG (2008) Diversity and Inclusion Strategy – <http://www.london2012.com/documents/locog-publications/open-diversity-and-inclusion-strategy-document.pdf>



Photo: Shutterstock

The ODA has increased the number of apprenticeships offered from 100 to 350 and has constructed an “Apprentice Hub” on the construction site to support them.

LOCOG has launched a Diversity and Inclusion Business Charter⁴³ for use by its suppliers and commercial partners. It will also compel suppliers to participate in the Diversity Works for London⁴⁴ scheme.

The Commission reviewed the Skills and Employment landscape in 2008 with very positive conclusions. The recommendations from this review have been followed up and we received a comprehensive update from the LDA on behalf of the Key Stakeholders.

Both the ODA and LOCOG recognise that people will leave the project at various stages when their work is complete and they have arranged for assistance with exit plans to provide departing staff with help to move to the next stage of their careers.

43 LOCOG Diversity and Inclusion Business Charter,
<http://www.london2012.com/documents/business/diversity-and-inclusion-business-charter.pdf>

44 Diversity Works for London – <http://www.diversityworksforlondon.com>

All the Key Stakeholders are using CompeteFor⁴⁵ to encourage local, small and diverse businesses into the supply chain and to trade with each other and there is evidence of it being used.

The Games will have unprecedented levels of access for disabled people, including accessible seating dispersed throughout most venues to enable families and groups including non-disabled and disabled people to sit together.

The volunteering programme has placed a great deal of emphasis on diversity, including an offer from auto sponsor BMW to provide a number of adapted vehicles to enable disabled people to volunteer as drivers for the first time in Olympic history.

The requirement to improve levels of sport participation and disabled access is incentivised through funding conditions, with funding withdrawn if targets are not met. Governing bodies participate with LOCOG in the Equality Standard for Sport; they report levels of disabled participation to Sport England. LOCOG has reached the intermediate level of the Equality Standard for Sport and is looking to national governing bodies to follow suit.

12.3 Findings

One key element of an accessible Games will be ticket pricing. This is being developed by LOCOG but the work is still in progress. We will follow up this issue in 2010.

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.

The ODA is on track to achieve its objectives for local employment and for taking people out of long term unemployment⁴⁶. Benchmarks were also established for people from ethnic minorities, disabled people and women. The performance in all areas is significantly better than the averages for the construction industry but the ambitious benchmarks set for women and disabled people have not been achieved. Despite this, we believe that the ODA have done all they can to encourage these groups into the workforce and that the lessons learned from this experience, for example, the project to get more women into construction, should be independently evaluated and made freely available for other projects to learn from.

“The performance in all areas is significantly better than the averages for the construction industry but the ambitious benchmarks set for women and disabled people have not been achieved”

45 CompeteFor – <https://www.competefor.com>

46 <http://www.london2012.com/documents/oda-publications/jobs-skills-futures/jsf-bulletin-jan10.pdf>

LOCOG has participated in the Diversity Works for London scheme and is the first organisation ever to achieve the Gold standard.

LOCOG has made significant progress in making inclusion a mainstream business issue, with high profile commitment from the CEO, appointment of diversity champions, a diversity board, a diversity action team and a D&I sponsor forum. There is compulsory training for hiring managers and stringent reporting requirements for recruitment partners. LOCOG has the potential to deliver ground-breaking performance in diversity.

CompeteFor has been a success. Although there have been some issues with respect to application of the system when purchasers are flooded with applications, there is evidence that business generated locally provides greater levels of access for small businesses than the typical performance for the industry. In January 2009, over 100,000 companies were registered on the system, 707 contracts had been placed, 74% of which were with SME businesses and 18% were placed with companies employing less than 10 staff. This portal has been developed at a cost of £15M through the UK Regional Development Agencies. We believe that it should be adopted nationally to ensure the investment is not for one project only and to provide a significant legacy for procurers and small businesses.

We understand that there are currently no plans for permanent children's play areas on the Olympic Park. LOCOG has a play theme in the showcasing opportunity for sponsors but it is not yet known if play areas will be provided during the Games. This does not appear to be aligned with the inclusion objectives of the Games and we hope that ODA/LOCOG/OPLC will be able to resolve this issue to ensure that children are made to feel welcome both during the Games and in legacy.

Ticket purchasers will be offered free public transport within London. The price of public transport for people travelling from other UK and European destinations to London could be a significant issue, both to ensure an inclusive spectator experience and to encourage people out of their cars and on to public transport.

“The price of public transport for people travelling... to London could be a significant issue”

■ Recommendation 11:

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 have expressed concern in the “Legacy” section of our governance review that the continued excellent performance of the ODA and LOCOG is dependent on resources from the LDA and LSC to provide job brokerage, sector specific skills training, work readiness and co-ordination with the Host Boroughs. This exemplary performance is at risk if this resource ceases to be available.

13 Sustainability Review – Healthy Living

London 2012 Sustainability Policy

“We will use the Games as a springboard for inspiring people across the country to take up sport and develop active, healthy and sustainable lifestyles”

London 2012 Sustainability Plan

Vision: ‘To inspire people across the UK to take up sport and develop more active, healthy and sustainable lifestyles.’

13.1 Overview

The ambition to inspire a country to develop healthy, active and sustainable lifestyles is an ambitious one. We plan a comprehensive review of this area with the London Health Commission as part of our work programme: firstly to identify the determinants of good health, then to understand the impact of London 2012 on these determinants.

13.2 Transport

The ODA transport team is seeking match funding from the Wellcome Trust to deliver a long term study to identify the health impact of the transport strategy, with the aim of understanding the health impacts of a significant modal shift to public transport, walking and cycling. This work will cover the period 2011 to 2014.

13.3 Activity

The ambition to encourage two million people to be more active has been divided into one million additional people to undertake 3 x 30 minutes activity per week, led by the health authorities, and one million additional people to undertake 3 x 30 minutes sport per week.

The ODA and LOCOG have initiatives to encourage their workforces to become more active through encouraging walking and cycling to work and providing appropriate facilities.

The Active Travel Programme will provide information to help people walk and cycle to venues and to access local green space in and around the venues. It also includes the upgrading of 100km of walking and cycling routes.

The objective to encourage more people to participate in sport is led by Sport England (in England) and the GLA (in London). This necessitates encouraging sport governing bodies to improve their participation rates. Under the Sport England strategy, Sport England invests through National Governing Bodies, who have committed to meet targets to grow and sustain adult participation. In London, the Mayor has published the London Plan for Sport. Sport England commissions the Annual Active People Survey across England; this informs the performance of programmes in the sport and health areas.



Photo: Shutterstock

The cross-government commitment for the target of one million people to be more active is led jointly by DH and DCMS. This is promoted under the “Be active – Be healthy” programme and through the “Go London” programme led by NHS London. Go London is a shared movement to generate an increase in sport participation as well as reducing the proportion of inactive adults in London. The Department of Health is funding third party agencies, Natural England, Walk England and Active England to develop and run schemes to enable one million sedentary people to become regularly active at least three times per week for thirty minutes with a view to creating significant sustainable behaviour change among those most at risk of long term limiting conditions and early death.

There is support at regional level through the Government office where each region in England has a physical activity co-ordinator; however, funding for these posts is only assured until November 2010. The Department of Health is also launching a physical Activity Care pathway – ‘Let’s Get Moving’, to encourage front line health care professionals to recommend their sedentary patients into a structured physical activity programme which may be provided by the above agencies.

Some commercial partners are contributing to this agenda;

- The adiZones programme, which is sponsored by adidas and supported by DCSF and local authorities, was inspired by the many sports of the Olympic and Paralympic Games. The facilities in each host borough incorporate basketball, football and tennis areas, a climbing wall, an outdoor gym and an open area to encourage Taekwondo, Judo, gymnastics and other activities like dance and aerobics. The design includes ramps for disabled people and elements of the Inclusive Fitness Initiative guidelines in the design.
- BMW is offering bicycles as part of the Olympic Fleet provision for use by athletes and officials.

The initiatives in London to encourage cycling and walking provide a London-wide context to the efforts to increase levels of activity.

A range of projects have been delivered by NHS London to encourage activity participation including roadshows, workplace health projects and a walking campaign. A feasibility study into incentivising Londoners to be more active is being developed by NHS London in conjunction with the GLA, Transport for London and the Department of Health. This could involve use of Oyster cards to collect reward points for participating in physical activity.

The first edition of the Legacy Masterplan Framework contained details of plans for walkable neighbourhoods in legacy with a view to encouraging the new community on the Olympic Park to be more active.

13.5 Access to green space

The Olympic Park will provide a new 102 Hectare park with 45 Hectares of new natural habitat, together with regenerated waterways. Natural England are enhancing this through their Natural Health Service initiative by offering information to encourage people to explore the green space close to the Olympic venues.

13.6 Air quality

This is a significant issue for London, which is exceeding EU air quality limit values for particulate matter (PM10). The London 2012 programme is unlikely to make a significant difference to this situation but there is an expectation that the programme will set an example.

The ODA has a number of initiatives to improve air quality, from the objective to transport 50% of materials by rail/water, use of ultra low sulphur diesel, compliance with Low Emissions Zone requirements and various construction measures to reduce dust and nuisance.

