

Making a Difference

Commission for a Sustainable London 2012
Post-Games Report

March 2013



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Executive Summary

This is the final report of the Commission for a Sustainable London 2012 (CSL). Our post-Games report¹ concluded that London 2012 has been the most sustainable Games ever but we have always looked for more. The work of the Commission over the past seven years has been centred on the idea put forward by our longest serving Commissioner, Dr Robin Stott. Robin maintains, correctly, that there is no such thing as a sustainable Olympic and Paralympic Games unless it is possible to demonstrate in some way that the resources used to stage the Games are in some way compensated for by more sustainable practices inspired by, or as a direct result of the Games. This final report attempts to gather evidence to understand if this has been achieved or if enough has been done to date to ensure it will be achieved in the future.

On balance we believe there is sufficient evidence to conclude that sustainable practices inspired by London 2012 should out-weigh the inevitable negative impacts of the Games over time.

As early as 2008, the Commission recommended that a learning legacy be established to enable London 2012 to make a difference to the sustainability agenda. Despite some difficulties along the way, the Olympic Delivery Authority (ODA) and the London Organising Committee of the Olympic and Paralympic Games (LOCOG) have both produced an excellent suite of learning legacy material. We congratulate them for this achievement.

In the construction sector we can see evidence that some very large projects around the world are adopting similar standards and approaches to the ODA and that London 2012 is recognised globally for best practice in sustainable construction. However, other than the notable exception of the Queen Elizabeth Olympic Park transformation work, there is little evidence of this in small to medium sized projects. Scepticism about the business case, inconsistent approaches to planning, lack of leadership and lack of competence in the supply chain are cited as barriers. We can see some evidence of these issues being tackled but there remains much to do.

The event management sector has two new standards for sustainability management inspired by London 2012 and there is evidence of increasing use of these standards by event organisers and venue owners alike. This progress could be accelerated if more clients of events demanded higher standards, particularly the public sector. There is also evidence of the London 2012 Food Vision and waste strategy being adopted although few have set such ambitious targets.

Sustainability is driven by context and Olympic and Paralympic Games taking place in different parts of the world will have a different context and a therefore will have a different approach to sustainability. A good example of this is Rio 2016, the project team has demonstrated that they have learned a lot from London 2012 and will apply those lessons well in the context of their own Games. The culture of North America is more closely aligned to the UK and we are pleased to see the 34th America's Cup event adopting most of LOCOG's standards and in some cases setting even higher goals. The same cannot be said for the Glasgow 2014 Commonwealth Games where targets are less ambitious or less specific. Food, waste and supply chain strategies have yet to be announced and are being left much closer to Games-time than LOCOG, which could render them ineffective.

We have seen various iterations of legacy organisations over time and we are pleased to see that the latest version, the LLDC (London Legacy Development Corporation) has done much better than its predecessors by taking the best practice developed by the ODA and LOCOG and raising the bar even higher. This, coupled with success in developing legacy plans for all the key venues, should help to stimulate a strong social, economic and environmental legacy for East London.

At a national level, the establishment of a Cabinet Office team led by Lord Coe provides a focus on key issues across the UK. The picture for broader legacy is much more optimistic but there remain issues such as the failure of Government to implement higher standards of sustainability through procurement.

Despite significant efforts by LOCOG, issues of corporate ethics with sponsors and in the supply chain for merchandise were not fully resolved and remain a problem for major events generally. To this end, we welcome the initiative by the Institute of Human Rights and Business to engage a working group to develop some longer term solutions. This group was not formally constituted at the time of writing this report but we wish the initiative well.

The model developed to provide assurance that gave rise to the Commission was also unique and ground-breaking. An independent evaluation of the Commission's work has been broadly positive and key stakeholders agree they received a valuable service. There is some evidence of a similar model being adopted in the private sector by a global corporation and by major projects outside the UK. In the UK public sector we can find no such evidence. The GLA requested that the independent evaluation be undertaken to establish lessons learnt from the Commission's role and in light of it being the first independent sustainability assurance function for an Olympic or Paralympic Games. As part of reviewing the the question of whether London could or should have an independent assurance function established for its major projects, the evaluation will provide new insights into what has worked any why. However, at present there are no plans to replicate the model for the Olympic and Paralympic legacy or any other London project or function, the same is true nationally.

London 2012 has made a difference to sustainability but there remains plenty of opportunity to further capitalise on the learning legacy from the Games.



Shaun McCarthy

A handwritten signature in black ink, appearing to read 'Shaun McCarthy', written in a cursive style.

Chair of the Commission for a Sustainable London 2012

1 http://www.cslondon.org/wp-content/uploads/downloads/2012/11/CSL_Post%20Games%20Report_Final.pdf

Summary of Recommendations

■ Recommendation 1:

That the Department of Business, Information and Skills revisit the advice from the Chief Construction advisor and facilitate more co-ordinated research, dissemination and independent assurance of sustainability in construction projects.

■ Recommendation 2:

That future major developments and infrastructure projects subject themselves to independent strategic assurance and plan to leave a legacy of knowledge in a similar way to the ODA.

■ Recommendation 3:

That the London Food Board consider a long term legacy initiative built on the lessons from the Food Legacy Pledge, including waste commitments in partnership with WRAP

■ Recommendation 4:

That the IOC and other sport governing bodies engage constructively with independent bodies to develop an ethical framework and a process of engagement with sponsors and a shared service to consistently and continuously address human rights in the supply chain.

Background and Purpose

This is the final report of the Commission for a Sustainable London 2012.

In our 2010 annual review² we said ***“We have always maintained that, taken in isolation, delivering an Olympic and Paralympic Games is an inherently un-sustainable thing to do. We therefore cannot call the programme truly sustainable unless the inspirational power of the Games can be used to make a tangible, far reaching difference”*** This report aims to understand what evidence there is of a “London 2012 impact” on more sustainable practices in the sectors we would expect the Games to influence.

We have done this in three ways:

- Conducted desk based research into various sectors using information in the public domain and feedback from our Commissioners and wider stakeholders, where possible we have sought verification of our findings from future major event organisers
- As outlined in our pre-Games report “Breaking the tape”³, we facilitated five “Beyond 2012 Round Tables” where we brought together interested parties to work through the key impacts, performance of London 2012, evidence of behavioural change and recommendations to instigate or continue improved practices. The outcome of this work is detailed in a separate report⁴
- We commissioned an independent review of CSL’s work⁵ to enable us to draw conclusions about the value of strategic assurance

We have presented our findings in this report and made some recommendations. The Commission closes shortly after publication (31st March 2013) so where possible we have identified organisations to take the issues forward. We will not be in a position to follow up these recommendations as we have in the past.

² <http://www.cslondon.org/wp-content/uploads/downloads/2011/04/CSL-Annual-Review-20102.pdf>

³ http://www.cslondon.org/downloads/CSL_Annual_Review_20111.pdf

⁴ Beyond 2012 – Outcomes report: refer to CSL website <http://www.cslondon.org>

⁵ CSL Independent Review: refer to CSL website <http://www.cslondon.org>



The Olympic Park during transformation

Photo: Jonathan Turner

1 Sustainable construction and infrastructure?

Summary

- 1.1 Throughout the course of the Games we have praised the ODA for their exemplary delivery of sustainable construction and infrastructure. Our rare criticisms have been received in the spirit of constructive engagement from which we all have learned. In response to the challenge to share the lessons learned, the ODA produced a web based learning legacy to freely share their knowledge. The magnitude and breadth of this work is unprecedented in the construction industry.
- 1.2 Our research, summarised in this section, suggests there is clear evidence that many high profile major projects are replicating the ODA's approach and that some of this improvement can be credited to London 2012. In a few cases higher standards are being set but even where equal or lower standards are set there is a case to be made to suggest this would not have been done had it not been for the ODA's work.
- 1.3 Our evidence takes in residential and commercial developments in London, UK and other parts of the world such as Australia, Canada and China. The one area of disappointment is construction for other major sport events. We can find little evidence of comprehensive or challenging construction sustainability objectives matching those of the ODA from the Olympics and Paralympics in Rio or Sochi or the Commonwealth Games in Glasgow or the Gold Coast, Australia. However, it should be noted that the Commonwealth Games Glasgow are specifying BREEAM Excellent ratings for buildings but have not specified outcomes in the way the ODA did. It seems the event industry is not going forwards in this respect but there are some examples of improving practice.
- 1.4 However, there are strong views evidenced by our Beyond 2012 round table events and our own research that although some major projects are racing ahead, the majority of smaller projects and many larger projects have yet to reach the starting blocks.

Overall leadership and governance

- 1.5 A critical success factor for the ODA was the overall leadership and governance. The ground rules were set at a very early stage by setting out the overall sustainability policy published in January 2007. The ODA set standards using established indices, creating bespoke versions where required (e.g. BREEAM). The primary indices used were BREEAM Excellent for venues, CEEQUAL Excellent for civil works and Code for Sustainable Homes Level 4 for the Olympic Village. The ODA was the first organisation to achieve CEEQUAL Excellent and Code for Sustainable Homes Level 4 for a major project. In addition specific social and environmental outcomes were specified to ensure contractors were not tempted to go for cheap points in the evaluation systems. This was a success.
- 1.6 Accountability is important and personal leadership of the ODA chairman, chief executive and other key directors was considered to be critical. The management systems put in place to support the project were exemplary and embedded sustainability as business as usual, probably for the first time in a project of this magnitude.
- 1.7 There is evidence of new projects aiming even higher in the various indices. Anecdotal evidence from contractors suggests that the improved levels of competence delivered through London 2012 has contributed to the confidence to aim even higher. Examples of this would be Skanska's new head office in Sweden, Hollywood House, Woking, PWC office in London, the London School of Economics and Brent Civic Centre. All of these buildings were specified to BREEAM Outstanding or LEED Platinum. Numerous other projects are specifying BREEAM Excellent, LEED Gold or Code for Sustainable Homes Level 4, including the Glasgow 2014 Commonwealth Games. Residential developments in London such as Elephant & Castle and Kings Cross have specified Code Level 4. Both of these projects have more ambitious and innovative energy plans than the ODA had in 2006 along with numerous other environmental, social and economic objectives. In addition, projects such as Crossrail in London, Toronto Waterfront in Canada and Barangaroo in Sydney have adopted the ODA's practice of specifying environmental, social and economic outcomes as measurable objectives.
- 1.8 The contribution of people should be considered in this context. Much of what has been achieved is due to the competence, energy and enthusiasm of the people involved in the project. Most of these people are now working on other projects and the demand for sustainability professionals with London 2012 experience appears high, despite the difficult economic conditions.
- 1.9 There is evidence of use of the ODA's learning legacy and other best practice to improve the competence of the construction supply chain and create a sustainable improvement. This is evidenced by the UK Green Building Council's work to disseminate the learning legacy and the Construction Skills funded sustainable supply chain school⁶, a collaborative initiative between construction contractors to create a virtual learning environment for their supply chain.

1.10 However, the view of delegates in the Beyond 2012 round table events felt that high profile projects are the exception rather than the norm and more needs to be done to raise overall standards. Root causes of this problem are identified as:

- Lack of leadership from the Government and industry bodies
- Government procurement not setting consistent or high enough standards
- Inconsistency in planning policy from local authorities
- Perception that sustainability adds cost
- Lack of competence in the construction supply chain

1.11 We concur with this view and recommend that:

■ Recommendation 1

That the Department of Business, Information and Skills revisit the advice from the Chief Construction advisor and facilitate more co-ordinated research, dissemination and independent assurance of sustainability in construction projects.

1.12 In our legacy report⁷ we recommended ***“That Government, through appropriate interdepartmental mechanisms, agree a way to ensure that sustainable procurement principles and mechanisms are considered as part of government buying guidance and other relevant frameworks”***. We are aware of discussion within Government about how to utilise sustainable procurement principles and a commitment to procure sustainably through embedding buying standards into centralised and departmental contracts, as well as supply chain monitoring, with a target date of 2015. However, we can find no evidence of substantive action. We believe that it is essential for government departments and agencies to set an example and this recommendation remains unresolved.

1.13 Two features are notable by their absence in the projects we have identified; we can find no evidence of the level of independent assurance exemplified by CSL and we cannot find a project committed to the type of learning legacy offered by the ODA

■ Recommendation 2

That future major developments and infrastructure projects subject themselves to independent strategic assurance and plan to leave a legacy of knowledge in a similar way to the ODA.

Impacts

1.14 The ODA has demonstrated that sustainable construction is more than ticking boxes on the relevant assessment form, although it is clear that indices play a part. It is helpful to explore the specific impacts.

Carbon

1.15 The ODA's track record for energy in use is detailed below:

Objective	Target	Performance
Carbon reduction in the operation of the built environment in legacy	50%	48% onsite 59% including offsite measures
Renewable energy	20%	10.8%
Venue energy efficiency (above 2006 building regs)	15%	All venues meet or exceed this
Village energy efficiency (above 2006 building regs)	44%	All blocks on track to meet or exceed 44% When CCHP included reduction becomes 83%

1.16 Crossrail has set out a similar range of targets, as has Barangaroo in Sydney, which has set an objective to be overall “carbon positive”. This project is being developed by Lend Lease, drawing from lessons learned from their work on the London 2012 Athletes Village. We are pleased to see the LLDC accepting our challenge to raise the bar. Their policy is shown below:

LLDC carbon policy

- Require a minimum achievement of Code for Sustainable Homes Level 4 for new homes under current standards. This target will be reviewed as standards evolve.
- In addition, achieve Zero Carbon Homes requirement before the standards apply; require a 65% reduction in emissions over Building Regulations 2010 through fabric improvements and on-site features.
- Permit up to 35% of emissions mitigation through allowable solutions in surrounding communities as part of the Development Corporation's regeneration remit. Allowable solutions will be developed in collaboration with Boroughs and local partners.
- 40% reduction in emissions over Building Regulations 2010 for non-residential buildings; Zero Carbon standard when defined.
- 15% reduction in emissions over 5 years in actual in-use energy use through engagement with occupants and the promotion of energy efficient home appliances
- Smart meters installed as standard encouraging monitoring of energy usage and the use of smart appliances
- Colours used on the building are light which can support the cooling properties of the building by reflecting the sun's rays
- Designs of the building optimise sunlight and daylight – reducing the need for artificial lights

1.17 We are disappointed to observe that the Glasgow 2014 Commonwealth Games has not set specific carbon targets in the public domain.

1.18 The subject of embodied energy was not well known in 2005 when London won the bid

to stage the Games. However, the London 2012 carbon footprint study showed that 67% of the total carbon emissions for the programme were in construction materials and the site remediation process. Although the ODA did not have an overall strategy for embodied energy they instigated a number of initiatives, particularly the well-documented concrete procurement.

- 1.19 Since this initiative taken by the ODA there is some evidence that embodied carbon is being addressed by forward thinking organisations. Anglian Water has set an ambitious target to reduce embodied energy in its capital programme by 50% over five years, Crossrail has an embodied carbon plan and some building projects have required embodied carbon footprints. Skanska conducted a carbon footprint for phase 1 of the Väla Gård project using its own ECO2 carbon tool, which calculates carbon emissions from the extraction of raw materials, production of materials, transport to the construction site, and site activities. The embodied carbon footprint was estimated to be 725 tCO₂e, and demonstrated that the building's frame, installed systems and façade were responsible for the most significant part of the footprint. LLDC has set a target to reduce embodied carbon by 15% and Barangaroo has set a target of 25%.

- 1.20 The most ambitious project we can find is from Marks & Spencer⁸:

M+S' new store: Cheshire Oaks

- 100% FSC-certified glulam roof structure which has much lower embodied carbon than an equivalent steel or concrete design
- 2,600 m² of hemp clad panels for the walls for the first time, which has brought down the embodied carbon by around 360 tonnes. This was building on learning from the Ecclesall Road store which used reclaimed bricks to reduce the embodied carbon impact of the store.
- "Ultimately we want to create buildings which are zero embodied carbon in construction and operation, and who knows could we make a building out of 100% recycled materials or which is 100% recyclable when it comes to the end of its life?"

- 1.21 In our 2009 Annual Review⁹, we recommended; "That GOE work with the rest of Government to ensure that the construction industry develops a consistent and effective approach to carbon management that includes embodied impacts".
- 1.22 In our carbon review¹⁰ we recommended;
- "The residual footprint should be mitigated using a variety of techniques: Using the legacy of knowledge to reduce carbon in future projects. For example, application of BS8901 for future events, and development of a new standard for managing embodied emissions in construction projects. If this initiative were to be started promptly by Government, it would be possible to launch a new standard to coincide with the Games."***

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- 1.23 Whilst a new standard for managing embodied emissions in construction projects has not been developed, the GLA, LLDC and RICS have prepared guidance on embodied emissions and a standard for responsible sourcing of construction materials, BES 6001 has been developed. In addition, the consultancy who developed the carbon footprint methodology for London 2012 is working with BSI on a new standard for carbon footprinting world class events and a new specification, PAS 2070, is being developed for a consumption methodology for greenhouse gases in cities, focussing on Scope 3 Emissions. The lack of agreed methodologies to address Scope 3 emissions was a challenge in developing the London 2012 carbon footprint and this PAS should help future host cities address some of these challenges. In addition, Defra is in the process of commencing work with the Building Research Establishment to develop a short toolkit on sustainable public procurement in relation to construction. This will seek to explain how embodied carbon can be addressed amongst wider sustainability issues. Whilst this demonstrates some good progress, there is still some way to go before there is a consistent and effective approach throughout Government and the construction industry

Waste

- 1.24 Following an exemplary performance by Heathrow Terminal 5 in diverting 80% waste from landfill, the ODA set an ambitious target of 90%. This was exceeded by setting up a site-wide waste contract and providing financial incentives to sub-contractors to segregate their waste, which was self-funded through savings in the site-wide waste operation.
- 1.25 This level of achievement for major projects is becoming quite common. Most Transport for London (TfL) projects, Crossrail and other building projects regularly specify 90-95% diversion from landfill. Major contractors such as Skanska, Balfour Beatty, Willmott Dixon, Sir Robert MacAlpine, Lend Lease and others regularly report their overall waste performance and regularly exceed 90%. Barangaroo, Skanska's new headquarters and the flagship Marks & Spencer store at Cheshire Oaks have all specified zero to landfill. Although these figures have yet to be achieved across the board there is sufficient evidence for us to conclude that the ODA has helped to inspire a step change in the construction sector.
- 1.26 There is a potentially exciting opportunity in exploring the relationship between waste management and productivity. The ODA achieved unprecedented levels of productivity and there is anecdotal evidence that having less packaging and precise ordering of material quantities leads to less unproductive work and hence greater efficiency. We believe more research should be done in this area to help to demonstrate the wider financial business case for sustainable practices.

Materials

- 1.27 The ODA set targets of 20% recycled content by value and 25% recycled aggregate by weight. These were industry-leading targets when set and the ODA significantly exceeded

them, achieving 34% and >40%. The ODA also set new standards in use of more sustainable concrete and in using 100% certified sustainable timber.

- 1.28 This gave rise to significant innovation, particularly in the Aquatics Centre. A major concern for contractors was the proposed use of stent, a by-product of the china clay industry, as a substitution for coarse aggregate in the ready-mix concrete. On the Aquatics Centre, the Tier One contractor successfully poured the internal walls of the Aquatics Centre with 76% stent to an exceptional high quality finish. The Aquatics Centre became a showcase for other contractors concerned over the use of stent in superstructure concrete.
- 1.29 There is clearly a trend towards more sustainable materials for major projects, some of which can be accredited to the ODA's pioneering work. Contractors such as Willmott Dixon and Balfour Beatty measure their overall performance in this area.
- 1.30 In total over a period of three years (2010-2012), Balfour Beatty, it's JV and supply chain partners claim to have saved the Highways Agency over £55m and have significantly reduced the carbon footprint of the corresponding projects through the use of recycled aggregate and other recycled materials.
- 1.31 Since the inception of the ODA in 2005, BRE has developed a standard for responsible sourcing of construction materials, BES 6001. There is some evidence of property clients and contractors specifying this standard. Aggregate Industries supplied the concrete to the Olympic Park and now certify all their products to this standard. The expression "responsible sourcing" may be misinterpreted as this standard focuses only on environmental management systems and chain of custody, it does not address social or labour standards.
- 1.32 The ODA set a target of transporting 50% of materials to site by sustainable means (rail or water). This was standing at 67% before the Games but the target remains for the transformation work which has yet to be completed and there are no railheads or wharves to accommodate this. The Glasgow 2014 Commonwealth Games programme has an objective "To reduce the environmental impacts from construction operatives' transport during the construction phase" but no specific targets. Glasgow 2014 is re-using much of the furniture purchased by LOCOG and has transported it from London by ship.
- 1.33 There is evidence that the Crossrail project is raising this standard:

Crossrail

- Crossrail is working with the Port of London Authority and British Waterways to promote and maximise the use of water transport for delivery of construction materials and the removal of excavated material and waste;
- On a tonne by kilometre basis, 85% of excavated material transport will be undertaken by rail and water;

- Crossrail contractors who operate transport fleets are required to sign up to the TfL 'FORS' scheme to demonstrate their sustainability credentials and industry best practice covering the efficient and safe management of transport operations and at minimum must achieve a bronze award;
- Crossrail will aim to use consolidation centres to reduce the number of lorry movements that are required;
- Crossrail is undertaking a lorry driver safety training programme, which includes methods of driving for fuel efficiency.

Biodiversity

- 1.34 The ODA promised to deliver 102 Hectares (Ha) of Metropolitan Open Land and 45 Ha of biodiverse habitat that would mature into a Borough Grade 1 Site of Importance for Nature Conservation (SINC). This is an essential part of the long term plan to transform this part of East London to a destination where people will choose to live, work and visit. It was also the key contribution to delivering visibly green Games, with much of the Park a natural environment in contrast to the urban environments delivered by previous host cities. The ODA achieved their objectives and we are becoming increasingly confident that this will be maintained or even improved in legacy. However, constant vigilance is needed to ensure that commercial pressures on land use do not erode this promise over time.
- 1.35 There is evidence of leading clients and contractors setting targets to achieve no net loss of biodiversity and in some cases to improve it. These include Skanska's new headquarters in Sweden, Crossrail, M&S Cheshire Oaks, Toronto Waterfront and Tianjin Eco City in China. Green roofing is a popular solution which provides additional thermal insulation and extends the roof's lifespan by protecting it from weathering and UV light. In addition, roof vegetation can provide habitats for birds and insects, filter airborne pollution and reduce stormwater runoff. There is also evidence of use of green walls and sustainable urban drainage solutions.

Skills, employment and inclusion

- 1.36 The ODA set ground-breaking targets in this area:

Objective	Target	Performance
Local (Host Borough) workforce	15%	18%
Workforce that was previously unemployed	7%	10%
Apprentices	350	457
BAME	15%	15%
Women	11%	4% [2% in manual trades against an industry average of 1-2%]

- 1.37 Our skills and employment report¹¹ set out the vast collective effort needed to achieve these unprecedented targets.
- 1.38 There is evidence that property developers in London are setting targets in this area but not replicating the ODA's level of ambition. British Land, Crown Estates and Land Securities are among the developers setting objectives for apprenticeships, local employment and procurement. Iconic buildings such as the Shard in London tracked and reported the origin of their workforce, claiming 65% were British and 85% from the EU. Outside London, the Sir Chris Hoy Velodrome built for the Glasgow 2014 Commonwealth Games had an exemplary local labour strategy. The LLDC has promised 410 apprenticeships over 10 years through its current operation and maintenance agreements. Local authorities are driving this agenda by setting local employment and recruitment objectives through Section 106 planning agreements.

Water

- 1.39 The ODA set the following objectives:

Objective	Target	Performance
Reduction in the use of potable water	40%	60% subject to CCHP use of blackwater
Residential buildings to be 20% lower than average London consumption	This was increased to meeting Code 4 when we pointed out it was less than Code 3	Met Code 4
Rainwater / grey water harvesting where feasible		In place in several venues

- 1.40 The ODA benefited greatly from the investment by Thames Water in a blackwater recycling centre at Old Ford, although it could also be concluded that the plant would not have been built had it not been for the Olympics and Paralympics and the direct intervention of the ODA.
- 1.41 There is a trend among major property developers to set water consumption targets. 105 litres per person per day for residential property is emerging as best practice in the UK and specified by a number of developers. This is driven by requirements to meet Code 3 or 4 in the Code for Sustainable Homes. Targets for commercial and retail buildings are far less clear given that the use of the building will significantly impact on water consumption. This appears to be an area for potential further research.
- 1.42 The LLDC has set out a comprehensive strategy:

LLDC

NEW CONSTRUCTION

- Potable water use of no more than 105 litres per day per person in homes through reducing demand and use of low flow fittings and appliances.

- Rainwater harvesting and greywater treatment in new developments.
- Initiate studies to optimise the use of the Thames Water Blackwater Treatment Plant and non-potable water network for irrigation and toilet flushing.

VENUES & PARKLANDS

- Maintain and improve the current 40% reduction in potable water use in the venues.
- Irrigate parklands through rainwater harvesting and with treated blackwater via the non-potable water system.
- Develop a strategy with British Waterways to explore opportunities for leisure, transport, tourism and education.

EVENTS

- All Development Corporation indoor events to limit use of bottled water.
- Work with external event companies to reduce water usage.

CORPORATE

- Monitor performance, publish data to set benchmarks, and report on sustainability targets

Accessibility

- 1.43 The ODA Inclusive Design Strategy set a new benchmark for accessibility of venues and the Olympic Park. The ODA also took a series of measures to ensure that the construction process was accessible to disabled people.
- 1.44 The Glasgow 2014 Commonwealth Games health impact assessment recommended to ***“Ensure inclusive design is a priority in Glasgow 2014 Ltd building contracts, with consideration of key issues such as acoustics, comfort, ventilation, Glasgow City Council - visitor orientation, door width, toilets and reception desk height”***. The LLDC has a clear inclusive design policy and guidelines which build on the standards set by the ODA. Other major projects such as Crossrail, Barangaroo and Tianjin Eco-City have strong inclusive design policies.

The principles of the Crossrail (CRL) inclusivity policy are to:

- contribute to the creation of an inclusive transport system;
- ensure the construction and operation of Crossrail with the minimum practicable negative impact on priority equality groups (women; black and minority ethnic people; disabled people; lesbians, gay men, bisexual and transgender people; faith groups; older people, children and young people, and those on low income);
- take all decisions that affect the public on the basis of evidence and inclusive consultation with priority equality groups; and
- work to achieve the greatest practicable benefit to communities by working in partnership with other transport providers, with developers and with local authorities.