The undertaking by the ODA to comply with GLA Best Practice Guidance on the control of dust and emissions from construction and demolition, which includes the use of diesel particulate filters on site equipment, has been an issue of concern. A new EU directive requires particulate filters to be fitted to new construction equipment from 2011 but the GLA guidance requires early adoption of this solution.

LOCOG has made a number of commitments during the Games. These include compliance with the GLA Best Practice Guidance and use of Euro V standards for passenger vehicles and Euro IV standards for commercial vehicles. BMW has offered Euro VI engines for the Olympic fleet, four years ahead of legislation requiring this standard for new vehicles along with fleet average CO₂ emissions of less than 120g/Km.

The arrival of all spectators to the Games by public transport clearly provides significant benefits to air quality.

LOCOG is currently developing a sustainable logistics plan, which should include their impact on air quality. London 2012 has committed to transport 50% of construction materials to the Olympic Park by rail or water; this will include materials for LOCOG construction. There is currently no target for non-construction materials or for materials being supplied to other venues. This will need to be addressed in the sustainable logistics plan. We are aware that LOCOG is looking to move materials by sustainable means but will face some challenges to the use of rail and river, as the railheads into the Olympic Park will be removed after the main construction is complete and some or all of the wharf facilities may not be available during Games-time. In addition, transport by rail and water will not always be options at other venues. In our waste review, we recommended **“That LOCOG report on how materials under its direct control and influence are transported from venues during all phases of its Games operations, and maximise the use of more sustainable transportation modes (e.g. low / zero emission road vehicles, rail and water).”** We therefore look forward to understanding what will be regarded as a success in terms of sustainable logistics and how this will be measured, together with targets.

Concerns have been expressed about the use of the Olympic Route Network to transport athletes and officials by road, its consequential impact on congestion in other areas and a negative impact on air quality in other parts of London.

13.7 Food

We have recently published a comprehensive review of London 2012 sustainable food⁴⁷.

The ODA has developed a programme of work to encourage their contractors' caterers to provide a variety of healthy, sustainable food.

LOCOG is working with the catering industry to deliver the Food Vision⁴⁸ and to leave a legacy of good practice by encouraging sign-up to a Food Charter which will be developed during 2010⁴⁹.

There are issues associated with catering in East London, where standards of food health and hygiene will need to be reinforced locally.

47 CSL 2010 Food Review, http://www.cslondon.org/documents/On_your_marks_get_set_grow.pdf

48 London 2012 (2009) Food Vision – <http://www.london2012.com/documents/locog-publications/food-vision.pdf>

49 London 2012 Food Charter will be published later in 2010

13.8 Health care

The public health workstream is jointly led by NHS London and the Health Protection Agency; it involves LOCOG, the Five Host Boroughs and other bodies involved in public health. The group oversees four workstreams covering surveillance and reporting, environmental health, sexual health and health promotion.

The ODA is providing unprecedented levels of health care on their construction sites, following the example of Heathrow Terminal 5. This goes beyond the normal facilities for dealing with accidents and covers many aspects of wellbeing including sexual health, which was an area of concern for the local community before the start of construction.

NHS capital funding will be used to enable LOCOG to provide a fully equipped polyclinic as part of the Olympic Village complex. This will be a full “mini-hospital” which will be available to the local NHS Trust in legacy to support the new community in the Olympic Village.

During the Games, health care will be provided by LOCOG for members of the Olympic and Paralympic family and by NHS London for spectators and the general public. Ambulance services will be provided by the London Ambulance service, with contingency plan for major incidents. The bid stated that first aid services would be provided by St John Ambulance but LOCOG has decided to manage this service using trained volunteers.

Commercial partners GE are active in the area of health care and have made a substantial donation of medical equipment to Homerton Hospital.

13.9 Land

The Olympic Park is being constructed on 245 Hectares of formerly blighted land, contaminated by decades of industrial pollution which also gave rise to very poor water quality, eliminating recreational use of the waterways. To date, 800,000 cubic metres of soil has been treated on site along with 90 million litres of contaminated groundwater, with around 80 percent of the soil being retained on site for use in landscaping. This work will enable a healthy legacy for the communities moving in to the Olympic Park after the Games. However, the OPLC will need to plan for the continuing treatment of groundwater and other measures to prevent re-contamination.

13.10 Findings

The healthy living theme is the least co-ordinated. For example, the proposed work between the ODA transport team and Wellcome Trust is commendable but NHS London and the Five Host Boroughs unit know nothing about the initiative. Consequently, the work sponsored by NHS London to study the potential health benefits of the “festive effect” is not co-ordinated with a study to study the health benefits of a modal shift to public transport. NHS London has not engaged with LOCOG above an operational level despite there being clear opportunities for engagement in the Food Vision and

“The healthy living theme is the least co-ordinated”

the proposed activity incentive scheme with commercial partners with an interest in health legacy such as GE and Adidas. There is an Olympic and Paralympic Health Programme Board and a Physical Activity Programme Board which may have the potential to encourage greater co-ordination of activities on the ground and to consider health legacy issues.

■ Recommendation 12:

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.

The proposition to make the funding of sport governing bodies conditional on increased participation is sound but to date it has delivered mixed results; cycling is currently the fastest growing sport but ten other sports are suffering from falling numbers. Despite this mixed start, Sport England is confident that it will achieve the one million target. The approach to encourage governing bodies needs to be supplemented with a wider approach to communication and resources.

LOCOG's approach to finding a legacy use for sport equipment and to encourage UK based volunteers to participate in training as officials will contribute to the sport participation objective by making available more equipment and trained officials, particularly for minority sports.

We welcome LOCOG's standards for vehicles to address air quality but there is also a significant impact to air quality from temporary generation required at many venues. The standards for this type of equipment are not clear.

There are many myths associated with the Olympic Route Network, sometimes unhelpfully described by the media as "Zil Lanes" after the special arrangements used to transport Party officials in the Soviet Union. The public image is of road closures in large parts of London to allow a small number of vehicles to speed athletes and officials to their destination in luxurious style. This is not correct. We are advised by the ODA Director of Transport that there will be no road closures and limited lane closures. The objective will be to keep traffic flowing on the Olympic Route Network by diverting busses, extra restrictions on parking and stopping, and restrictions to left and right turns off the main routes. Whilst there will be some inevitable disruption the impact on London's air quality is likely to be minimal.

The ODA has implemented a number of measures to reduce dust and particulate emissions on the Olympic Park construction site, such as damping down roads, use of Dust Buster 2 on stockpiles and mandatory use of ultra low sulphur diesel, but has not required the use of dust particulate filters on non-road mobile machinery.

The standards for vehicles set by LOCOG represent good practice for air quality. BMW are to be congratulated for their offer of Euro Cat VI engines four years ahead of the legislation requiring them. However, not all vehicles coming to the Games will be supplied by BMW and we look forward to LOCOG's logistics plans, developed with partner UPS, setting similar high standards.

The ODA continue to demonstrate best practice in workforce welfare for the construction industry.

The ODA approach to include sustainability criteria into food Health and Safety inspections is simple and adds very little time commitment. It is effective in encouraging better standards of catering in the construction industry and should be replicated by other major projects.

LOCOG's Food Vision has the potential to set new standards in provision of healthy sustainable food for major events and for the hospitality industry generally. The standards being set and the approach to procurement of services are encouraging. We look forward to a constructive engagement between LOCOG and their partners in delivering against the healthy living objectives.

“LOCOG’s Food Vision has the potential to set new standards...”

Health care before, during and after the Games will be critical to the success of London 2012. We have raised issues of environmental health such as air quality in our previous reports, and the shortage of Environmental Health Officers in the Host Boroughs was raised in our food review. The Commission will undertake a review of health and inclusion later in 2010.

14 Commission Review

14.1 Summary of activities and achievements

The Chair of the Commission was appointed in October 2006 prior to establishing the Commission with Olympic Board approval in January 2007. The Chair was reappointed in September 2009 with a contract that allows for reappointment until March 2014 subject to approval by the Olympic Board.

By the time of publication of this Annual Review, the Commission will have completed the programme of work set out in the first Governance Review published in 2007.

During 2009, the Commission completed and published reviews of Design, ODA Procurement, Skills and Employment and Carbon. In the first quarter of 2010, the Commission completed and published reviews of Food, Waste Management and LOCOG Procurement. These can all be found in the Reports section of the Commission's website www.cslondon.org.

The Chair leads the work on and drafts the Annual Review. Thematic reviews are carried out by the Commission Secretariat, occasionally with external consulting support when additional specialist expertise is required.

The Commission meets quarterly as a full Commission and smaller subgroups meet in the intervening months to cover thematic reviews or other specific topics. In the past year, the Commission visited the sailing venue at Weymouth, Broxbourne White Water Canoe Centre, the Olympic Village and toured the Olympic Park on several occasions.

The Commission monitors progress against the recommendations that it makes and reports regularly to the London 2012 Sustainability Group, to OBSG and to the Olympic Board to provide formal assurance around emerging and outstanding issues that remain to be resolved. We have seen substantial progress being made by the Key Stakeholders in responding to recommendations made by the Commission in earlier reviews.

The Commission's primary function is to provide assurance to the Olympic Board, and publicly, to enable the sustainability objectives of the Games to be achieved and to support a sustainable legacy. It also plays a crucial role as a trusted critical friend, providing timely, credible and independent advice informally to assist Key Stakeholders. During the information-gathering phase of this Annual Review, the Commission sought feedback from Key Stakeholders. We heard that we struck the right balance between supporting the approaches being adopted by the London 2012 Programme and challenging them when necessary. Achieving the right balance will be ever more important and increasingly challenging to achieve the closer we get to the Games. In our role as a critical friend to the Key Stakeholders, we were told, "You have been a fabulous help [to us] in navigating reefs without being shipwrecked". We have played a part in enabling the London 2012 Programme reach decisions around issues such as HFCs and PVC fabrics.

The Commission undertook an extensive programme of stakeholder events following publication of the 2008 Annual Review, both to share findings and recommendations, and to gain comment

and feedback to help shape the forward work programme. This is covered in more detail in the section on external perspectives. In addition, the Chair has attended over 150 external meetings and made a minimum of eight presentations on the activities of the Commission.

14.2 Work programme – 2010 onwards

There is a range of work which the Commission and secretariat must undertake in order to be effective and to fulfil the Terms of Reference. This includes regular engagement with stakeholders and ongoing monitoring of progress against recommendations made by the Commission and performance against targets that have been set. The Commission undertakes in-depth thematic reviews to cover areas requiring closer inspection. As we get closer to the Games, the Commission has decided to introduce a snapshot review, intended to be an overview of a specific topic aimed at highlighting good practice and commenting on areas of concern.

The focus of the assurance programme is on strategic proactive, rather than reactive, assurance but must be flexible enough to respond to emerging issues as required. The proposed work programme represents recommendations for the Commission to deliver an appropriate level of strategic assurance.

The programme of work is based on:

- Core governance issues against overarching themes in the assurance framework:
 - Commitment to achieving the sustainability vision of the Games and legacy
 - Clarity of roles and responsibilities and accountabilities
 - Organisational capacity to deliver sustainability outcomes
 - Coordination of sustainability issues between organisations
 - Relevance and focus of reporting and review
- Key issues as they relate to the London 2012 programme and the five key sustainability themes of climate change, waste, biodiversity, inclusion and healthy living
- Key cross-cutting processes as they relate to the five key themes and the 2012 programme timeframe.

The Commission's detailed forward plan is available at www.cslondon.org. During 2010/11, the Commission will complete snapshot reviews of transport and of the OPLC's legacy arrangements relating to sustainability, together with thematic reviews of biodiversity and of health and inclusion.

From 2011 to 2014, the Commission plans to cover the following areas. This is subject to change depending on the London 2012 programme.

Year	Details
2011	2010 Annual Review Merchandising & Licensing Snapshot ODA Evaluation Legacy Arrangements Review Games Services Snapshot Construction Industry Snapshot Volunteering Snapshot Inspiring 'Sustainable Living' Snapshot
2012	LOCOG Procurement follow up Pre-Games Review Post-Games Review
2013	Transition to Legacy Review 1 Year On Review Sector Review – Catering Sector Review – Event Management
2014	CSL Evaluation Report

15 External Perspectives

15.1 Commission engagement with wider stakeholders

The Commission has a duty to report to and engage with wider stakeholders. Throughout 2009, the Commission undertook a series of public stakeholder events as well as smaller invitation events and the Chair and Secretariat have also held a range of one-to-one meetings with wider stakeholders.

The aims of the engagement work are not only to fulfil the Commission's duty to communicate as set out in its Terms of Reference, but also to:

- Assure wider stakeholders about the sustainability of the London 2012 programme
- Understand the issues that wider stakeholders are concerned about which enables the Commission to better carry out its assurance role and to better advise the Olympic Board
- Provide credible information about the Commission's role as a critical friend to the London 2012 stakeholders.

In 2009, the Commission's main stakeholder engagement activity focused on the 2008 Annual Review. The Review was published in May 2009 and between May and September 2009 the Commission held six stakeholder events. These events were open to the wider public as well as stakeholder groups. The aims of the events were to: feed back the findings of the 2008 Annual Review, and to discuss the relative importance of the findings and future issues with wider stakeholders.

In total over 60 people from 44 different organisations attended the sessions. At each session participants were asked to rank which of the Commission's 2008 Annual Review recommendations were most important to them. The three top-scoring recommendations were:

- The need for sustainability to be enshrined in the OPLC
- The requirement that users of the London 2012 brand should demonstrate their contribution to the London 2012 Sustainability Plan
- That the Olympic Park infrastructure is able to deliver zero carbon heat and low carbon energy by 2016.

Sustainability in legacy also emerged as the issue that most participants considered most important during the general discussion sections of the sessions. The other areas considered of particular importance were: using the power of the Games to bring about sustainable behaviour change, the need to capture the learning legacy from the Games, and the importance of the communication of sustainability. The Commission was criticized for the lack of attention paid to sport and physical activity in the 2008 Review and has tried to rectify this in 2009. The feedback from these sessions was presented to the London 2012 Sustainability Group. A summary of the discussion and the feedback is available on the Commission's website www.cslondon.org.

As well as hosting stakeholder sessions, the Chair of the Commission also attended meetings of other relevant groups to present the findings of the 2008 Annual Review. These included meetings of the UK SDC, LSDC, London Health Commission and the CIEF as well as internal London 2012 board meetings.

In 2009 the Commission also held bi-annual discussion meetings with a group of major sustainability and environmental NGOs which covered the Commission's reporting and focused on emerging issues and potential issues going forward. One to one and smaller meetings were also held with individual organisations. In general, the Commission has noted a shifting concern in stakeholder focus towards legacy.

During 2010 the Commission is aiming to disseminate more widely the findings from its Thematic Reviews as well as the Annual Review. Stakeholder Engagement will be undertaken for the Biodiversity and Health and Inclusion Reviews.

15.2 Olympic and Paralympic Games in the News

The Commission's 2008 Annual Review noted that the general mainstream media coverage of London 2012 that year had focused very much on the cost and financing of the Games and on progress made on the venues. During 2009, the focus has broadly remained on these issues. Progress towards the Games has been covered more extensively, especially around the IOC inspection visits and the 'Three years to go' and '1000' day milestones. In terms of finance the main topics covered were: funding for the Athletes Village and Media Centre, LOCOG's sponsorship agreements and the general costs of the Games, including how British businesses are benefitting.

Beyond finance and progress made, as operational plans for London 2012 develop these have been reported, for example, coverage on: venue alterations, security plans including proposals to give the police extra powers to search for performance enhancing drugs and details around the transport plans.

During 2009 there has been an increase, comparatively, in mainstream media interest in reporting London 2012 sustainability stories. The legacy of the Olympic stadium is the area that has received most attention. Mainstream coverage of LOCOG's sponsorship deal with BMW and the launch of LOCOG's Food Vision for the Games touched on the sustainability credentials and the trade press covered these events in much more detail.

The launch of the 2009 London 2012 Sustainability Plan, with its information on the London 2012 carbon footprint was well covered by the broadsheets and the BBC as well as the trade press. The carbon emissions from the Games and the sustainability credentials of the Olympic Park stadia and other venues were particularly mentioned.

As we saw in 2008 the majority of the coverage of the sustainability stories from London 2012 has been in the trade press who take a strong interest in stories related to their areas of expertise. However, this increase in mainstream coverage will hopefully continue in the run up to Games-time.

15.3 Beyond the London 2012 Games

Beyond the London 2012 Games there was extensive coverage of the IOC award of the 2016 Olympic and Paralympic Games to Rio de Janeiro. UK coverage of the Vancouver 2010 Olympic and Paralympic Winter Games has focused primarily on the weather related challenges facing the Vancouver Games and the tragic death of Georgian luger Nodar Kumaritashvili. VANOC have commented on the negative press coverage of the Games, highlighting in particular the UK's coverage, saying that it is not a fair representation of the Games or the spectator and athlete experience.⁵⁰

15.4 London 2012 Website

London 2012 has increased the coverage of sustainability stories on their website. Both news stories and in particular blogs have covered the five key sustainability themes more extensively during 2009. As well as blogs from London 2012 staff members, Jonathan Edwards and James Cracknell, among other athletes, have also covered or touched on sustainability in their posts. This is a welcome addition.

15.5 The Commission in the media

During 2009, the Commission has continued to receive considerable press interest, in particular around the publication of its 2008 Annual Review of the sustainability of the London 2012 programme and the publication of its Carbon Review.

Whilst press reporting has remained predominantly concentrated in trade publications, there has been an increase in coverage of the views of the Commission by the mainstream media.

For the launch of the Annual Review the Chair of the Commission undertook a series of meetings with journalists to explain the key findings. Reporting varied depending on the area of interest but most of the coverage included the Commission's key finding from 2008 that the published sustainability standards had not been watered down due to the recession and were broadly on target for that point in the programme.

The Commission's review of the approach taken to carbon measurement and management across the London 2012 programme was published on the same day as the 2nd Edition of the London 2012 Sustainability Plan. The Chair of the Commission attended London 2012's sustainability tour of the Olympic Park for journalists and also undertook several separate interviews. Coverage focused on London 2012's emission reductions and the sustainability of venues.

The press was also interested in the Commission's views on London 2012's progress against its sustainability targets at the 'Three Years to Go' point and again the sustainability credentials of the construction of the stadia were of particular interest.