Health and wellbeing

- 1.45 The ODA set new standards in health and safety achieving the zero deaths target, which has been said to be an Olympic first (but without clear collated evidence). The accident frequency rate of 0.16 was above the target of 0.1 but substantially below the reported industry average of 1.0.
- 1.46 The system behind all this included a management system, SHE leadership team including tier one contractors, reporting against indicators, reporting of accidents and near misses, a strong on site focus and compliance regime and provision of health care and advice on site. The ODA has been recognised with numerous international awards for its ground breaking work in this area.
- 1.47 Our Inclusion and Healthy Living review¹² states: ***“In November 2010, the ODA achieved its fifteenth set of a million working hours without a reportable incident since taking control of the Park in 2007. This is a significant achievement. The ODA has demonstrated exemplary performance focussing on avoiding accidents, providing health and welfare services on site at the Olympic Park and focussing on worker wellbeing. By October 2010, the ODA estimated that at least 49,000 hours had been saved through the on-site provision of occupational health services”.***
- 1.48 This review recommended ***“That the ODA continue to work with the Health and Safety Executive to develop a programme to disseminate the learning on health and safety and worker wellbeing from the construction phase of the Games and that HM Government makes this a requirement of all publicly funded projects. This should include the promotion of good practice and the effective management of risk with the aim of embedding this into the culture of other projects – both large and small.”***
- 1.49 Our 2010 Annual Review¹³ also recommended ***“That the ODA, working with relevant government departments, gather evidence of the linkage between productivity, health, safety and sustainability and publish their findings as part of the learning legacy.”*** This work has been done and published on the ODA Learning Legacy website¹⁴. Although there are some broad assumptions that had to be made, the report concluded that the cost of the workforce welfare service was £37 per worker per year. The report compares the cost of the service to the benefit of reduced absenteeism compared to construction industry norms and estimates net savings in the order of £6-£7M. We believe this presents a compelling case for investment in workforce welfare that should be considered by all major projects. The summary conclusion from this report is shown below:

Main conclusions

The estimates of the savings resulting from the use of occupational hygienists to support the construction of the Park and Village presented in this research strongly suggest that preventative workplace health management can be cost effective. This research contains specific examples of how occupational hygienists have assisted individual contractors on the site as well as estimating the overall benefits of their work. All of the examples and calculations provided demonstrate a strong return on investment.

The estimates presented of how cost effective such work is are not definitive, and there is certainly scope for further research to challenge or validate the figures. However, in the opinion of the researchers, the paper does present a useful way to start debate about the business case for preventative workplace health management. This debate should involve representatives of employers, government, workers, researchers and insurance providers amongst others, as all these parties have a vested interest in realising the potential economic returns which would emerge from preventing work-related sickness absence and ill-health.

- 1.50 We have not seen evidence of Government making it a requirement of all publicly funded projects to replicate the ODA health and safety standards. This is disappointing given a clear financial business case being presented by the ODA.
- 1.51 There is good evidence that leading contractors are adopting objectives to match the ODA's unprecedented level of performance. For example, Balfour Beatty, one of the ODA first tier contractors, has set the following corporate objectives:

Balfour Beatty Construction – 'Zero Harm' Policy

- Group Policy to achieve 'Zero Harm' across all group businesses by 2012 through:
 - **Zero Fatalities**
 - **Zero permanently disabling injuries**
 - **Each operating company aims for zero accidents and injuries by 2012 with an absolute ceiling on an Accident Frequency Rate (AFR) of 0.1 by end 2012.**
- **Keeping the public safe from harm:** All BB businesses will manage and maintain Zero Harm levels of separation, security, monitoring and stewardship to the public from exposure to our hazards.
- **Working with BB customers:** All BB businesses will enlist the support and co-operation of customers to achieve Zero Harm.
- **Making safety personal:** All BB people will make safety a personal commitment.

- 1.52 It is interesting to note that the policy set out by Balfour Beatty is in excess of that required by most of their clients such as major property developers. There is emerging evidence that major contractors are being much more pro-active in this area and around sustainability generally rather than simply responding to their clients' requirements.



The entrance to the Olympic Park at Games-time

Photo: Jonathan Turner

- 6 <http://www.supplychainschool.co.uk/>
- 7 <http://www.cslondon.org/publications/?category=1&did=95>
- 8 <http://www.2degreesnetwork.com/groups/built-environment/resources/ms-greenest-store-sets-agenda-future-designs/>
- 9 http://www.cslondon.org/wp-content/uploads/downloads/2010/07/CSL_Annual_Review_2009-full-digital.pdf
- 10 http://www.cslondon.org/wp-content/uploads/downloads/2009/12/2009_Carbon_Review.pdf
- 11 http://www.cslondon.org/wp-content/uploads/downloads/2009/01/2009_Employment_and_Skills_Review.pdf
- 12 <http://www.cslondon.org/wp-content/uploads/downloads/2011/03/Fit-for-purpose-2011.pdf>
- 13 <http://www.cslondon.org/wp-content/uploads/downloads/2011/04/CSL-Annual-Review-20102.pdf>
- 14 <http://learninglegacy.independent.gov.uk/themes/health-and-safety/research-summaries.php>
- 15 <http://www.cslondon.org/publications/?category=1&did=99>
- 16 http://www.cslondon.org/wp-content/uploads/downloads/2012/11/CSL_Post%20Games%20Report_Final.pdf



The golden summer of 2012

Photo: Jonathan Turner

2 Sustainable events?

Summary

- 2.1 With some notable exceptions, the event management sector has not had a high focus on sustainability. Event management tends to happen at very short notice due to venue availability and speed tends to be of the essence driven by economic factors. The objective to build, stage and “bump out” the event quickly can lead to some wasteful practices. Sales of merchandise can be key to revenue generation, as can corporate sponsorship. The traditional emphasis has been on revenue without too many questions about where the merchandise is sourced from or how the corporate money was made. In recent years this focus has changed and more responsible practices are starting to emerge, driven by reputation risk resulting from direct action from NGOs and from increased public awareness of sustainability issues.
- 2.2 Using Sydney’s “Green Games” as a starting point London 2012 set out to set out a new benchmark. As documented in our pre-Games¹⁵ and post-Games¹⁶ reports, this was largely successful. However, by adopting the Commission’s mantra that “there is no such thing as a sustainable Games”, we need to explore how well LOCOG has influenced the wider event industry.
- 2.3 We have looked at a range of venues and focused our attention on three future major events; Glasgow 2014 Commonwealth Games, the 34th America’s Cup in San Francisco and the Rio 2016 summer Olympics and Paralympics. We found that Glasgow has a focus on sustainability but generally has set lower or less specific standards than LOCOG, Rio is intelligently applying the lessons from London and applying them to their own very different context, the 34th America’s Cup has clearly learned from every aspect of sustainable London 2012 and is applying the lessons well, in some cases exceeding the standards set by LOCOG.
- 2.4 This section identifies clear evidence of London 2012’s influence in a number of areas. The use of ISO 20121 and the GRI event sector supplement is increasing, both were pioneered by London 2012. There is some evidence of adoption of LOCOG’s food vision and waste strategies. LOCOG’s energy management performance was poor and we hope to see better strategies adopted by events in the future.
- 2.5 Our Beyond 2012 round tables identified ethical issues related to corporate sponsorship and supply chain management to be key issues that were addressed in part by London 2012 but not fully resolved. To this end we welcome the plans of the Institute of Human Rights and Business, Royal Holloway University and WWF to explore these issues further with governing bodies such as the IOC.

Governance

- 2.6 Two key new standards have been established since London 2012 won the bid:
- BS 8901 standard for event management which has now been adopted as ISO 20121. This standard sets out a management system for managing the sustainability impacts for events
 - GRI event sector supplement. This standard takes the well-established method for sustainability reporting used by many of the world's major corporations and presents a set of metrics that can be used for the event sector
- 2.7 LOCOG did not invent either of these standards, neither did they pay for their development. However, the LOCOG sustainability team made a significant contribution in kind to develop both standards and London 2012 was the first Olympic and Paralympic Games to apply both. Combined with the Commission's independent assurance service this ensured that the sustainability of this event was the first to be systematically managed, measured and assured in a transparent way.
- 2.8 There is strong evidence to suggest that the application of ISO 20121 and GRI is being adopted and that the trend is increasing:

Glasgow 2014

- 2.9 "Glasgow 2014 will look to implement all phases of BS 8901 for the Games. Our close relationship with London 2012 will be used to allow the partners to see how the standard works in practice". CSL does not assure Glasgow 2014 otherwise we may take issue with expressions such as "look to" but our dialogue with the team at Glasgow suggests this is likely to happen.

Rio 2016

- 2.10 Rio is implementing ISO 20121 with the intention to be certified to the standard in Mid-2013 and then hold the certification through to the Games.
- 2.11 "Rio 2016 encourages all its suppliers specialising in the event industry to obtain the ISO 20121 – Event Sustainability Management certification. Rio 2016 considers certification as a competitive advantage and will take this into consideration in the evaluation process". We believe that embedding the standard into the procurement process is a good way to implement such a requirement.

Sochi 2014

- 2.12 Sochi is not using ISO 20121. Their policy is:
- "In accordance with the recommendations of the Olympic movement — Agenda XXI, by the end of 2012 SMS, as well as activities of maximum possible number of organizations involved in preparation and delivery of the Games will be brought into full compliance with requirements of ISO14001 standard. Also, applicable components of regulation 761/2001

EMAS will be introduced”. This is not the same as ISO 20121 as ISO 14001 is generally considered to be an environmental management system that does not necessarily address all aspects of sustainability.

34th America’s Cup

- 2.13 The policy is to “Implement ISO 20121 for the 34th America’s Cup events in San Francisco”. The current head of sustainability for this event is a CSL Co-opted Expert and has been instrumental in implementing this standard.

Examples of different types of venues with BS 8901 or ISO 20121

- Millennium Stadium
- Earls Court
- Excel Centre
- Croke Park
- Goodwood
- Weymouth and Portland NSA

Examples of other organisations and events using BS 8901 or ISO 20121

- Live Nation used BS 8901 for the Live Earth festival
- Workers Beer Company [Run bars at many festivals, such as Glastonbury, Reading, V etc.]
- Reed exhibitions
- Logistik Group
- Brighton and Hove City Council
- Coca Cola got ISO 20121 for its work at London 2012
- Sydney Festival
- AEG Live, who provide entertainment content worldwide [and run the O2 Arena], successfully certified their latest event to BS8901 in July 2012 and aimed to convert to ISO20121 by the end of 2012.

Carbon and energy

- 2.14 Whilst we were very impressed with the ODA’s work to deliver energy efficient venues and low carbon infrastructure, we found LOCOG’s efforts to deliver a low carbon event very poor. They failed in their promise to deliver 20% of their electricity from new renewable resources, failed to deliver a low carbon Olympic torch and their efforts to conserve energy during the Games were too little too late. The low carbon cauldron was the only jewel in this particular crown. We hope other events learn from this and act earlier and more decisively.
- 2.15 London’s success in winning the right to host the 2012 Games promulgated a significant interest in carbon footprinting which has now borne fruit. London 2012 produced a carbon footprint for the Games which was ground breaking in that no previous Games had sought to understand the emissions throughout the construction as well as staging phases

and dealing with the embodied emissions in the construction process and all materials. A new draft Publicly Available Standard (PAS) has been developed for a consumption methodology for greenhouse gases in cities, focussing on Scope 3 Emissions. The lack of agreed methodologies to address Scope 3 emissions was a challenge in developing the London 2012 carbon footprint and this PAS should help future host cities address some of these challenges. In addition, the consultancy who developed the carbon footprint methodology for London 2012 is working with BSI on a new standard for carbon footprinting world class events.

Glasgow 2014

2.16 Glasgow's policy is:

"We aim to minimise the carbon footprint of the Games and legacy development, notably by minimising embodied impacts and optimising energy efficiency, energy demand and use of low carbon and renewable energy sources. We are committed to seeking innovative ways in which the carbon footprint of the Games can be minimised, optimising energy efficiency and reducing demand as well as maximising the use of low carbon and renewable energy. Implementing demand side energy management by utilisation of low carbon and renewable energy sources".

2.17 This is a statement of intent but says little about what they actually plan to do and sets no targets. We are not party to Glasgow's detailed plans but there is very little in the public domain to inspire confidence.

Rio 2016

2.18 Rio has a different agenda to London as its main aim is to use grid energy as much as possible, Brazil already has significant sources of renewable and low carbon energy so use of the grid is the best solution. However, the energy infrastructure in Rio has challenges when it comes to supporting the city's growing population and economy. The longer term objective is to use the Games as a catalyst to improve energy infrastructure in Games zones and thus provide a legacy benefit.

2.19 They aim to only use generators as backup, unless a site has an electricity demand that is significantly above the legacy demand so installing new connections is not worth the investment. Where they need generators they will use gas generators if possible. Diesel is the last resort and then it will be 20% biodiesel, or up to 50% if viable by 2016. This is a significant improvement on LOCOG's strategy, where there was extensive use of temporary generators fitted with particulate filters. The use of alternative fuels was minimal.

2.20 Rio 2016 is developing a carbon footprint with the London 2012 methodology as the starting point. They hope to have a baseline footprint by mid-2013 and alternative scenarios by the end of 2013. Rio is also conducting a study into off-setting the residual owned carbon footprint through projects of environmental restoration of Atlantic Rain Forest in degraded areas in Rio de Janeiro state.

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- 2.21 We believe this is an excellent strategy to deal with the supply side and significantly superior to LOCOG's plans. We have yet to see a plan for the demand side but it is not too late to do this.

34th America's Cup

- 2.22 This event aims to exceed LOCOG's targets. The idea of offsetting was dropped at an early stage of the London 2012 programme in favour of a wider approach to learning legacy.
- 2.23 The policy is detailed below:
"The America's Cup has made a commitment to be carbon neutral. Our sustainability plan outlines this commitment, and our methodology is from London 2012.