⁵⁰ http://www.vancouver2010.com/olympic-news/n/news/afp-news/olympic-games--games-chiefs-hit-back-at-criticism_280612tA.html

As well as these specific areas of activity the Commission also has a more continual programme of press engagement and the Chair of the Commission regularly submits articles to trade publications.

During 2010, the Commission anticipates media interest, in particular, in the publication of its Food, Waste and Annual Reviews. Towards the end of 2009 the Commission developed a Communications strategy which will be used in 2010 to focus communications in key areas.

16 Progress against past recommendations

Where a recommendation is not displayed, it is completed or closed according to our previous Annual Review and remains completed or closed.

Annual Reviews

2008 Annual Review

http://www.cslondon.org/documents/CSL_2008_Annual_Review.pdf

No.	Responsibility	Recommendation	Status for 2009 Annual Review
1	OBSG London 2012 Sustainability Group	Sustainability should be a standing item for discussion at Olympic Board Steering Group meetings. The London 2012 Sustainability Group should focus on emerging issues that affect the programme and escalate them as necessary on a timely basis to OBSG.	Sustainability is not a standing item however it has been on every OBSG meeting for about 6 months, partly through the Commission raising/taking items. The Sustainability Group has escalated PVC and HFC issues to OBSG and has also taken carbon management to OBSG for consideration and decisions. Progress made
2	London 2012 Sustainability Group	The London 2012 Sustainability Group should ensure that the priorities identified in the Sustainability Leadership meeting are delivered through clear strategies, roles and responsibilities across the Olympic programme.	There is some evidence of areas where new standards are being set that could be replicated on other projects. The plans for capturing and disseminating the learning from construction will help the industry adopt the ODA's high standards. The development of BS8901 will help the event industry learn from LOCOG. This is now also to become an international standard by 2012. There is a need for 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. Closed (recommendations from this review take precedence)
3	LOCOG	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.	Sustainable Event guidelines have been circulated to all organisations running events as part of London 2012 and recommendations are provided to projects registered with London 2012. They are not required to meet absolute conditions. Commercial partners are required to sign up to the Sustainable Sourcing Code. City Operations will need to demonstrate how they meet this recommendation. Progress Made

No.	Responsibility	Recommendation	Status for 2009 Annual Review
4	London 2012 Sustainability Group	The London 2012 Sustainability Group should reduce carbon at source as much as possible and honour the commitment to offset flights for competitors and officials with Gold Standard offsets. The remaining 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. Legacy standards should address embodied impacts.	The carbon management strategy was published via the 2009 Sustainability Plan. It sets out the steps that have been and are to be taken to reduce carbon at source. It also sets out how the inspirational power of the Games is to be used to mitigate the remaining carbon. Gold standard offsetting of flights for competitors and officials is not to be taken forward, nor are there specific commitments at present to reduce carbon in the community. Legacy activities are more focussed on reducing the carbon intensity of the lifestyle of legacy communities and not embodied carbon in the development. Closed (recommendations from the Carbon Review and other legacy recommendations take precedence)
5	GLA HMG	The GLA and Government should ensure that the Olympic Park Legacy Company currently under development for legacy has the long term sustainable development of the Olympic Park enshrined in its objectives, governance, management capacity, structures, funding and business plan, and will ensure integration with wider Lower Lea Valley initiatives.	There has been a positive initial intent by the OPLC to address sustainability issues. Recruitment for OPLC Board members included sustainability. The Commission awaits the outcome of the review of sustainability in the OPLC and the development of the company governance structure and further recruitment during 2010. Progress Made
6	LDA	The LDA should ensure that the Olympic Park infrastructure is able to deliver zero carbon heat and very low carbon energy by 2016 at the latest, but preferably by 2012, utilising a wider waste strategy for the Lower Lea Valley to supply fuel derived from organic waste combined with the renewable energy solutions provided by the ODA.	This is extremely unlikely to happen by 2012 but plans are in development that could secure it for legacy developments. Projects are being discussed with LWaRB that could deliver this kind of organic waste to energy solution that could supply zero carbon heat to the Park. There are no projects likely to enable the Games to be supplied with fuel from waste but projects may come forward for legacy. Discussions have been held with Cofely to help facilitate this and a detailed site feasibility study will be undertaken in 2010. Progress Made

No.	Responsibility	Recommendation	Status for 2009 Annual Review
7	ODA LOCOG	The ODA and LOCOG should ensure a clear and consistent policy for mitigating the impacts of manufacture, use and disposal of temporary materials.	London 2012 has published a materials policy statement, which was initially part of the PVC fabrics policy but has now been published as a separate policy. There is also a separate policy on HFC. Complete
8	GLA	The GLA should develop a simple process to collect reporting information in order to ensure delivery against the Olympic sub-objectives for which they are responsible.	A new Principal Policy Officer is being recruited to coordinate reporting against all GLA owned delivery plans and objectives. Recruitment has been slow and they are now expected to be in place by March 2010. Progress Made
9	LDA	The LDA should assess the resources required to embed sustainability into the Legacy Masterplan Framework and to act as an effective client. These resources should be deployed as permanent staff at a senior level where possible.	The OPLC is to appoint a new Head of Urban Design and Planning, who will also lead on sustainability. They will need to ensure that sustainability is factored into all design and that sufficient resources are in place to enable this to happen. This is also dependent on the OPLC review of LMF plans. Progress Made
10	ODA	The ODA must ensure that the implications of the emerging legacy waste strategy are reflected in the design and build of the Olympic Village and venues where possible.	With the absence of a clear legacy waste strategy at present it is difficult to factor them into the design and build of the Olympic Village. Certain elements will be dependant on decisions by the London Borough of Newham and the East London Waste Authority, which may preclude against a unified legacy waste strategy for the whole Olympic Park. No Evidence Yet
11	London 2012 Sustainability Group	The London 2012 Sustainability Group should ensure that substances with high Global Warming Potential such as HFC are eliminated where possible.	A policy on the use of HFC has been agreed by the Olympic board. This has a presumption against the use of HFC unless there are environmental, technical or economic reasons for their use. Complete
12	ODA	The ODA should apply lessons from early projects such as Orient Way and communicate them internally to other project teams and externally to the industry.	Orient Way has been developed into a small case study. The ODA are working with the IfS and industry associations to develop some case studies to communicate to the construction industry. Complete

No.	Responsibility	Recommendation	Status for 2009 Annual Review
13	LOCOG LDA	LOCOG and the LDA should ensure that the resources and process to enable local employees and businesses to participate in the programme are developed and continued through staging and legacy phases of the programme.	There is the will in LOCOG and the LDA to continue programmes to enable this to happen but it is currently dependant on securing sufficient funding to enable it to happen, No Evidence Yet
14	London 2012 Sustainability Group	The London 2012 Sustainability Group should ensure that wider aspects of biodiversity are addressed in future updates of the Sustainability Plan. This should include venues outside the Olympic Park, linkages with other habitats in the region and impacts on other themes such as healthy living.	The London 2012 Sustainability Plan (December 2009) sets out the main ways in which London 2012 will address biodiversity for venues outside the Olympic Park. It also sets out the key ecological features at the greenfield sites that are to be used as venues. Ecological work done as part of the Local Environment Programme (Changing Places) is also included in the Plan. Complete
15	GLA GOE LDA	In further developing the programme of leisure, culture and visitor management, the GLA, GOE and LDA should consider use of the experience and intellectual property generated by LOCOG.	Too early to assure. No Evidence Yet

2007 Annual Review

http://www.cslondon.org/documents/2007_Governance_Review.pdf

No.	Responsibility	Recommendation	Status for 2009 Annual Review
2	CSL GLA Group GOE	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 again, setting up new boards to improve the management and reporting processes and assurance arrangements. The GLA is recruiting additional people to the London 2012 Co-ordination team to manage the GLA's areas of responsibility. There have been delays in setting up the GLA's reporting against its Olympic Programme commitments, mainly through delays in recruitment. Progress made

No.	Responsibility	Recommendation	Status for 2009 Annual Review
4	ODA LOCOG	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 targets will be monitored on a quarterly basis, as with permanent venues.</p> <p>LOCOG intend to lease where possible so that items are reused after the Games. It is not yet fully clear what standards are being applied to leased items.</p> <p>LOCOG is developing a temporary materials handbook, which we will review when it is made available. Sustainable Design Requirements have been produced and circulated to all design teams for incorporation in their designs. The Commission wishes to see targets developed for this area.</p> <p>A materials policy has been adopted, along with specific policies on plastic tensile fabrics and HFC and the ODA have procured a materials advice service.</p> <p>The London 2012 Sustainability Plan contains the commitment to 'take 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 (stretch target)'</p> <p>The ODA is taking on greater role in park operations and venue management after completion, during the Games and in transformation. This is still being finalised and will become clearer during 2010.</p> <p>Closed (recommendations from this review take precedence)</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
7	LOCOG	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.	LOCOG is revising its SMS in response to organisational changes. Each management committee will have a high level sustainability strategy covering activities in their area. The revised SMS is due to be completed by 31 March 2010. Closed (recommendations from this review take precedence)
11	LOCOG	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 have engaged an engineering services partner who will address the provision of 20% renewable electricity at Games-time, achieving this target has been highlighted as a significant challenge. LOCOG have identified the potential for anaerobic digestion of organic waste to produce biofuel but are dependant on the facilities available to them. It is very unlikely that facilities will be built in time for LOCOG to take advantage of supply of local biofuel at Games-time. Progress made