Energy and Emissions Strategies

- 2.24 The Event Authority in San Francisco are working with event delivery partners with the intention to implement the following energy and emissions event strategies for the AC34 events in San Francisco:
- Prioritize avoidance and minimization of greenhouse gas emissions and air pollution associated with delivering event activities.
 - Use carbon management as a tool to improve sustainability performance.
 - Endeavour to achieve carbon neutrality for the Event Authority's residual owned carbon footprint for event activities taking place in San Francisco (2012 World Series, the Louis Vuitton Cup in 2013, the Defender series (if staged) and the 34th America's Cup Final Match in 2013). The Event Authority's owned carbon footprint includes emissions from activities under the operational control of the Event Authority for these AC34 events in San Francisco.
 - Conduct an assessment of the event carbon footprint and develop an event carbon management strategy to guide decision-making.
 - Monitor major components of the event carbon footprint.
 - Avoid and/or reduce carbon emissions wherever feasible in the installation and operation of temporary structures and facilities, emphasizing reuse of materials, use of secondary materials or lower carbon alternatives, minimization of waste, and opportunities to conserve energy and resources wherever possible through coordination and collaboration between suppliers, vendors, and contractors.
 - Procure low-emission fuel for event boats.
 - Provide shore-side power for moored spectator and support boats.
 - Implement, as feasible, the use of on-site renewable energy at spectator venues after energy efficiency has been maximized to replace fossil fuel based energy sources, and maximize opportunities through partnerships.
 - Develop guidelines for race boat drivers to promote fuel efficiency and reduce emissions.
 - Develop a sustainability strategy for technology to maximize energy efficiency and conservation, and reduce the amount of equipment and materials required to achieve the maximum beneficial outcome.

- Prioritize the use of existing materials and equipment through rental/leasing options over buying new, in order to reduce carbon impacts of manufacturing and transportation.
- Use low or zero emission fuel for any required event generators, where feasible and available.
- Use grid electricity where feasible.
- Select efficient lighting systems for temporary event operations.
- Employ energy conservation and efficiency measures for event equipment.
- Reduce the need for cooling and heating (comfort and equipment)."

2.25 This is a good collaborative initiative and the first of its type we have observed. Given the proliferation of major sport events planned for the UK in coming years this is a model that could be adopted.

Wimbledon

2.26 Wimbledon had an energy audit by Centre for Sustainable Energy in 2009 with associated carbon footprint from Best Foot Forward, who also calculated LOCOG's footprint. Recommendations were made and their progress was monitored with a follow up visit in 2012 showing significant improvements.

Wembley Stadium

- 2.27 Wembley has an energy policy stating:
 "Wembley Stadium is powered by 100% green energy. Since 2007 we have reduced electricity use and related carbon emissions by 28%! This has been achieved by everyone at the Stadium working together to ensure electrical systems and equipment are used as efficiently as possible. All non-essential lighting is switched off on non-event days, including the Arch." <http://wembleystadium.com/TheStadium/StadiumGuide/Sustainability>
- 2.28 It should be noted that the energy supplied is standard Green Tariff, meaning that there is no additional renewable energy so the impact on the UK's carbon emissions from energy generation is zero. In our statement in 2011¹⁷ we strongly advised LOCOG against reporting the "low carbon energy" offered by sponsor EDF for similar reasons. We were pleased to note that LOCOG heeded our advice.

Waste

2.29 London 2012 set out the ground-breaking aim to deliver zero to landfill during the Games and arguably the more ambitious target to re-use, recycle or compost 70% of Games-time waste. Zero to landfill was achieved. The objective to achieve 70% reused, recycled or composted waste was exceeded; 82% by standard measurement, but achieved 62% by the more accurate end destination measurement. LOCOG's honesty in reporting both methods is admirable.

Glasgow 2014

2.30 Glasgow's policy is:

“For waste that would otherwise head to landfill we are aiming to reduce this by 80% during the Games, and will continue to work towards reducing waste to landfill further after the event. This will not be an easy task but we are aiming to ensure that we achieve this target through the improvement of our recycling facilities; through sensible procurement strategies; and through the continued improvement of educational material relating to recycling with more and improved recycling areas within and around Games venues.

Objectives

- To put in place a waste strategy that has targets for monitoring
- To minimise waste during construction
- To encourage the use of recycled materials in construction
- To give the public and providers good recycling facilities during the Games
- To ensure the sensible disposal of materials after the Games and avoid their removal to landfill
- Promote sustainability, by reducing waste, and the energy and resources invested in producing it, and minimising landfill and associated environmental issues
- To act as an exemplar for new waste management in Glasgow, and to demonstrate exemplary resource management practices. We will minimise waste at source, divert construction waste wherever feasible and 80% Games-time waste away from landfill, and promote the waste hierarchy of Reduce, Reuse, Recycle to facilitate long-term individual behavioural change”.

- 2.31 Although this waste strategy could be considered a step forward from that normally offered by the event industry, Glasgow’s plans lack the bold ambition of LOCOG’s.

Rio 2016

- 2.32 Once again the context of Rio is very different to London. Currently less than 10% of Rio’s waste is recycled. Although new waste to energy and recycling facilities are planned to be built in Rio by 2016, if the Rio Games sent all their waste for recycling they could take up a significant part of the city’s capacity.
- 2.33 Landfill sites in Brazil can be designated “formal” or “informal”, the city of Rio is currently sending all waste to formal landfill sites with adequate treatment and closed down all the informal sites in June 2012. However, capacity to collect different waste streams is low. Therefore, sending waste to regulated formal landfill represents a significant improvement by Rio standards.
- 2.34 Rio does not have a waste strategy yet. It will have an emphasis on education, encouraging people, both spectators and the wider public, to recycle by using the Games as a showcase opportunity. This is likely to be a simpler system than London in recognition that changing behaviour on recycling is in its early days in Brazil.
- 2.35 Overlay construction is planning for reverse logistics and reuse, with recycling where reuse is not possible. Contractors are required to report on where all waste goes.

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- 2.36 We have been impressed at the way Rio has learned from LOCOG and adapted the learning to suit the unique circumstances of the city.

34th America's Cup

- 2.37 The October America's Cup World Series event achieved a 98% landfill diversion rate. The 2013 America's Cup has the goal of delivering a zero waste event next summer. Unlike LOCOG, this event has not set re-use, recycling or composting objectives in the public domain, meaning that 100% incineration would achieve the stated objective.

Wimbledon

- 2.38 Wimbledon's policy is:
"Wimbledon processes waste through a Material Recovery Facility, which saves landfill and is energy efficient. Non-recyclable materials are processed at an "Energy from Waste" facility co-located with the MRF and achieves an overall reduction from landfill of around 95 per cent by volume. During 2008 the Club introduced a two-streamed waste bin system at The Championships with clean recyclables being separated at source – this process increased the overall recycling from around 22 per cent in previous years to over 53 per cent."
- 2.39 This figure is not as ambitious as LOCOG's but there is a clear plan and evidence of progress over time.

Wembley Stadium

- 2.40 Zero to landfill and event day recycling reaching 74%. It should be noted that the second figure relates to waste leaving the site (where LOCOG achieved 82%), the real figure of waste being recycled is likely to be significantly lower. In 2011 Wembley introduced trial of separate organic waste collection for food preparation areas.
- 2.41 As a relatively new venue, Wembley should be expected to have high standards in this area and their reported achievements compare favourably with LOCOG.

Twickenham Stadium

- 2.42 As part of the redevelopment of the South stand concrete from the old stand was broken down and reused as aggregate in the development of the new stand.
- 2.43 Following the implementation of the RFU's "recycle more than the ball" campaign, the stadium recycling rate has increased to over 65%. Twickenham also operates a zero waste to landfill policy ensuring whatever is not recycled is utilised to provide energy.

Phoenix Open (reported to be the largest golf event in the United States)

- 2.44 This event has a strong zero waste target:
- "ZERO – trash receptacles at the 2013 Waste Management Phoenix Open. Instead, there will be two options for the disposal of waste: "Recycling Bins" and "Compost

Bins.” These will collect and keep separate recoverable recycling waste and recoverable compostable waste which will divert nearly all tournament materials from the landfill.

- 60 — Waste Management solar-powered compactors along the course will allow patrons to dispose of their food waste more efficiently. These machines hold five times the amount of waste as a traditional non-compacting bin, which reduces the trips needed to service them.
- 1,000 — Recycling ambassadors stationed throughout the course to ensure the “zero” in Zero Waste Challenge this year.
- 140,000 — Golf balls in the WM logo water feature. Waste Management will once again utilize its floating logo feature on the lake of the 18th hole, reusing the letters from last year’s tournament. The sign will weigh more than eight tons and consist of approximately 140,000 used golf balls that would have otherwise been thrown away. Following the tournament, these balls will be donated to The First Tee, a local youth charity.
- 750,000 — Recycled plastic tees used to create the WM logo water feature on Hole #15. Best yet, the tees will be used again at the 2014 tournament.”

Glastonbury

2.45 Since 2005, the festival has managed around 50 per cent recycling each year, regardless of moisture and mud content. The following is taken from Resource website¹⁸ which includes large quotes from Glastonbury organisers:

“Most people do go up to the bins, have a quick look at the labels, and tend to select the right one, even really pissed people who are struggling to stand up and focus.”

“Polystyrene isn’t allowed, all food disposables have to be biodegradable. We don’t allow glass on site or bioplastics. So, we actively manage the rubbish that comes on here. We don’t allow traders who overly produce rubbish and packaging.”

“When I first started to do the big litter pick, it would be quite common to see half a tonne of fish left in a pile rotting or lots of pigs trotters and heads rotting in a pile – traders just going ‘I don’t want this’ and dumping it on the ground. The first year I took over, in the mid-nineties, I think we managed to get rid of about 20 traders because of the crap that they left behind.”

“But it’s not just packaging waste that’s left in the fields once the party’s over. Emblemising a throw-away mentality, every year, thousands of tents and other reusable items are left behind. One year, this figure reached 20,000 – a group had put up signs asking for tents to be donated to Africa, but then “buggered off back to London with about 50 tents”. Last year, a local woman collected about 1,000 to use to make clothes, and groups like the Boy Scouts and Air Cadets also get to pick through the leftovers. Asked if any tents wind up in landfill, Kearle replies: “Yes. Because quite a lot of them have either been ripped or actually used as toilets. So, no one wants to recycle those.”

2.46 A video on the Glastonbury website calling on festival goers to ‘take it home’ highlights the depressing state the farm is left in once the revellers leave: in 2009, roughly 400 gazebos, 9,500 roll mats, 5,500 tents, 6,500 sleeping bags, 3,500 airbeds, and 2,200 chairs were

abandoned. Kearle adds that on a wet year, lots of wellies get left behind, and there are always nitrous oxide canisters, fridges, freezers, and televisions (!) left in the camping fields. Fortunately, those can all go to the local scrap yard or WEEE reprocessors.

2.47 *In addition to all the effort that goes into recycling, the farm has recently installed over 1,000 photovoltaic cells that produce around 200 kilowatts of energy on a sunny day; Eavis intends to replace 10 of the vehicles in the festival's Land Rover fleet with electric cars; and plans are afoot to install an on-farm anaerobic digestion unit (à la those in Germany) to handle cattle waste and other agricultural residues (but not the festival food waste as it wouldn't be worth getting an additional licence to process such a short-lived waste stream).*

2.48 It is clear from this evidence and numerous other examples we found, that LOCOG's example is inspiring change. Our own engagement with the waste management contractor, Sita during the Games indicated that they had learned a lot from working with LOCOG and plan to offer zero to landfill options to some of their customers in future, generating competitive advantage through greater sustainability competence.

Food

2.49 Driven by strong representation from the London Food Group, LOCOG embarked on an ambitious Food Vision to deliver against the demand for over 14 million meals from healthy, sustainable sources, reflecting London's diversity at affordable prices. This was a massive undertaking, unprecedented in the event industry. There was also an expectation that this would inspire a legacy for London with a supply chain capable of delivering the most demanding standards possible. This was a tall order and LOCOG's partners delivered the majority of the objectives set.

Food Legacy Project

2.50 Since the Games, the Food Legacy Project established a Food Legacy Pledge¹⁹ for organisations to sign up to in London, thus making a difference by continuing the best practice established by London 2012 and continuing to support the supply chain established for the Games. The group also provided online information about food standards and information about suppliers able to fulfil the requirements. The website contains a lot of useful information but at the time of preparing this report in February 2013, the last news item on the website was dated September 2012. We are advised by Sustain that this project was funded for 9 months only, primarily by the GLA with small contributions from other stakeholders, from late 2011. Although this project made some progress to inspire a sustainable food legacy, caterers were unwilling to sign up to the complete pledge and would have preferred a process where they could engage over time. The registration of the project under LOCOG's "Inspire mark" was also a constraint. Although there was no funding from LOCOG, the use of the inspire mark places branding constraints on participants, making the project less attractive for companies who were unable to gain any brand recognition for their efforts.

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- 2.51 Our Beyond 2012 round table event identified possible synergies between the work of the London Food Board and WRAP, who have an interest in the hospitality sector and food waste in particular. If the food legacy pledge could be revised to include waste, this could give rise to some funded support from WRAP.

■ Recommendation 3

That the London Food Board consider a long term legacy initiative built on the lessons from the Food Legacy Pledge, including waste commitments in partnership with WRAP

Sustainable Fish City

- 2.52 Another initiative to come from the London 2012 Food Vision is Sustainable Fish City²⁰.
- 2.53 To capitalise on their success with the Olympics, Sustain launched the Sustainable Fish City campaign in January 2011 with the endorsement of Rosie Boycott, the London Mayor's advisor on food and chair of the London Food Board, with the commitment from the Greater London Authority to serve sustainable fish, covering catering for City Hall, the Metropolitan Police and Transport for London. In just over a year, the campaign received pledges to serve sustainable fish from organisations together serving well over 100 million meals per year, including:
- national government for one third of the public sector (400,000 people and £17 million of fish per year), including Whitehall, the House of Commons, HM Prison Service and parts of the Armed Forces;
 - 19 leading London universities (with a combined campus of over 200,000 students);
 - the National Trust, national and regional caterers including the country's second largest contract caterer Sodexo and close competitors Restaurant Associates, BaxterStorey and ISS Food and Hospitality;
 - restaurants, including popular high-street chains such as Carluccio's, well-loved independents and Michelin-starred establishments;
 - blue-chip businesses who commission or provide large volumes of catering, and whose sustainability specifications in catering contracts are hugely influential on commercial caterers and their suppliers including British Airways, Eurostar, John Lewis, Barclays and RBS.
- 2.54 It should be noted that there is a big difference between a pledge and actual delivery and that none of these pledges have been subject to any kind of reporting or assurance. It is not realistic to expect organisations which are claimed to serve over 100 million meals between them to make an instant transformation to sustainable fish or that the supply chain is equipped to support such a transformation. However, the initiative is encouraging and a good example of using the legacy of the London 2012 food vision to improve standards and raise public awareness.

Glasgow 2014

- 2.55 Glasgow's Sustainable Procurement policy indicates it is adopting much of the London 2012 food vision and that it will produce its own food charter. It does not say when this will be but it would appear to be getting late now. LOCOG published its food vision in December 2009, 2.5 years ahead of the Games. This was essential to engage caterers and their supply chains in time for them to respond. Glasgow's Games are less than 1.5 years away and we would be concerned that this may be insufficient time to prepare and to enable the supply chain to compete. The result could be failed objectives or increased prices, or both.

Rio 2016

- 2.56 The Rio 2016 candidature file commits to the Olympic Village being supplied by organic food. "Catering for Olympic and Paralympic Village - 100% supplied with organic food enhancing biodiversity". This has been recognised as being an unrealistic commitment to make and more appropriate ones will now be made.
- 2.57 Rio's food strategy will be published later in 2013. They will take learning from London where they can and representatives from Rio contributed enthusiastically to our Beyond 2012 round tables. However, they will have some obstacles to overcome. For example, there is no Brazilian certification scheme for sustainable fish. A focus for Rio will be to find options for waste food distribution, creating social benefits. This was not considered a priority for LOCOG and considered to be too difficult given food hygiene, security and logistics constraints.

34th America's Cup

- 2.58 This event will publish a Sustainable Food Framework. Their current policy states: "All food and beverages for 34th America's Cup events should be sourced from the most proximate region, which will vary depending on the items. Depending on the item, certification to ensure sustainable, humane and labour friendly practices are required. All disposable service ware must be BPI certified compostable, meet the ASTM D-6400 standard, and have a green marker (sticker, stripe, or band on all pieces of the product). Durable service ware is preferred over disposables wherever possible; paper is preferred over compostable plastics. Packaging must be minimized, and diverted from landfill. Catering items (e.g. dishware and food) must be delivered in containers that are re-usable, recyclable or compostable. All food items, including items that have been cooked but not served and cannot be re-used for service, must be donated to local organizations for redistribution.
- In conjunction with the San Francisco Department of Public Health they have created criteria for the America's Cup "Ship Shape" Meal and America's Cup "Power Snacks," designed to provide healthy, nutritious and delicious options to our guests. The goal is that at least 20% of the overall food options offered at the event by our vendors for concessions meet these criteria.
- The sale, use and distribution of single-use plastic beverage bottles and single-use plastic bags will be prohibited at all venues."

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- 2.59 This is clearly an event that has learned a lot from LOCOG's example and is applying the same principles in a North American context.

Wimbledon

- 2.60 Not surprisingly, Wimbledon's food policy is focused on strawberries:
"To ensure utmost freshness, strawberries — usually Grade I Kent strawberries of the highest quality from LEAF-registered farms — are picked the day before and arrive at Wimbledon at 5.30am, prior to being inspected and hulled."
Otherwise no information is available online about food sourcing except for the premium catering offer which gives a fairly vague statement that "We use regionally and locally sourced produce wherever possible".

Twickenham Stadium

- 2.61 The Rugby Football Union policy states:
"We ensure that the majority of our food is sourced from around England. For instance all our beef comes from Gloucestershire and is all 28 day hung for extra flavour. Our fish is ethically caught off the South Coast from Selsey to Cornwall, to ensure freshness. We are also one of very few stadia in Europe that produces 95% of all food sold on site for both major event days and for Conference and Event business."

Diversity, inclusion and accessibility

- 2.62 Both the ODA and LOCOG have set and delivered ground breaking targets in the areas of diversity, inclusion and accessibility. The consistent focus on workforce, supply chain, athletes and spectators has, with a few minor exceptions, lived up to the bold claim that London 2012 would be "Everybody's Games". This is a hard act to follow and, not surprisingly, there is less evidence of this approach being replicated in places other than through the work of the LLDC and GLA in relation to East London and the Queen Elizabeth Olympic Park. However the Mayor and Government have announced the establishment of the Paralympic Legacy Advisory Board which may be able to exert wider influence on events held in the UK.

Glasgow 2014

- 2.63 Glasgow's policy states:
"Inclusion – Glasgow 2014 working with its Games Partners will measure their contribution to the physical, economic and social regeneration of Glasgow and wider Scottish communities in:
- Supporting the provision, design and delivery of infrastructure that will create training (education/learning) and employment opportunities;
 - Establishing procurement processes that enable opportunities for broader supply chain engagement;
 - Supporting the provision, design and delivery of new facilities that will be utilised for community benefit as part of the wider Games Partner legacy commitments and improved access for all".

Rio 2016

- 2.64 The Head of Sustainability for Rio 2016 is also Head of Accessibility. This enables a closer link between these aspects of sustainability. LOCOG had different teams in different management lines. The context in Brazil / Rio is very different to UK/London. There is a high emphasis on disability, gender, and socio-economic inclusion.

Wembley

- 2.65 Wembley's Access and Inclusion strategy has been developed in consultation with statutory bodies, Level Playing Field and other relevant groups. They state their Access and Inclusion strategy has been developed from the initial principle that the design of the Stadium should be inclusive to all. We do not have specific figures to back up this claim.
- 2.66 The Learning Zone is the name of Wembley Stadium's Playing for Success Study Support Centre which provides new learning opportunities for the young people of Brent. The flagship centre is physically based inside the new national stadium and provides a unique, innovative and inspirational learning environment for young people in the local area during out of school hours.
- 2.67 Wembley Stadium is claims to be proving to be the ultimate match-day experience for visually impaired football fans thanks to an exclusive 90-minute commentary service. This did not work as well as it could have done for London 2012 so if Wembley's are correct this would represent a step in the right direction.

Twickenham Stadium

- 2.68 Twickenham Stadium provides 336 wheelchair bays of which 64 are located in 3 covered wheelchair terraces and all are managed by match day stewards. 272 bays can also be used for those who require non-wheelchair disabled access and in total, 7000 stadium seats are suitable for non-wheelchair easy access, in the lower tiers of the stadium. This is less wheelchair space than the Olympic Stadium which had 394 wheelchair spaces during the Olympics and 568 during the Paralympics.

Local employment and procurement

- 2.69 Both LOCOG and the ODA set and delivered exemplary standards of local procurement and employment. Supported by significant investment from the now-defunct Regional Development Agencies in the online business portal, Compete For and through funding from the London Development Agency to provide employment support, LOCOG was able to employ 23.5% of its staff from host boroughs, 39% of staff previously unemployed for more than 6 months and 26% by value (70% by volume) of its procurement was through Small to Medium Enterprises (SMEs), with many more SMEs participating through lower tiers of the supply chain. This was an exemplary achievement but it should be noted that this was supported by generous public funding in the early stages of the programme. The current levels of public funding would be unlikely to deliver the same levels of support today.

Glasgow 2014

2.70 Glasgow's policy states:

"Securing community benefits from major projects

Glasgow City Council (GCC) recognise that major infrastructure investments give Glasgow the opportunity to make all of its citizens – especially those in the most deprived communities – wealthier, healthier, safer and more equal. The Commonwealth Games is a particularly significant project in this regard, raising opportunities for communities to gain huge benefits from the various projects that are either underway or in the pipeline over the next few years. GCC has recently revised its approach to procurement for major projects. The approach aims to increase opportunities for Glasgow residents by securing employment, business start-up and business growth opportunities as a result of new development.

If well managed, this revised approach to procurement can help to kick-start socio-economic regeneration in some of Glasgow's most deprived communities. In the run-up to the Commonwealth Games, areas such as Parkhead, Dalmarnock and Castlemilk will see major project development. Through proper management, these will result in a substantial legacy, not just of improved infrastructure and new venues, but also of an improved socio-economic environment.

Inclusion – Glasgow 2014 working with its Games Partners will measure their contribution to the physical, economic and social regeneration of Glasgow and wider Scottish communities in:

- Supporting the provision, design and delivery of infrastructure that will create training (education/learning) and employment opportunities;
- Establishing procurement processes that enable opportunities for broader supply chain engagement;
- Supporting the provision, design and delivery of new facilities that will be utilised for community benefit as part of the wider Games Partner legacy commitments and improved access for all."

2.71 Although this is a commendable approach it falls short of setting specific targets or specifying what support services will be provided or how they will be funded.

Rio 2016

2.72 Rio has a different approach driven by the circumstances in Brazil. A rapidly growing economy and emerging nation, Brazil recognises that an event with the specificities of the Olympic and Paralympic Games cannot be delivered based on domestic expertise alone. Their programme involves encouraging partnership between Brazilian companies and foreign experts who are able to transfer knowledge and licence intellectual property to local companies. Driven by the need to upskill the national population, they see "local" as Brazil, this is a significant contrast with the city or borough approach adopted in the UK.

34th America's Cup

2.73 This project has a comprehensive policy, detailed below:

- "The Event Authority, in consultation with OEWD [Office of Economic and Workforce Development], has set a goal wherein 50% of all new entry-level hires will be San Francisco residents referred by the OEWD workforce system for all Event Authority contracts of \$150,000 and more.
- The Event Authority, in consultation with HRC and the Office of Small Business (OSB), has set a local small business participation goal of 30% for all contracts of \$150,000 and more.
- The Event Authority has set a goal of 20% of all construction hours going to San Francisco residents, with 10% of the hours going to economically disadvantaged residents; 50% of all apprentice hours going to SF apprentices, with 25% of these to economically disadvantaged apprentices on these projects, on a trade-by-trade basis.
- The Event Authority, in consultation with HRC, has established a local subcontracting goal of 25% for LBE participation.
- The Event Authority will also be engaging installation firms to assist with erecting temporary structures. For all direct Event Authority service agreements with installers of \$350,000 and more, the Event Authority will require the installers to make good faith efforts to meet the following Local Residing Hiring goals:
 - 20% of all permanent non-managerial, non-supervisory jobs to be filled by San Francisco residents, with 10% of these jobs to be filled by economically disadvantaged San Francisco residents; and 50% of all new hires to be San Francisco residents.
 - To achieve these goals, the Event Authority will contractually bind the installers to make good faith efforts to implement a series of steps to work with OEWD to identify positions for SF residents, work with union locals to dispatch SF residents to AC34 projects, and track and report SF resident hires and work hours.
- OEWD will monitor AC34 installer progress in achieving local resident hiring."

2.74 This policy is similar to LOCOG's in that it contains very clear targets and aspirations, clear evidence of best practice inspired by London 2012.

Transport

2.75 London 2012 committed to be the world's first public transport summer Games. Despite consistent scepticism in the media, Transport for London is universally acknowledged as have delivered an exemplary service with minimal travel disruptions during the Games and the presence of numerous transport volunteers (including TfL senior management) made the visitor experience a pleasant one in most cases. LOCOG also set a fleet emissions objective of 120g/km CO₂. The fleet vehicles supplied by BMW met this objective, by achieving an average of 114g/km CO₂. However, LOCOG hired additional vehicles due to a late increase in the requirement for Multi Purpose Vehicles and minibuses, taking the overall fleet average to 123g/km CO₂. It was also offset by fuel sponsor BP to deliver a carbon neutral fleet.

Rio 2016

- 2.76 Rio transport infrastructure is being upgraded to be able to cope with the Games – the Games being a catalyst for these improvements. Their objective is for 100% spectators and workforce to travel by public transport. This is a commendable and ambitious objective given that Rio does not benefit from the comprehensive transport infrastructure already enjoyed by London.
- 2.77 There is no specific target for the Olympic fleet but there is evidence of good work that goes beyond LOCOG's standards. Fleet (sponsor Nissan) will have as many electric and ethanol vehicles as they can, no specific objectives at this stage. The bid commitment was for ethanol vehicles but electric have now been included. Buses will have some biofuel – the type is to be determined. Rio also has a study showing that driver training for Brazilian bus/coach drivers will provide the greatest benefit (more than changing fuel).