No	Responsibility	Recommendation	Status for 2009 Annual Review
13	LDA	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.	The London 2012 Sustainability Plan contained elements of a vision for waste infrastructure in East London in legacy. One waste infrastructure project in East London has been approved by LWaRB, which could potentially take some Games-time waste. However, it is not likely to be able to assist LOCOG in meeting its 70% reuse, recycling and composting target. There are no projects likely to enable the Games to be supplied with fuel from waste but projects may come forward for legacy. Discussions have been held with Cofely to help facilitate this and a detailed site feasibility study will be undertaken in 2010. Progress Made
15	CSL	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.	The Commission carried out a review of food during 2009. This was published in April 2010. Complete
16	CSL	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, particularly during 2009. We have reviewed legacy documents, including the LMF and will continue to do so. Closed (addressed through other means)
19	CSL	The commission should undertake a further review of commercial arrangements as part of its ongoing work plan.	ODA and LOCOG Procurement have now both been reviewed and reports published. Complete The Commission will also continue to review commercial arrangements as part of our ongoing monitoring.
2.5	LOCOG	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 2nd edition of the London 2012 Sustainability Plan (2009) does this Complete

No	Responsibility	Recommendation	Status for 2009 Annual Review
2.12	ODA	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>
2.15	LOCOG	<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>The main elements of the Waste and Resource Management strategy were published via the 2nd edition of the London 2012 Sustainability Plan (December 2009)</p> <p>The Food Vision published on 7 December 2009</p> <p>The 2nd edition of the Sustainable Sourcing Code was published December 2009, including the sustainable sourcing category matrix</p> <p>The results of the Carbon footprint and plans for carbon management were published via the 2nd edition of the London 2012 Sustainability Plan (December 2009)</p> <p>Complete</p>
2.16	LOCOG	Ensure that Functional Area Business plans address clear SD targets, activities and outcomes in the next draft	<p>LOCOG is revising its SMS in response to organisational changes. Each management committee will have a high level sustainability strategy covering activities in their area. The revised SMS is due to be completed by 31 March 2010. We have recommended in this review that LOCOG develop a suite of targets related to their sustainability objectives.</p> <p>Closed (recommendations from this review take precedence)</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
2.17	LOCOG	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".	LOCOG has produced a Sustainable Sourcing Code, which sets out their approach to sustainability in procuring goods and services, this is incorporated into agreements with commercial partners and licensees. A 2nd edition was published December 2009, setting out further detail on the ways in which sustainability will be managed in the procurement process. We have engaged into dialogue with Sustainability partners about their approach to the Games and will continue this. Sustainability Partners have confirmed their commitment to activation around sustainability objectives before and during the Games. Complete
2.18	LOCOG	Demonstrate commitment to SD principles by embedding SD into job descriptions, objectives, recruitment and personal development plans.	We have seen evidence of sustainability being included into job descriptions and specifications. Sustainability and sustainable procurement are included in staff induction. Complete
2.24	GLA	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.	The delivery plans correspond directly with the Olympic and Paralympic sub-objectives agreed by the Olympic Board but their effectiveness was due to have been reviewed. The GLA is recruiting additional people to the London 2012 Co-ordination team to manage the GLA's areas of responsibility. There have been delays in setting up the GLA's reporting against its Olympic Programme commitments, mainly through delays in recruitment. Progress Made
2.25	GLA	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.	The 5 Legacy Commitments document communicated the work of the GLA and partners to stakeholders and the wider public. The new Mayor has endorsed this document. A new London legacy group has been established to coordinate work on legacy issues. Workstreams have also been developed for City Operations. Closed (addressed through other means)

No.	Responsibility	Recommendation	Status for 2009 Annual Review
2.26	GLA	Complete the planned revisions to the delivery plans to describe how accountability for the Olympic Objectives will be disseminated, delivered and reported.	The effectiveness of these plans was to be reviewed as part of establishing the London 2012 directorate in the GLA. Delays in recruitment to this directorate have meant that this has not been able to happen. Progress made
2.27	GLA	Develop the reporting structure to fully address the achievement of delivery plan requirements.	The GLA is recruiting additional people to the London 2012 Co-ordination team to manage the GLA's areas of responsibility. There have been delays in setting up the GLA's reporting against its Olympic Programme commitments, mainly through delays in recruitment. Progress Made
2.29	GLA	Allocate clear responsibility roles for delivery plans and a process for the necessary parties to approve and agree plans.	The delivery plans that were created are led by one organisation and often one lead officer but their effectiveness was due to have been reviewed. The GLA is recruiting additional people to the London 2012 Co-ordination team to manage the GLA's areas of responsibility. There have been delays in setting up the GLA's reporting against its Olympic Programme commitments, mainly through delays in recruitment. Progress made
2.32	CSL	CSL to review waste as a thematic review and comment further on roles and responsibilities.	The Commission carried out a review of waste during 2009. This was published in April 2010. Complete
3.1	LOCOG	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.	The main elements of the waste and resources strategy were published via the London 2012 Sustainability Plan (December 2009) LOCOG has plans in place to address Games-time waste and achieve the zero waste to landfill target but this will be dependant on responses received when they go to tender for waste services during 2010. LOCOG is liaising with LWaRB regarding facilities in East London but is dependant on others to bring them forward. Progress Made

No.	Responsibility	Recommendation	Status for 2009 Annual Review
3.2	ODA LOCOG	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.</p> <p>LOCOG has produced a Sustainable Sourcing Code, which sets out their approach to dealing with environmentally sensitive materials, although we will need to review the application of it when leasing products.</p> <p>London 2012 have developed policy statements on materials/PVC and HFCs. The materials policy is to be split from the PVC policy giving a stand alone policy on environmentally sensitive materials.</p> <p>Closed (recommendations from the 2008 Annual Review take precedence)</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
3.3	LOCOG	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 targets will be monitored on a quarterly basis, as with permanent venues.</p> <p>LOCOG intend to lease where possible so that items are reused after the Games. It is not yet fully clear what standards are being applied to leased items.</p> <p>LOCOG is developing a temporary materials handbook, which we will review when it is made available. Sustainable Design Requirements have been produced and circulated to all design teams for incorporation in their designs. The Commission wishes to see targets developed for this area.</p> <p>A materials policy has been adopted, along with specific policies on plastic tensile fabrics and HFC and the ODA have procured a materials advice service.</p> <p>The London 2012 Sustainability Plan contains the commitment to 'take 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 (stretch target)'</p> <p>The ODA is taking on greater role in park operations and venue management after completion, during the Games and in transformation. This is still being finalised and will become clearer during 2010.</p> <p>Closed (recommendations from this review take precedence)</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
3.4	LDA	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.	<p>The London 2012 Sustainability Plan contained elements of a vision for waste infrastructure in East London in legacy. One waste infrastructure project in East London has been approved by LWaRB, which could potentially take some Games-time waste. However, it is not likely to be able to assist LOCOG in meeting its 70% reuse, recycling and composting target.</p> <p>There are no projects likely to enable the Games to be supplied with fuel from waste but projects may come forward for legacy. Discussions have been held with Cofely to help facilitate this and a detailed site feasibility study will be undertaken in 2010.</p> <p>Progress Made</p>
3.7	OBSG	Define how the carbon strategy will be decided and led at an executive level.	<p>The GLA Executive Director of London 2012 Co-ordination has been appointed to co-chair the London 2012 Sustainability Group (along with the Director of Strategy of DEFRA) and is a member of OBSG. The Sustainability Group advises OBSG on sustainability issues, including carbon management. The carbon management strategy was published in December 2009 as part of the London 2012 Sustainability Plan.</p> <p>Closed (recommendations from the Carbon Review take precedence)</p>
3.8	LOCOG	Develop a proactive approach to linking the carbon strategy to the procurement process.	<p>The LOCOG Sustainable Sourcing Code has an accompanying document on how to calculate the carbon emissions from products and services. The 2nd edition includes a category matrix identifying areas of spend where greater focus on carbon will be expected.</p> <p>The carbon management strategy was published in December 2009 as part of the London 2012 Sustainability Plan.</p> <p>Complete</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
3.9	LOCOG	Set out a timetable for refreshing the strategy to take account of emerging good practice	<p>The carbon management strategy was published in December 2009 as part of the London 2012 Sustainability Plan. This states that London 2012 will do the following:</p> <ul style="list-style-type: none"> • Continue to seek opportunities to reduce our carbon footprint. • Work with international partners to review methodologies and learn from points of comparison. • Carry out additional case studies on specific projects, which can generate high-quality actual footprint calculations. • Provide an updated estimate of the London 2012 carbon footprint drawing from the case studies and other general data secured through a combination of contract management processes, information from partners and project reports. The revised estimate will be included in two steps: <ul style="list-style-type: none"> • the final pre-Games sustainability report at the end of 2011/early 2012; and • the post-Games report required by the IOC in late 2012. <p>Complete</p>
3.1	LOCOG	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 was published in December 2009 as part of the London 2012 Sustainability Plan. This included communication around the carbon footprint and carbon management.</p> <p>Complete</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
3.13	LOCOG ODA	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 targets will be monitored on a quarterly basis, as with permanent venues.</p> <p>LOCOG intend to lease where possible so that items are reused after the Games. It is not yet fully clear what standards are being applied to leased items.</p> <p>LOCOG is developing a temporary materials handbook, which we will review when it is made available. Sustainable Design Requirements have been produced and circulated to all design teams for incorporation in their designs. The Commission wishes to see targets developed for this area.</p> <p>A materials policy has been adopted, along with specific policies on plastic tensile fabrics and HFC and the ODA have procured a materials advice service.</p> <p>The London 2012 Sustainability Plan contains the commitment to 'take 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 (stretch target)'</p> <p>The ODA is taking on greater role in park operations and venue management after completion, during the Games and in transformation. This is still being finalised and will become clearer during 2010.</p> <p>Closed (recommendations from this review take precedence)</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
3.14	LOCOG	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 have engaged an engineering services partner who will address the provision of 20% renewable electricity at Games-time, achieving this target has been highlighted as a significant challenge in the London 2012 Sustainability Plan.</p> <p>LOCOG have identified the potential for anaerobic digestion of organic waste to produce biofuel but are dependant on the facilities available to them. It is very unlikely that facilities will be built in time for LOCOG to take advantage of supply of local biofuel at Games-time.</p> <p>Progress Made</p>
3.15	ODA LDA	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. A 10 year management plan for the Park has been developed, with the first phase of it submitted to PDT. The LMF and further detailed plans for the ongoing governance and management of the park are currently being reviewed by the OPLC.</p> <p>Progress Made</p>
3.16	ODA LOCOG	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). A 10 year management plan for the Park has been developed, with the first phase of it submitted to PDT.</p> <p>LOCOG plans are to be covered by Venue Environment Management Plans, which cannot be assessed until these are produced. However, attention has been given to managing biodiversity in the plans for Greenwich Park as part of preparing the Planning Application for this venue.</p> <p>Progress Made</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
3.17	ODA LOCOG	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>Complete LOCOG Venue Requirements (LVR) have been developed for venues which include biodiversity requirements for design. Sustainable Design Guidance has also been developed. We have seen evidence of biodiversity being taken into account in the design process for Greenwich Park.</p> <p>Progress Made</p>
3.18	LOCOG	Produce plans for habitat and species management at other venues as part of the VEMP process.	<p>Cannot be assessed until Venue Environment Management Plans are produced</p> <p>No Evidence Yet</p>
3.2	LOCOG	Develop the 2012 programme sustainable food strategy by 2008 with subsequent revisions after the Beijing Games.	<p>The London 2012 Food Vision was published in December 2009.</p> <p>Complete</p>
3.21	LOCOG ODA	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.	<p>Food suppliers were engaged as part of the development of the London 2012 Food Vision. Catering opportunities have been posted on CompeteFor providing an early indication of what providers are required to do. This includes providing healthy, local and sustainable food. There are still some concerns about the supply and the demand post-Games.</p> <p>Progress Made 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.</p> <p>Complete</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
3.23	LOCOG	Make plans for implementation of a Games-time LEZ available after the Beijing Games.	Plans for a Games-time LEZ are in development. Progress made
3.29	ODA LOCOG	ODA/LOCOG to clarify how it will implement the commitment to access and mobility for Olympic Park and for temporary venues and temporary overlay.	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. LOCOG have engaged an engineering services partner with accessibility expertise and have engaged further specialist resources. Closed (Recommendations from the Design Review take precedence)