Glasgow 2014

- 2.78 Glasgow has committed to provide a low carbon transport system for the Games; and to leave a positive legacy in terms of a continued shift towards sustainable modes of transport including public transport, walking and cycling following the Games. There is also the policy of “no spectator parking” at the venues for all events. Although there is not a specific “100% public transport” commitment, by not providing parking this should happen by default.
- 2.79 Glasgow is “considering” a low emission transport fleet during the Games. They are currently carrying out studies to support this. Once again this seems to be relatively close to Games-time and we cannot find evidence that Glasgow has any commitment to a fleet emissions standard or to offsetting.

Wimbledon

- 2.80 All spectators are strongly advised to use public transport services wherever possible but car parking is available at the venue. Special shuttle bus services are provided during the championships to link with rail stations. There are also park and ride facilities available. Both are chargeable.

VfL Wolfsburg

- 2.81 Admission tickets for games in the Volkswagen Arena now have inclusive outward and homeward journeys by public transport. Season ticket holders can use the bus and rail network in the Braunschweig region communal tariff area free of charge, while day tickets enable the users to travel free of charge on the buses operated by the Wolfsburg transport company three hours before the start of the match and three hours after the end of the match

34th America's Cup

- 2.82 This event has a clear policy as detailed below:

- “Minimize the need to transport equipment, materials and people in planning for and staging the AC34 events.
- Minimize travel distances for all goods and services (equipment, merchandise and catering).
- Prioritize low emission travel solutions for delivery of materials and products.
- Prioritize low emission mobility solutions for the event workforce, as follows:
 - Walking
 - Cycling
 - Public transportation
- Where public transportation, walking or cycling are not available or feasible, maximize
 - shared use vehicles allowing for the greatest quantity of passengers are transferred in
 - the fewest number of vehicles (such as vanpools, pedicabs, shuttles, taxis);
 - Personal vehicles: prioritize and promote hybrid, electric or alternative fuelled vehicles, where feasible.
- Utilize a low emission water fleet for event operations.
- Promote the use of bicycle, pedestrian and transit connections between major event venues,
- Including dissemination of information to users such as maps and signage.
- Provide bicycles, including cargo bicycles as appropriate, for the event workforce.”

2.83 This is a comprehensive plan which stops short of LOCOG’s commitment to 100% public transport but given the American car culture this is a commendable set of objectives and ground breaking in the context of where the event will be held.

Supply Chain / Sourcing

- 2.84 LOCOG’s sustainable sourcing code and the associated procurement processes have been well recognised as best practice in sustainable procurement. By signalling their requirements to the supply chain early enough for suppliers to respond and then following up with a comprehensive evaluation process with sustainability embedded fully, they were able to maintain competitive advantage and deliver exemplary sustainable outcomes.
- 2.85 Despite their best efforts, LOCOG were less successful in delivering real impact on workers’ rights in the supply chain, this is covered more comprehensively in the Ethics section of this report.

Glasgow 2014

- 2.86 A Procurement Sustainability Policy²¹ has been published showing clear adaptation of significant elements of the LOCOG policy. We were critical of LOCOG’s first draft of their Sustainable Sourcing Code, citing examples of ambiguous commitments, our desk review of Glasgow’s policy also came up with some similar examples:
- “The OC would like to engage with suppliers, especially across these traditionally low paid sectors, to improve the rates of pay **where possible**.”

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- When procuring goods and services the OC will **wherever feasible**, request that our suppliers use substances and materials that represent a low risk to human health and the environment. **Where practicable**, suppliers will seek to use such substances and materials in the products and services they supply. “

2.87 There is good content in this policy, clearly showing a take up from LOCOG. However, our lessons from London 2012 demonstrate that the implementation, and system to do it, will be the defining factor.

Rio 2016

2.88 Rio has published the Rio 2016 Sustainable Supply Chain Guide²²

2.89 There is good content in this policy, clearly showing a take up from LOCOG, examples of which are listed below. The Rio team has also indicated that there will be a second version published in June 2013 to give additional information and sector specific requirements. Rio used both the London and Vancouver approaches to form its guide, considering VANOC to be a reward approach and London a compliance approach.

2.90 As with Glasgow, we know from LOCOG that the implementation and system to do it will be the defining factors. We have been impressed with Rio's plans to address this, including:

- Development of a whole life cost model for bid evaluations
- Implementing a supplier development programme to incorporate application of ISO 20121 and other aspects of the Rio 2016 sustainability plan
- Development of a supplier performance dashboard to enable suppliers to compare their performance against the norms for their sector

Examples of content in the guide

“Rio 2016's vision is that the adoption by suppliers, sponsors and licensees of Management Systems related to sustainability and certified by accredited organisations contributes to the adoption and maintenance of best practices throughout the activities of those companies. Thus, Rio 2016 encourages all its suppliers specialising in the event industry to obtain the ISO 20121 – Event Sustainability Management certification. The remaining suppliers, including small and medium-sized companies, are encouraged to present the following certifications:

- ISO 9001, for Quality Management
- ISO 14001, for Environmental Management
- NBR 16001 or SA 8000 and/or proof of compliance with ISO 26000 guidelines, for Social Responsibility Management
- OHSAS 18001 for Occupational Health and Safety

Rio 2016 considers as a competitive advantage for companies to have the certifications mentioned above and will take this into consideration in the evaluation process.

All timber purchased by Rio 2016™'s Organizing Committee must be legally and responsibly sourced. The Forest Management as well as the Chain of Custody must be certified from the Forest Stewardship Council (FSC) or the Brazilian Programme of Forest Certification (Inmetro/Cerflor) or a similar PEFC programme.

Suppliers, sponsors and licensees shall ensure that the work environment and conditions of their employees or contractors in the working premises utilised for the manufacture of goods or supply of services meet the minimum requirements set out in the Ethical Trading Initiative (ETI) Base Code.”

34th America's Cup

- 2.91 The America's cup has created sourcing guidelines, which will go on their website soon. Given the personal connection with this project, London 2012 and CSL, it is very likely that much of LOCOG's approach will be adopted. We also expect to see some new innovations, such as the recently developed “plastic disclosure project”, focused on minimising the “plastic footprint” and encouraging use of alternative materials.

Ethics

- 2.92 This aspect of LOCOG's work caused the most controversy and has been the subject of the most debate in two of our Beyond 2012 workshops and in a workshop organised jointly by LOCOG and the TUC.
- 2.93 LOCOG recognised these issues from the outset and put a number of measures in place to mitigate the reputation risks perceived at the time. This included the sustainable sourcing code, independent complaints mechanism, use of SEDEX ethical database, compliance audits and evaluation procedures for sponsors.
- 2.94 In our Annual Review of 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”.***
- 2.95 LOCOG made a good attempt to comply with this recommendation but this proved to be very challenging, particularly with top sponsors and organisations associated with governing bodies who have no accountability to LOCOG. More details are covered in our various reports but below is a summary of the key issues:
- Despite implementation of a range of safeguards, undercover workers from the Playfair Alliance found significant transgressions of workers' rights in both of the Chinese factories they visited²³
 - Although these transgressions were investigated, the work of the factory was substantially complete by the time the investigations were concluded
 - Not all commercial partners were willing to sign up to initiatives such as the sustainable sourcing code, preferring their own supply chain monitoring systems

and alternatives to using Sedex.

- Not all commercial partners complied with LOCOG's requirement to have an audit before commencing manufacture, most notably for the metal supplied for the medals²⁴
- The designation "sustainability partner" was a good concept but there was no real evidence of collaborative initiatives between LOCOG and the partners and the contribution of partners to the sustainability agenda was variable and in some cases partners without the label contributed significantly more. This leads to the conclusion that this was simply a revenue raising exercise. This contrasts with the "sustainability star" scheme in Vancouver and the planned "emblem" scheme planned for Rio which recognise exceptional contributions but do not raise any additional revenue
- The corporate ethical standards of some of the partners were challenged by NGOs, including direct action

2.96 This has led to the conclusion that today's best practice is not sufficiently robust to ensure transparent alignment between the Olympic Values and some of the partners delivering an event in a host city. It was also recognised that one host city has limited ability to address these long term issues and that some form of continuous engagement may be necessary. Our Beyond 2012 round tables brought together a variety of organisations, including the IOC, to examine these issues honestly and openly and to start to work up some potential solutions.

2.97 To this end there are nascent initiatives being planned by the Institute of Human Rights and Business working with Royal Holloway University to help develop a programme of work around ethical sponsorship and supply chain management. WWF are also working with Sport Accord to develop a more wide-ranging initiative related to sustainable sport. The relevant organisations are exploring synergies between these initiatives.

■ Recommendation 4

That the IOC and other sport governing bodies engage constructively with independent bodies to develop an ethical framework and a process of engagement with sponsors and a shared service to consistently and continuously address human rights in the supply chain.

London's future events

2.98 There is an opportunity now that London has won the right to host a number of future events to build on the work of LOCOG in making these as sustainable as possible.

2.99 The GLA has advised that it will be trialling BS8901 (or ISO20121) at the ITU World Triathlon Grand Finals in September 2013. This will enable lessons learnt to be embedded into sustainability plans for the World and Paralympic athletics championships in 2017. We welcome this approach. We are also aware that the GLA has evaluated the performance of its London 2012 Live Sites and will draw on this in designing future events (both sporting and cultural).

2.100 We would encourage operators of future events in London to consider:

■ Waste

Establishing a zero waste to landfill target for all events, including a reuse and recycling target including optimizing food waste through means such as anaerobic digestion or composting;

■ Food

Implementing the Mayor's food vision, and linking this to a packaging/waste strategy for the event;

■ Supply Chain (Materials)

Improving upon LOCOG's Sustainable Sourcing Code to ensure that targets for reuse and recycling of materials in construction, temporary overlay and look and feel reflect latest advances in the market and remain stringent;

■ Diversity and Inclusion

Continue to innovate in achieving greater inclusion in jobs and skills opportunities arising from the development and staging of these events and seeking to better current targets;

■ Accessibility

Continue to innovate in achieving greater accessibility for temporary and permanent venues building on the work of LOCOG and the ODA in Inclusive Design and to demand higher standards from service providers such as banks and those providing services for the hearing and visually impaired;

■ Energy and Carbon

Consider ways in which operational energy and operational carbon can be greatly reduced from the benchmark achieved by LOCOG, by understanding where LOCOG could have improved its performance and by working with temporary events operators (including broadcasters where appropriate) to ensure targets are achieved;

■ Air Quality

Applying low emission zones to all venues to control vehicle emissions, minimise the use of generators and ensuring all generators meet the highest emissions standards

■ Transport

Draw on London's success in making the 2012 Games a 100% public transport Games, by continuing to set this target for all future major events;

■ Ethics

Continue involvement in the working group established by the Institute for Human Rights and Business to establish an ethical framework for corporate sponsorship, and a mechanism to enable ethics in the supply chain to be better achieved for temporary events;

■ Certification

Ensure all events are certified to ISO20121 and that all main contractors are also certified to this standard;

■ Assurance

Consider ways in which events can be monitored and assured against their sustainability goals.

17 <http://www.cslondon.org/2011/08/commission-statement-on-low-carbon-energy-for-the-games/>

18 http://www.resource.uk.com/article/Think_Tank/When_party%E2%80%99s_over#.UTTYSzSmBo

19 http://www.sustainweb.org/foodlegacy/food_legacy_pledge/

20 http://www.sustainweb.org/sustainablefishcity/whos_working_on_it/

21 <http://d1dshl3w05ienl.cloudfront.net/sites/default/files/documents/G2014-Procurement-Sustainability-Policy-08-01-13.pdf>

22 http://www.rio2016.org/sites/default/files/annex_4_-_sustainable_supply_chain_guide_english.pdf

23 http://www.ituc-csi.org/IMG/pdf/play_fair_en_final.pdf

24 <http://www.cslondon.org/2012/06/commission-statement-on-mining-supply-chain-for-london-2012-medals/>



Interior courtyard at the Olympic Village

Photo: Jonathan Turner

3 Sustainable communities and places

Summary

- 3.1 The work on embedding London's legacy for its communities and its neighbourhoods, and the impact of this legacy work more broadly, falls into four broad areas:
- Governance structures to keep the legacy on track;
 - Legacy programmes in London, the UK and beyond;
 - The impact of the legacy plans for Queen Elizabeth Olympic Park on surrounding East London; and,
 - The impact of London's legacy on other legacy plans (notably Glasgow and Rio).
- 3.2 The Government in association with the Mayor of London, has put in place a new governance structure to guide plans for legacy strategically and with cross-government input. This includes appointing Lord Coe as a legacy ambassador, creating a new joint Cabinet Office Unit focussed on legacy and creating a Cabinet Committee for legacy. Legacy plans are being progressed and some are undergoing a renewal, for example, School Sports funding and programming was subject to considerable criticism and the Government has indicated an announcement is imminent on this. The legacy of volunteering is an area where the Government and the Mayor are creating new opportunities and building on the volunteering programmes that were in place for the Games and linking these to existing government programmes.
- 3.3 There is some evidence that legacy programmes are already beginning to have an impact, with the number of people playing sport regularly increasing over the past 12 months for example. The wider impact of programmes designed to end once the games were over such as the culture programme is much harder to determine although there is some limited evidence of London's impact on cultural activities in for example, Rio and eastern Europe. Examples of legacy projects where new lessons have been learnt, for example in how to achieve Green Infrastructure outcomes using partnership working, are now being publicised via the learning legacy website but it is too early to tell whether these will effectively promulgate new projects.
- 3.4 The legacy of the Queen Elizabeth Olympic Park appears to be in good hands with the Legacy Corporation carrying forward the spirit of excellence developed through the hard work of the ODA and its own initial planning and development work. It is encouraging to see that innovation is still occurring through the development process, for example in the case of Chobham Manor masterplan, and the selection of tenants for the Press and Broadcast Centres. The active engagement of local community in every angle of the Legacy Corporation's programme is an encouraging sign, as is the on-going employment and skills programme linked to the development timeframe.
- 3.5 The wider impact of the development of Queen Elizabeth Olympic Park on surrounding East London is difficult to directly gauge but there is a perceptible uplift in the quality and expectations for new development coming forward.