Thematic Reviews

2009 Review of Skills, Employment and Business Capacity

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

No.	Responsibility	Recommendation	Status for 2009 Annual Review
1	LOCOG	That LOCOG develop a strategy to provide employment opportunities for residents in the five Host Boroughs building on the experience of the ODA, making use where appropriate of existing resources and processes.	<p>LOCOG's Commercial Partner Adecco will support LOCOG on meeting Diversity & Inclusion commitments as well as supporting local employment initiatives. LOCOG have agreed an engagement model with the boroughs to better enable local residents to apply for LOCOG jobs.</p> <p>LOCOG have met all of the local labour brokerages and good working relationships have now been established with each of these.</p> <p>Job Centre Plus (JCP) continues to submit candidates against LOCOG opportunities and the relationship has been further embedded through the secondment of a JCP employee in LOCOG's Diversity & Inclusion team. LOCOG also have a secondee from Tower Hamlets leading on outreach initiatives in the local communities. LOCOG have employed a skills forecasting person whose focus is to identify key skill requirements required at Games time, identifying labour market issues for each of the major categories as well as indicating particular skills gaps. The final recommendations and summary report will be made available in early 2010, along with the first draft of Games time workforce.</p> <p>Complete</p>
2	LOCOG	That LOCOG develop a broad pre-Games volunteering engagement programme to capture the enthusiasm of those already having registered expressions of interest as Games-time volunteers linking to adult education opportunities to enable them to gain relevant skills. This should be done as soon as possible in order to provide volunteering opportunities through the Cultural Olympiad, Olympic test events, other sporting competitions and sponsor events.	<p>Detailed 2012 volunteer planning will take place in 2010. Volunteering update emails have been sent to those who expressed an interest in volunteering for the Games, encouraging them to take up wider volunteering opportunities.</p> <p>Complete</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
3	Joint Coordination Team	That the Joint Coordination Team should put in place a fully online recruitment system that is able to track individual applicants and be scalable for future requirements.	The JCT have systems in place that will deliver this and they are confident that it will be scalable for future requirements. Closed (addressed through other means)
4	Joint Coordination Team	That the Joint Coordination Team develop a business continuity plan with clear trigger mechanisms to ensure that the system is enabled to manage significantly higher levels of vacancies and continue to operate in the event of disruption.	An agreement is in place such that Jobcentre Plus is in a position to respond with resourcing any spikes in vacancy activities. This would be complemented by the 5 Host Boroughs fulfilling their commitment to resource 5 secondees into the JCT if increased demand dictated it. Complete
5		That as part of the roll-out of the London 2012 Jobs Skills Futures brand and the official launch of Relay London Jobs, a single point of entry be developed in terms of a single phone number and a web portal to ensure no one is restricted in accessing the employment and skills opportunities of London 2012.	A single portal has been developed at www.relaylondonjobs.co.uk and a single phone number 020 8221 1563 Complete
6	Five Borough Partnership Board	That the Five Borough Partnership Board initiate a review of the Local Employment and Training Framework to be prepared concurrently with the review of the London Employment and Skills Taskforce for 2012 Action Plan under Recommendation 7 and to include a review of the underlying assumptions.	The LETF programme ended in December 2009 and the LDA is currently working with 5 Borough Partners to design successor arrangements for delivery of employment and skills activity in the 5 boroughs in the run up to the Games and beyond. Progress Made
7	London Employment and Skills Taskforce for 2012 Action Plan Implementation Group	That the London Employment and Skills Taskforce for 2012 Action Plan Implementation Group initiate a review of the LEST Action Plan in the light of the changed economic situation and the establishment of the London Skills and Employment Board. Such a review should be undertaken concurrently with the review of the Local Employment and Training Framework under Recommendation 6 and should include a review of the underlying assumptions.	Partners are continuing with a regime of regular reviews of activity. The most recent and important of these reviews involved the commissioning of a piece of work that looked at the impacts of the current recession on the LEST programme and, specifically, its target to reduce worklessness in London by 70,000. Key findings around sustainability of new jobs, safeguarding employment, need for close working with LOCOG on Games-time jobs and utilising LEST interventions Complete

No.	Responsibility	Recommendation	Status for 2009 Annual Review
8	London Employment and Skills Taskforce for 2012 Action Plan Implementation Group	That the London Employment and Skills Taskforce for 2012 Action Plan Implementation Group incorporate a broader definition of a 'sustainable job' into future reviews of LEST and other programmes.	Partners are focused on sustaining employment over time (3, 6 and 12 months), thereby delivering against social and economic definitions of sustainability. However, a subset of the overall "into work" numbers will include people who are supported into jobs that have a positive environmental or "green" outcome (either through jobs explicitly in these sectors or that have some indirect positive environmental outcome). Progress Made
9	London 2012 Sustainability Group	That the London 2012 Sustainability Group incorporate a broader definition of a 'sustainable job' into future updates of the London 2012 Sustainability Plan.	This was not directly covered in 2009 Sustainability Plan. We are aware that partners are focused on sustaining employment over time (3, 6 and 12 months), thereby delivering against social and economic definitions of sustainability. However, a subset of the overall "into work" numbers will include people who are supported into jobs that have a positive environmental or "green" outcome (either through jobs explicitly in these sectors or that have some indirect positive environmental outcome). There is also a greater focus nationally and regionally on the area of green jobs. Closed
10	London Employment and Skills Taskforce for 2012 Action Plan Implementation Group and London Skills and Employment Board	That the London Employment and Skills Taskforce for 2012 Action Plan Implementation Group and the London Skills and Employment Board ensure that the Olympic programme transition arrangements for the Learning and Skills Council are fully incorporated into the plans and programmes of all relevant partners and that any funding gaps are adequately addressed.	The Learning and Skills Council have produced a draft continuity plan for their 2012-related activities that identifies potential funding requirements necessary to deliver skills activity after 31st March 2010. This plan is still in the process of being refined through discussions with LEST partners but there is uncertainty around funding of future planned project activity. Progress Made

No.	Responsibility	Recommendation	Status for 2009 Annual Review
11	LDA	That the LDA and other relevant organisations confirm their support and future funding of the London Employment and Skills Taskforce for 2012 Action Plan to the end of 2012 and beyond.	All partners remain committed to the LEST 2012 Action Plan through to 2012. Each partner, however, is still securing funding. The LDA remains committed to the LEST programme, and is currently in the process of securing further resources for the on-going delivery of key programmes within the LEST programme. Progress Made
12	ODA	That the ODA and partners establish an open single regular briefing session for stakeholders based on reporting of a standard suite of key indicators and an explanation of progress made and challenges ahead with a single online portal for relevant information.	A quarterly update / status report is circulated to all stakeholders on employment indicators and the Jobs, Skills Futures report is published on the London 2012 website. Complete

No.	Responsibility	Recommendation	Status for 2009 Annual Review
13	ODA LOCOG	That the ODA and LOCOG clarify their own commitment to apprenticeships given the LEST target of 4,000 apprenticeships and provide an outline programme of how these opportunities are going to be delivered up to 2012.	<p>The 4,000 target is set for other public sector bodies across London and will be delivered and reported separately. The ODA has committed to 2,250 training opportunities including work placements and apprentices. In January 2009 the ODA announced that it would be committing its contractors and supply-chain companies to securing 350 apprenticeships on the Olympic Park. The London 2012 Apprenticeship Delivery Plan was published in May 09. Each contractor appointed after March 2009 is contractually obliged to deliver a proportion of this target and that 3% of their workforce are apprentices. They have been supported by the ODA establishing a bespoke London 2012 Apprenticeship Hub on the Olympic Park site. This is a building on the site exclusively for the use of apprentices that includes facilities such as IT workstations, etc. Work has also begun on developing additional personal development programmes solely for apprentices working across the site. LOCOG is committed to offering young people opportunities to gain new skills and experiences. Once they have determined the make up of their Games time workforce and the skills required they will consider how they can effectively utilise apprenticeships to meet their requirements.</p> <p>Progress Made</p>
14	ODA LOCOG LDA	That the LDA, ODA, and LOCOG ensure that all tenders are placed on the CompeteFor on-line system and that clear regular reporting of winning contractors is posted on the system.	<p>The LDA, ODA, LOCOG and a number of their contractors are placing tenders on CompeteFor and there are examples of winning contractors details being posted.</p> <p>Complete</p>

2009 Review of ODA Procurement

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

No.	Responsibility	Recommendation	Status for 2009 Annual Review
1	ODA	That the achievement of a BREEAM excellent rating be specified in all permanent venue contracts.	The ODA has not specified the achievement of BREEAM Excellent in permanent venue contracts as they will only specify achievement of the rating that is known to be deliverable. In some cases it will be dependant on legacy transformation which will be the responsibility of the legacy owner. The ODA ESMS is tracking and driving progress towards the achievement of a BREEAM Excellent rating, including scoping all the measures that will be required to achieve this and creating route maps to achieve it, which will be provided to the legacy owner where needed. The Commission continues to track this through its ongoing monitoring of performance against ODA / London 2012 targets. Closed (addressed through other means)
2	ODA	That the ODA ensures that the risk of not achieving its sustainability standards is mitigated where the contractual arrangements do not mandate specific targets, such as recycled content, or compliance with sitewide contracts or delivery of an equivalent level of sustainability that these enable.	The ODA ESMS tracks performance against the sustainability objectives and the ODA and Delivery Partner Environment and Sustainability teams provide support to project teams where required to ensure the objectives are achieved. We have seen this working in practice through the issues arising through the ODA and Delivery Partner quarterly reports leading to actions being taken. Complete
3	ODA	That the ODA has a system to manage procurement risk and delivery of the sustainability objectives and standards throughout their supply chain.	The ODA ESMS tracks performance against these issues and from investigation during the waste review it is clear that performance on sustainability objectives such as recycled content and recycled aggregate are being tracked down the supply chain to ensure standards are being met. Complete

No.	Responsibility	Recommendation	Status for 2009 Annual Review
4	ODA LDA	That, as part of the longer term evolution of CompeteFor, it is utilised to encourage and promote additional environmental criteria to drive improvements in businesses registering with it.	It is now easier to include environmental considerations when using CompeteFor following improvements made to the system and the questions that can be asked. Closed (addressed through other means)

2009 Review of London 2012 Design

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

No.	Responsibility	Recommendation	Status for 2009 Annual Review
1	ODA	That a presentation be produced to set out the overall park design and how all elements link together. All venues and the park and public realm should then ensure that their designs are in keeping with the overall vision.	The Landscape and Public Realm work is now covering more of the coordination of the park and how it fits together, supported by integration teams. It now appears to be more integrated. Complete
2	LOCOG	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.	The London 2012 HFC policy statement indicates that LOCOG will try to influence the hire market. The PVC fabrics policy has clear criteria for post Games use of temporary materials. LOCOG have been engaging with the marketplace to identify and set out standards. The temporary materials forum should help with this. This recommendation was re-iterated in the LOCOG procurement review, during which LOCOG stated that they will seek to influence the marketplace where they can and are engaging with industry on these and other issues Progress Made
3	LOCOG	That targets are set for the waste arising during the fitting out and removal of overlay and from temporary venues. The zero waste to landfill principle should be a key consideration when deriving these targets.	The London 2012 Sustainability Plan (December 2009) included the commitment to 'take 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 (stretch target)'. This is in addition to all hired goods being returned to the hire company. Complete

No.	Responsibility	Recommendation	Status for 2009 Annual Review
4	LOCOG	That the findings of the Carbon Footprinting and Carbon Management Strategy are applied to LOCOG's design processes to minimise the carbon footprint prior to procurement.	The carbon footprinting works found that temporary materials form the biggest part of LOCOG's portion of the carbon footprint. They have established a temporary materials forum to support the development a temporary materials handbook to help address this. This will be used by designers. They have also produced a Health, Safety and Sustainability Standard and Sustainable Design Requirements. Progress Made
5	LOCOG	That LOCOG engage a specialist resource to deal with inclusive design to ensure that accessibility and related issues are appropriately addressed.	LOCOG have recruited a specialist to lead on Inclusive Design and their engineering partners Atkins work also covers this. Complete
6	LOCOG	That LOCOG should give consideration to the provision of additional accessible seating that will enable the accommodation of greater number than originally planned for where necessary.	Too early to be assessed. No Evidence Yet
7	LDA	That the LDA ensures that the site and venues are future-proofed and retain sufficient flexibility to adapt to new opportunities and satisfy longer term policy requirements such as the Mayor of London's Climate Change Action Plan and draft Climate Change Adaptation Strategy.	Too early to be assessed but forms part of LMF requirements. Dependent on the OPLC review of LMF plans. No Evidence Yet
8	LDA	That the LDA continue to maintain governance arrangements that recognise the inherent tensions and ensure sustainability is appropriately embedded in all aspects of design and delivery.	The OPLC has shown indications of taking sustainability issues on board through the adverts/specification for board members. Closed (recommendations from the 2008 Annual Review take precedence)

No.	Responsibility	Recommendation	Status for 2009 Annual Review
9	LDA	That the LMF sustainability criteria drive design. In order to meet the Mayor of London's climate change target of a 60% reduction by 2025, the development is likely to need to be zero carbon in use and have very low embodied CO2 compared to a business as usual design, in addition to supporting a shift to lower carbon transport options, and enabling a reduction in the impact of food and consumption.	The OPLC is being advised to take forward more detailed carbon management approaches. This would see carbon being managed at a number of levels 1) Per capita emissions across the park (total lifestyle footprint), 2) Carbon definition and management on a project by project basis and lastly 3) Through design and procurement to look at specific key materials from a carbon reduction perspective. Any decisions on the adoption of this is dependant on the OPLC review of LMF plans. No Evidence Yet
10	LDA	That the findings of the London 2012 Carbon Footprinting and Carbon Management Strategy are applied to LDA's design processes to inform the areas needing action to reduce their carbon footprint.	This is dependent on the OPLC review of the LMF. It is being picked up in their work on sustainability of the LMF. The Commission has not yet had the opportunity to review the latest work as it is still in development. No Evidence Yet
11	LDA	That LDA sets out clear policy going forward, linked to an understanding of the rate of change of what will be the norm in development schemes when projecting forward to 2012, 2020 and 2050, particularly when considering the rate of change in approaches to addressing sustainability, through technological advances and behavioural change, over the past 5-10 years. This needs to include a commitment to continuous improvement of the sustainability performance of the development, as it will occur over a long period of time.	The LMF Output C energy strategy covers this for its areas. The LMF Sustainability protocol includes a vision and objectives for a zero carbon community but it is not yet clear how this will be delivered. Dependent on the OPLC review of LMF plans. Being picked up in a new Sustainability Strategy. Looking to have a model of overall carbon, a carbon strategy and plans for each project / area of work. This is all still to be seen. Progress Made
12	LDA	That the LDA ensures the legacy builds on the accessibility of the Games, with its aim to be the most accessible Games.	The OPLC state they will be ensuring an approach as rigorous as the ODA in delivering access and design standards but evidence is not yet available on how the OPLC will be delivering this. No Evidence Yet