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- 3.6 The wider impact of London's legacy on Rio and Glasgow is able to be seen although it is difficult to determine to what extent this has had an impact on development and communities directly or is limited to strategic intentions. In the case of Glasgow this is because public reporting against its legacy plan does not appear to have occurred comprehensively. In the case of Rio it is because the circumstances in Brazil are so very different to London it would be entirely inappropriate to make direct comparisons.
- 3.7 The Prime Minister announced the appointment of Lord Sebastian Coe (Chair of LOCOG) as Legacy Ambassador on 12 August 2012. Lord Coe will advise the PM on four key themes:
- Economic legacy – Advise the Prime Minister on how to make the most of the Games in reaching the Government's target of £13bn economic benefit as a result of hosting the Games
 - Business benefits – Act as a roving global ambassador to help win new trade and investment deals for British businesses who have helped make the Olympic Games such a success
 - Advise the Prime Minister on ways to ensure that legacy plans across the four key areas – economic, sporting, volunteering and regeneration – are put into action and the pace of activity stays high
 - Advise on the development of partnerships beyond government with organisations and individuals who can help achieve the Government's legacy objectives, whether in physical infrastructure, international trade, volunteering and school sport
- 3.8 Separately, Lord Paul Deighton (former CEO of LOCOG) has been appointed as an advisor to Treasury on the economic legacy for the UK.
- 3.9 An Olympic Legacy Unit has been established within the Cabinet Office, officially known as the Cabinet Office Joint Olympic and Paralympic Unit and is a joint initiative of the GLA and the Government. The Unit has a public presence on the Cabinet Office website and it is expected to expand its public communications via this outlet in the near future.
- 3.10 Lord Coe has a strategic leadership role in relation to the work of the Unit and reports to the Prime Minister quarterly (in writing and in person). The Unit supports a Cabinet Committee for Olympic and Paralympic Legacy. The Cabinet Committee has a wide membership of ministers from across government, and in a highly unusual move, includes both the Mayor, and Lord Coe (neither of whom are ministers).
- 3.11 The Unit has three workstream areas, and performs a coordinating function as well as a strategic alignment function across them:
- East London, Transport, and Nations and Regions
 - Sport and healthy living and communities;
 - Communications and stakeholder engagement

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- 3.12 In our healthy living review²⁵ of March 2011 we recommended ***“That there is greater co-ordination of the healthy living agenda across Key Stakeholders, through existing groups, or possibly by establishing a Health Legacy board as part of the legacy governance structure”***. We believe the governance arrangements now in place satisfy this requirement.

Progress on legacy promises

Sport and healthy living

- 3.13 In our review of healthy living²⁶ and our legacy review²⁷ we expressed concerns about the Government’s commitment to the legacy of sport participation. We are pleased to report significant progress in many areas and the promise of an imminent announcement about improvements in school sports.
- 3.14 Three initiatives are being taken forward by Department of Health:
- 1 School games
 - 2 Change for life/sport for life
 - 3 National centres for sports and exercise medicine – three campuses Sheffield, Loughborough and London.
- 3.15 At the time of drafting this report, an announcement was due to be made by Department of Education on improving the school sports programme, following public criticism of the current school sports programme by Lord Coe amongst others.
- 3.16 Community sports were covered in a ministerial statement from the Sports Minister on 24 Jan²⁸. In summary:
- In the UK 750,000 more people are playing community sport at least once a week than 12 months ago;
 - Elite Sport funding – £347m has been allocated to send athletes to Rio Games which represents an 11% rise on funding available for the 2012 games (5% increase to Olympic sports and 43% to Paralympic sports).
 - Hosting future events: the UK has won the right to host the following events:
 - BWF Premier Super Series Badminton (Birmingham) 2013
 - FINA Diving World Series (Edinburgh) 2013
 - Canoe Slalom World Series (Cardiff) 2013
 - Gymnastics World Cup (Glasgow) 2013
 - Wheelchair Tennis Masters (London) 2014-16
 - IPC World Athletics Championships (London) 2017
 - London has also won the right to host the World Paralympic Athletics Championships in 2017. This will be the first time the World Athletic and the World Paralympic Athletic Championships have been held in the same place.

3.17 In addition, the Mayor has committed to continue his Sports Legacy Programme. This started in 2009 and to date has:

- funded sports facilities in all London Boroughs;
- trained over 13,000 sports coaches; and
- Invested in sports programmes that are helping people of all ages to participate in sport and physical activity.

3.18 The Fund has a specific – though not exclusive – focus on ‘inactive’ and disabled people. Additional investment will mean that the Mayor’s Sports Legacy Fund will continue for a further three years to 2015.”

Paralympic legacy

3.19 The Government and Mayor have committed to delivering a lasting legacy for disabled people by transforming the perception of disabled people in society; supporting opportunities to participate in sport and physical activity; and, promoting community engagement. They have established a Paralympic Legacy Advisory Group to bring together representatives from a wide range of interested parties including leading disability charities, Disabled Peoples User Led Organisations (DPULOs), Paralympians, business, media organisations and sports bodies. The group is advising Government and the Mayor on disability legacy and to help us drive forward and deliver a Paralympic legacy.

3.20 The winning of the right to host the World Paralympic Athletic Championships in 2017 is a significant boost to the Paralympic legacy of the 2012 Games.

Volunteering

3.21 The Government is working to link the independent but government-funded Join In initiative to a range of other initiatives including the National Citizen Service.

3.22 A decision has been made on transferring the LOCOG volunteering data base to a third party organisation as well as the destination organisation – UK Sport, Sport England and London Partners will hold the database.

GLA volunteering

3.23 The Mayor established ‘Team London’ in 2010 to promote volunteering in the capital. £2m was initially invested in various projects across London: it also included the Team London 2012 Ambassadors. The project was independently evaluated and the learnings have been used to expand the program. The Mayor launched the new program earlier in January.

3.24 Team London phase II has the aim to make the most of the interest in volunteering post-Games and to capitalise on this interest quickly. It has two fundamental components:

- 1 Promote volunteering under the tag line ‘Do something great for your city’
- 2 Key Volunteering opportunities that have real impact on delivering mayoral priorities of improving quality of life and improving jobs and skills in the capital.

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- 3.25 To support both objectives, a website is being established which will enable people to register online, establish online volunteering CVs – clocking up their volunteering experience and act as brokerage between volunteering opportunities and volunteers. This was a key recommendation in the Beyond 2012 group that considered volunteering.
 - 3.26 The Team London Ambassador role is being continued and applied to schools. This involves children in social action at a young age, at major events, and to the visitor welcome program at entry points into the country.
 - 3.27 One of the key target groups is young unemployed people. An intention is for these people to be given training as part of becoming a volunteer and for their volunteer CV to help them get long term jobs. This pathway is still being developed although the GLA will establish a brokerage model whereby volunteers will be matched to volunteering opportunities with events, and with companies and other opportunities. Linked to this, companies are being encouraged to provide volunteering opportunities to their staff to assist people with skills requirements such as CV writing.
 - 3.28 Funds have been made available to support a range of sub-programs including the schools work and the visitor welcome program. In addition, the Big Lottery Fund has established a Legacy Trust which is to allocate funds to specific legacy volunteering projects.
 - 3.29 The Mayor has appointed a new Volunteering advisor, Veronica Wadley, and the volunteering team within the GLA will have a staff of 5 people.

Reporting/communicating publicly

- 3.30 This is under active consideration by the Cabinet Office, who are considering audience and timing issues. A more detailed communication strategy is pending but we have been advised that the unit's role will not be to communicate on behalf of other organisations but to ensure that there is coherence to legacy communications and to support Lord Coe in his strategic communications role.

Green Infrastructure

- 3.31 The London 2012 Programme was a catalyst for a number of environmental improvement projects linked to the selection of regional venues. The work to support the choice of venues was further augmented to extend the impact of the improvements, in some cases, making vital links for habitat corridors as well as for people to access wilderness and green space beyond the venues. In particular, Lorton Valley Nature Park, Portland Quarries Nature Park, (both linked to the Weymouth and Portland sailing venue) and Hadleigh Farm (the site of the mountain bike venue) are examples where substantial improvements to green infrastructure have occurred. Each project was brought about through partnership working including LOCOG, Natural England and local partners and land owners. Case studies on each of these projects are available on the London 2012 Learning Legacy website. The projects are good demonstrations of the way in which the Games influenced improvements far and above the direct impact of the Games on local venues.

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- 3.32 Plans to comply with the green infrastructure commitments on the Queen Elizabeth Olympic Park are well advanced but continued vigilance will be needed to ensure demands for commercial land use do not overtake the needs of other species.

Cultural legacy

- 3.33 Around 20 million people attended London 2012 Festival or Cultural Olympiad events.
- 3.34 The 2012 Cultural Programme exposed people in the UK to new cultural events and opportunities from all over the world. One example of cross-cultural interchange was 'Breathe' a project that helped to open the Olympic and Paralympic Games in Weymouth. Breathe hosted a dance programme aiming to ensure disabled people are part of the Games and at the centre of society. The project included able and disabled dancers from Brazil (APAE and Estacao Dançar) who performed at venues throughout the South-West. The impact of such cross-cultural interchange is difficult to measure but as just one example of such an initiative 'Breathe' demonstrated the power of the Games to bring cross-cultural experience directly into the hearts of UK communities.
- 3.35 There is some evidence the sustainability message underpinning the 2012 Games influenced beyond the UK's borders. The International Inspiration programme has shown to have made a tangible difference to many young people's lives (see figures below). But indirectly, the influence has also been noted.
- 3.36 In Bratislava, the capital of Slovakia, the celebratory lighting of the Christmas tree at the opening of the annual Christmas Market was lit up by electricity generated by bicycles (on stage). One of the "riders" was a Slovak Triathlete Richard Varga, and the Olympian brothers Pavol & Peter Hochschorner (slalom canoe), an actress, and the Mayor of Bratislava. The idea was to show how much energy is needed to light the tree which was adorned with "energy saving bulbs". The project was officially inspired by the London 2012 Games.

International Inspiration

- 3.37 A new merged charity has been created which brings together the International Inspiration Foundation and International Development through Sport. An interim evaluation of the power of the programme, which provided sporting and educational opportunities for young people in countries around the globe, indicated the following preliminary results:
- Trained 124,896 individuals as practitioners across 20 countries, including 28,530 young leaders
 - Created 180 safe spaces for sport in 5 countries
 - Overall, engaged and reached at least 11 million children and young people.

London Legacy Development Corporation (Legacy Corporation) / East London Queen Elizabeth Olympic Park

- 3.38 In preparation for the re-opening in July 2013 of Queen Elizabeth Olympic Park, six of

the eight Park venues already have new operators in place. The Legacy Corporation has approved a deal between iCITY, the preferred bidder for the long-term lease of the Press and Broadcast Centre, and BT, who will become the anchor tenant, using the facility to house its new BT Sport channels. The project is expected to generate around 250 jobs as part of iCITY's plans to turn the buildings into a world leading technology cluster, creating around 4,000 jobs. It is expected that other tenants will follow, including a university using the building as a base for technology research and low rent space for the increasing number of small high technology start-up companies emerging in East London. The prospect of a building in Hackney so huge it could house 5 jumbo jets wing-tip to wing-tip has always been daunting. If any building was destined to be a "White Elephant" it was this one. In our 2010 annual review we gave a cautious welcome to the new government's legacy plans although very little detail was published. The vision of this part of East London as a "Tech City" seemed a long way away. The plans to use the building to host technology focused companies to generate high quality, long term jobs goes a long way to fulfil this vision and to satisfying the Commission's definition of a "sustainable job" first reported in our skills and employment review²⁹ of 2009. We congratulate Legacy Corporation in developing a significant potential contribution to a sustainable economic legacy for East London.

- 3.39 West Ham has been announced as the preferred bidder for the Stadium which is the largest single outstanding venue for which an operator needs to be appointed. This deal has been fraught with problems but we are pleased to see the proposal to retain the stadium as a multi-sport facility with athletics at its heart is in compliance with the original bid commitment and host city contract. The early success in winning the right to host the world athletics championships in 2017 helps to underpin London as a major centre for elite athletics.

Skills and employment in legacy

- 3.40 The transformation phase for Queen Elizabeth Olympic Park has the following employment targets attached. Progress in meeting this is trending above the targets set, with the exception being the percentage of the workforce that is disabled. We would encourage the Legacy Corporation to find ways that this target can be achieved.