No.	Responsibility	Recommendation	Status for 2009 Annual Review
13	ODA LOCOG LDA	That there is clear integration of sustainability objectives into the early design stages for the remaining developments and ongoing projects of all the Key Stakeholders. This is in order to prevent the need to alter designs to build in sustainability criteria or retrofit at a later stage as this may lead to increased cost and consumption of resources.	There is some evidence that this is being done for later developments and the OPLC has a dialogue on relevant issues, particularly with the plans for transformation. Progress Made
14	ODA LOCOG LDA	That sustainability specialists are involved in the evaluation of design-related tenders to ensure that the relevant issues are considered at an early stage.	Sustainability is a criteria for ODA design and the sustainability team are engaged with or providing guidance to teams for the final design processes. Complete LOCOG incorporated sustainability requirements in the tender for their architects, engineering services and planning consultants to ensure they do this. They have also developed a Health, Safety and Sustainability Standard and Sustainable Design Requirements. Progress Made The OPLC intend to have specialist sustainability expertise within the design/commission process, both in its structuring and evaluation. They are to appoint a new Head of Urban Design and Planning, who will also lead on sustainability. They will need to ensure that sustainability is factored into all design and that sufficient resources are in place to enable this to happen. This is also dependent on the OPLC review of LMF plans. Progress Made

No.	Responsibility	Recommendation	Status for 2009 Annual Review
15	ODA LOCOG LDA	That there is a forum at which the ODA, LDA and LOCOG consider the areas where there are opportunities for additional investment in sustainability measures that could deliver longer term benefits. This should cover the level of investment required, the sustainability benefits that would accrue and any longer term resource savings that it would bring.	<p>The ODA have produced a table and routemap for their venues which sets out how they can achieve a BREEAM excellent with a combination of venue credits now, parkwide credits, likely parkwide credits to be obtained during Games construction and legacy credits that will need to be achieved through the work of the legacy owner. As part of this additional cost items were identified for one venue and this spend has been approved by the ODA Sustainability Board.</p> <p>The ODA, LDA and LOCOG sustainability teams do meet regularly and there is some evidence of cross-fertilisation of ideas.</p> <p>Closed (addressed through other means)</p>
16	LOCOG LDA	That the LDA and LOCOG produce a plan for the use of Games-time facilities and equipment which would be appropriate to be retained after the Games to support the legacy. This should be supported by dialogue on how sponsorship could be used more creatively to support provision in legacy as well as at Games time.	<p>The OPLC have established a cross-stakeholder group comprising LOCOG, ODA, OPLC, GOE, and the Lee Valley Regional Park Authority. This group has the following work strands: parks and overlay, sports equipment, technology, fittings furniture and equipment.</p> <p>Dialogue with LOCOG is ongoing and there is a intent to ensure legacy is taken into account. There are elements outside the Olympic Park where investment decisions could be made that would support legacy which will require greater focus in the coming year.</p> <p>Closed (recommendations from this review take precedence)</p>
17	LDA	That long term management of the Olympic Park is resolved as soon as possible so that Park and Public Realm plans will be appropriate for legacy and will require a minimum amount of transformation.	<p>A 10 year management plan for the Landscape and Public Realm in the Park has been developed, with the first phase of it submitted to PDT. The LMF and further detailed plans for the ongoing governance and management of the park are currently being reviewed by the OPLC.</p> <p>Progress Made</p>

No.	Responsibility	Recommendation	Status for 2009 Annual Review
18	ODA LOCOG	That LOCOG engage with the ODA on the accessibility of venues during Games time and how their operations will enable the venues to be fully accessible. This also applies to how LOCOG will be assisting people with mobility difficulties to move through the park and how this is incorporated into the park design.	LOCOG has resources dedicated to developing an accessible spectator experience. The Commission has not yet seen detailed plans. Progress Made
19	London 2012 Sustainability Group	That the London 2012 Sustainability Group consider and recommend to OBSG alternative design solutions to deliver more sustainable design outcomes, where these are raised through the programme-wide sustainability reporting process or by members of the group.	The Sustainability Group has developed a policy statement for temporary materials and specific policies for PVC fabrics and HFC. Key sustainability issues are being raised at the Sustainability Group. Closed (addressed through other means)

2008 Review of Reporting

http://www.cslondon.org/documents/A_measure_of_performance.pdf

No.	Responsibility	Recommendation	Status for 2009 Annual Review
6	GOE	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 revised its legacy delivery and governance arrangements again, setting up new boards to improve the management and reporting processes and assurance arrangements. Legacy promise 4.1 covered by PSA reporting process Legacy promise 4.2 dependant on DEFRA programme which is developing Legacy promise 2 also covered by PSA reporting Progress Made

17 Information Gathering

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

Organisation	Name	Title
ODA	Stephanie Applegate	Sustainability Stakeholder & Communications Coordinator
ODA	Dan Epstein	Head of Sustainable Development and Regeneration
ODA	Jerome Frost	Head of Design
ODA	David Higgins	CEO
ODA	David Law	Head of Risk and Internal Audit
ODA	Lorraine Martins	Head of Equality and Inclusion
ODA	Clare Hennessy	Senior Development Planner – Environment, Town Planning
ODA	Niall McNevin	Head of Town Planning
ODA	Alison Nimmo	Director of Design and Regeneration
ODA	Viv Ramsey	Head of the Planning Decisions Team
ODA	Howard Shiplee	Director of Construction
ODA	Mike Sinclair- Williams	Head of Transportation Safety & Sustainability (SSHEQ)
ODA	Godric Smith	Head of Communications
ODA	Hugh Sumner	Director of Transport
ODA	Laurence Waterman	Head of Health and Safety
ODA	Simon Wright	Director of Infrastructure and Utilities
Delivery Partner	Ian Galloway	CEO
ODA PDT	Viv Ramsey	Head of the Planning Decisions Team
LOCOG	Doug Arnot	Director of Games Operations
LOCOG	Amanda Aukett	Venues Sustainability Manager
LOCOG	Jackie Brock-Doyle	Director of Communications and Public Affairs
LOCOG	James Bulley	Director of Venues and Infrastructure
LOCOG	Phil Cumming	Corporate Sustainability Manager
LOCOG	Paul Deighton	CEO
LOCOG	Steve Frost	Head of Diversity and Inclusion
LOCOG	Nigel Garfitt	Director, Villages
LOCOG	Chris Holmes	Director of Paralympic Integration
LOCOG	Sue Hunt	Director for Strategy, Stakeholder relations and Planning
LOCOG	Debbie Jevans	Director, Sport
LOCOG	Clare Le Brecht	Venues Sustainability Manager
LOCOG	Bill Morris	Director of Culture, Ceremonies and Education
LOCOG	Laurie Neville	Procurement Programme Manager
LOCOG	Greg Nugent	Director, Brand and Marketing
LOCOG	Kevin Owens	Design Principal of Venues & Infrastructure

LOCOG	Gerry Pennell	Director, Technology
LOCOG	John Rowlinson	Head of Broadcast Services
LOCOG	Wilben Short	Head of Transport
LOCOG	David Stubbs	Head of Sustainability
LOCOG	Jean Tomlin	Human Resources (HR) Director
LOCOG	Chris Townsend	Commercial Director
LOCOG	Gerry Walsh	Director of Procurement
OPLC	Andrew Altman	Chief Executive
OPLC	Chris Lee	Head of Olympic Sustainability
LDA	Peter Bishop	Group Director, Design Development and Environment
LDA	Geoff Newton	Director, Olympic Opportunity
GOE	Jeremy Beeton	Director General
GOE	David Brooker	Director, Legacy
GOE	Alan Bucknall	Head of UK Legacy
GOE	Moira Redmond	Sustainability Policy Manager, UK Legacy
GOE	Chris Stendall	Head of Physical Legacy and Security
GOE	Liz Underhill	Head of Programme Assurance and Risk Management, OPPO
CLG	Stephen Stringer	Deputy Director, London 2012 Team
GLA	Neale Coleman	Mayor's Advisor – Olympics
GLA	Simon Cooper	Head of Sport Unit
GLA	Isabel Dedring	Mayor's Advisor – Environment
GLA	Sarah McQuoid	Senior Policy Officer, London 2012 Team
Defra	Matt Sowrey	Team Leader, London 2012 Team
Defra	Jonathan Tillson	Head of the Sustainable Development Unit
5 Host Boroughs Unit	Roger Taylor	Director, Five Host Borough Unit
BOA	Louisa Huddy	Head of Policy
BPA	Iain Gowans	Athlete Services Manager
NAO	Keith Hawkswell	Director, London 2012 Team
Environment Agency	Rob McCarthy	Olympics Project Manager
Natural England	Alison Barnes	Regional Director, London
Natural England	Jacqui Stearn	Major Project Manager, Olympics
Sport England	Jennie Price	Chief Executive Officer
NHS London	Hilary Ross	Director, London 2012 Programme
Royal Parks	Colin Buttery	Deputy Chief Executive





COMMISSION FOR A
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