Current performance on Transformation (to 31st Jan, 2013)

Workforce target	Actual
25% of the residents have permanent residency in Host Boroughs	27%
10% of the workforce were previously unemployed	15.4%
25% of the workforce are from BAME groups	54%
5% of the workforce are women	5.1%
3% of the workforce are disabled	1.6%
3% of the workforce are apprentices	4.1%

3.41 Over the longer term, targets for skills and employment to 2020 have also been set.

For construction:	
Construction Jobs (in addition to apprenticeships and improvers)	In Phase 1, a total of [25%] of the construction workforce to be a Local Resident
	In Phase 2, a total of [28%] of the construction workforce to be a Local Resident
	In Phase 3, a total of [30%] of the construction workforce to be a Local Resident
Construction apprenticeships and improvers	In Phase 1, a total of: 1. [3%] of the construction workforce to be trainees/apprentices working towards an NVQ or equivalent and of these [50]% will be local residents; 2. [5%] of the construction workforce to be improvers on training programmes leading to industry-recognised qualifications (other than an NVQ qualification) and of these [50]% will be local residents
	In Phase 2, a total of: 1. [4%] of the construction workforce to be trainees/apprentices working towards an NVQ or equivalent and of these [50]% will be local residents; 2. [5%] of the construction workforce to be improvers on training programmes leading to industry-recognised qualifications (other than an NVQ qualification) and of these [50]% will be local residents
	In Phase 3, a total of: 1. [5%] of the construction workforce to be trainees/apprentices working towards an NVQ or equivalent and of these [50]% will be local residents; 2. [5%] of the construction workforce to be improvers on training programmes leading to industry-recognised qualifications (other than an NVQ qualification) and of these [50]% will be local residents

For end-use:	
Retail commercial and leisure end-use jobs	In Phase 2, a total of [25% – 85%] of the employees in retail, commercial and leisure end-use jobs to be a Local Resident
	In Phase 3, a total of [25% – 85%] of the employees in retail, commercial and leisure end-use jobs to be a Local Resident
Retail commercial and leisure end-use training	In Phase 2 a total of: 1. [1%] of the employees in retail, commercial and leisure end-use jobs to be trainees/apprentices working towards an NVQ or equivalent and of these [50]% will be local residents;
	In Phase 3 a total of: 1. [1%] of the employees in retail, commercial and leisure end-use jobs to be trainees/apprentices working towards an NVQ or equivalent and of these [50]% will be local residents;

3.42 Three projects are currently in place to deliver on the Games Legacy. These are:

■ Construction Employer Accord

Managed by Cross River Partnership (CRP), the accountable body is Westminster City Council. The project aims to engage construction site contractors/sub-contractors, on a

Pan-London basis, to engage with long-term economically inactive people, support them into construction jobs and sustain employment for 12 months. CRP has worked with ODA on the construction of the Olympic Site, and is also engaging with the Legacy Corporation on construction post-Games.

■ **Host Borough Employment & Skills Programme**

The project is co-ordinated by LB Hackney as the accountable body. 6 Host Boroughs- Greenwich, Hackney, Newham, Tower Hamlets, Waltham Forest and Barking & Dagenham manage the provision of skills & employment support in their boroughs. The aim is to secure long-term economically inactive residents into job opportunities that have arisen through the Games and other wider job opportunities, and then go on to achieve sustained employment for 12 months.

■ **2012 Employment Legacy**

The project is delivered by Seetec. The aim is to engage long-term economically inactive Londoners and help them to secure sustained employment. The delivery partner has worked with LOCOG and their contractors and will work with other employers that have increased demand for labour to support Games-related employment for participants and ensure that the project participants are trained with the relevant skills to match the employer needs. The project aims to get people into sustained employment for 12 months.

Community engagement

3.43 The Legacy Corporation have been working with the community on a range of programmes including a strong youth stream, local enterprise opportunities, food, community gardens, allotments, and environmental clean-up programs, schools, and community outreach programmes. The organisation is also working to optimize as much of the park as possible for community uses including throughout the development period through an interim uses strategy. The Legacy Corporation has been working closely with a consortium of local arts organisations such as Stratford Rising to provide as much opportunity as possible for community members to be involved with events and activities on the Park as it evolves over the next two years.

3.44 Some examples of the way in which the organisation is working to engage with different segments of the community include:

■ **Legacy Youth Panel:** is in the fourth year of the Legacy Youth Panel. In April 2012 the Legacy Corporation recruited an additional thirty young people to join the Legacy Youth Panel, taking the total up to around 100. In 2013 the youth forum will focus on shaping key piece of legacy such as the North & South Park Hubs and becoming directly involved in the process of engagement with the community.

■ **Programme of Park Tours:** From November 2012 the Legacy Corporation commenced circular bus tours of the park. The programme runs five days a week offering a preview of the Queen Elizabeth Olympic Park, with the unfolding Park explained as the tour progresses.

- Growing Links: In October 2012 the Legacy Corporation appointed Community Links as the delivery partner for a grow your own community gardening project. This initiative engages local people and school children in cultivating local produce that could have links with the Park. This could include vegetable plots, herb-growing, bee-keeping or worm farms. The project also brings an inter-generational focus to activity to encourage people of all ages and families to be involved.
- Take 12+ Challenge: the Legacy Corporation is working with Gold Challenge to run a new sport and physical activity project with Gold Challenge. The project was formally launched on Saturday 2nd March. It aims to help to motivate and capture the inspiration and of the Olympic and Paralympic Games in order to start new activity pathways and connections into the Olympic Park and Venues. The challenge is flexible to suit all levels of ability and can be completed individually or as part of a team and aims to create a lasting legacy of on-going physical activity within the host boroughs to start the journey into the Park and Venues. The first year of the challenge will provide a bridge between local activity and the reopening of the Park and as it gradually reopens from July 2013, Gold Challenge will work with the Legacy Corporation to bring engaging activities in the Park to life for local residents, schools and businesses. This project will be running across the Host Boroughs from October 2012 – December 2013 engaging with a total of 12,000 people.
- Schools programmes: the Legacy Corporation is strengthening its relationships with a number of local schools running activities from assemblies and workshops to projects embedded within the curriculum. Living Legacy, worked with 8/9 year olds in 4 primary schools close to the park to build models of their park, thinking about the types of facilities and spaces they can create to accommodate their local community. The 2011/12 programme called M.A.D.E in East London worked with Groundwork and 10 schools across the host boroughs. Yr 9s were tasked with designing meanwhile uses set in the context of the Games, accessible to all and environmentally sustainable. This culminated in an expo and competition in July 2012 where each school presented to a panel of judges. The winning school was Mulberry School for Girls (Tower Hamlets). The Legacy Corporation is now exploring how elements of the winning submission could be re-created on an interim-use site within the local area. The 2012/13 schools programme will be a youth enterprise project and is about to start delivery in schools in March 2013.

3.45 The impact of these programs will not be fully realized for many years but the level of engagement by the Legacy Corporation should deliver short term impacts including greater engagement of community members with each other and with projects that offer them opportunities (social, vocational, and in terms of jobs/enterprise). The Meta Evaluation is tracking much of this work as is the OGI work being undertaken by the University of East London.

Development in and around the Park

3.46 Following the establishment of the Legacy Corporation as its own planning authority, it must now create a 'Local Plan' which sets out its planning conditions for all

development within its planning boundary. The planning boundary extends beyond Queen Elizabeth Olympic Park to incorporate areas from Hackney, Newham, Tower Hamlets and Waltham Forest.

- 3.47 For Queen Elizabeth Olympic Park, the Legacy Corporation Sustainability Plan already sets some key targets. These are further supported by planning conditions set out by the (then) planning authority, and as described in the Legacy Corporation's proposals for these neighbourhoods, called Legacy Communities Scheme.
- 3.48 The Commission has previously commended the Legacy Corporation for the standards and targets it has committed to in its Sustainability Plan.
- 3.49 As a body of the Mayor's there is a general expectation that the Legacy Corporation's new Local Plan will impose London Plan conditions on all developments within its boundary as a minimum.
- 3.50 The Legacy Corporation has advised that the Legacy Corporation Local Plan will set out a single coherent vision and planning strategy for the Legacy Corporation area as a whole, along with relevant planning policies and appropriate designations and site allocations. The existing recent planning permissions within the area, including the LCS scheme, will provide an important baseline for the plan, and the approach that Legacy Corporation will take to developing policies that for example address themes such as climate change and sustainability will undoubtedly be influenced by approach taken in the planning permission (conditions & S106) for the LCS scheme. The Legacy Corporation has advised that it will also need to ensure that they respond in the detail of the plan to the requirements of the National Planning Policy Framework and that take into account the recently adopted planning policy documents of the boroughs. These latter documents will remain the relevant planning policy for the Legacy Corporation area until the Legacy Corporation Local Plan has been to examination and been adopted.
- 3.51 The Legacy Corporation will also be developing an accompanying Infrastructure Delivery Plan that will, in part, look at identifying the wider physical and social infrastructure needs for the Legacy Corporation area in the context of the level of growth planned within the area over the lifetime of the plan. Our annual review in 2007 and our waste review of 2010 highlighted the opportunity to join up waste and energy infrastructure in East London to deliver a low carbon solution to the Park's energy needs. In 2010 we recommended: ***"That the London Development Agency, through the London Waste and Recycling Board, fund additional new commercially viable waste management facilities for the processing of organic waste in East London that are fully operational by Games-time. The Commission's view is that this needs to be achieved in a critical window to 30 June 2010 in order to have any chance of being operational for Games-time"***. Despite strenuous efforts by the team at the Legacy Corporation and their energy partner Cofely, this vision is no closer to reality. Constraints on land use, economic conditions and lack of clarity around state aid conditions continue to prevent

this solution from being implemented. We have to record that this recommendation has not been satisfied but we note that a significant investment is being made in Barking and Dagenham³⁰ and hope that more favourable conditions will prevail at some time in the future.

- 3.52 In our 2008 annual review³¹, published in April 2009 we recommended: ***“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”***. This was in the early days of the London Development Agency and their original masterplan showing extensive high density development focused primarily on financial return with no real focus on sustainability. This recommendation seemed unlikely to be achieved and we took the unusual step to use our direct reporting line to the co-chairs of the Olympic Board to express our concerns in writing. The early development of the OPLC sustainability plan was unambitious and we felt the need to express our concerns to the London Assembly Environment Committee who were highly critical in their scrutiny in 2011. We are pleased to report that the successor body, LLDC is now delivering an impressive approach to a sustainable legacy and this recommendation has finally been satisfied.
- 3.53 The Legacy Corporation has already demonstrated that it will seek better performance from developers through a competitive dialogue process for those developments within its direct control (i.e. within Queen Elizabeth Olympic Park).
- 3.54 Chobham Manor is one of 5 new neighbourhoods within Olympic Park (the others being East Wick, Sweetwater, Marshgate Wharf and Pudding Mill). It is the first to be developed and an outline masterplan has been published by developers Taylor Wimpey and L&Q. The masterplan includes a number of innovative approaches to green space, local food production and consumption, carbon emissions and energy. These include:
- 25 demonstrator dwellings which will be zero carbon through onsite measures;
 - Nearly three times the amount of green space as initially indicated under the LCS;
 - Development of a ‘canteen’ concept to provide healthy food for construction workers as well as for local community;
 - A local food production strategy;
 - Future proofing design to account for a changing climate over the next 20 – 50 years;
 - Dedicated cycling and walking paths through the development.
- 3.55 The intentions for Chobham Manor show that the spirit of innovation embraced by the ODA at the beginning of the 2012 project has carried through to the legacy phase for the Park and surrounds. In this sense, the legacy of the ODA’s commitment to high sustainability standards is not just that these standards are being maintained, but that a

commitment to continue to seek better performance is now embedded into the LLDC and developers engaged in the Park and surrounds.

- 3.56 There is anecdotal evidence that the drive for better performance, for innovation and to achieve a better quality of life for East Londoners is being translated into developments beyond the fringe of Olympic Park.
- 3.57 The LLDC planning decisions team has informally advised that while in general it is fair to say that the development standards set by the ODA for the Olympic Park and subsequently by LLDC in its Legacy Communities Scheme have had a positive effect on the way new development schemes are now being developed, this is difficult to quantify and is probably mostly manifest in an increased expectation that development quality within the area needs to be high. The planning standards that have been applied to the LCS scheme and also all other schemes coming forward in the area are those set out through the planning policy that is current at the time (London Plan and London Plan SPG along with borough Local Plans). Most surrounding schemes have been developed and delivered on a similar timescale and so have been influenced by the respective planning authorities that have dealt with them (ODA, LTGDC and individual boroughs), in particular through the adopted planning policy documents that have set the context for those planning decisions (each borough core strategy, and more recently the Hackney Wick Area Action Plan and the Fish Island Area Action Plan). The ‘fringe masterplans’ have essentially evolved over time and become the two mentioned Area Action Plans, and the north the LB Waltham Forest Northern Olympic Fringe AAP which has yet to go to examination and so remains unadopted. Individual schemes will have been assessed in terms of their individual circumstances and context in considering how planning policy will apply.
- 3.58 The so-called ‘Fringe Masterplans’ have been developed under the aegis of each of the neighbouring boroughs in consultation with the then OPLC, including for areas such as Hackney Wick and Fish Island. Most significant of these is Newham’s Stratford Metropolitan Masterplan and its new Core Strategy which sets out planning intentions for Stratford Old Town, Chobham Farm, Sugar House Lane and Greater Carpenters Neighbourhood. The Plan highlights the need for improvements in quality of life, in economic performance for the region and for cleaner, greener development. It is not yet clear how the Core Strategy or the Masterplan will translate into detailed planning conditions.
- 3.59 Significant developments surrounding Queen Elizabeth Olympic Park include:

International Quarter Stratford City

- £1.3 billion project by Lend Lease and London & Continental Railways.
- A vibrant, new urban quarter in the heart of Stratford City, providing four million ft² of Grade A flexible commercial office space, 350 new residential units and hotels with associated retail, childcare facilities and community uses — all set within a unique parkland environment.

- 22 acre site of which three acres will be civic and open space.
- First commercial occupancy projected for 2015.

Athletes Village

- Delancey and Qatari Diar have invested £557million in the Athletes' Village, and will provide the long-term management of the Village.
- The joint venture will work alongside Triathlon Homes who have invested £268 million in this project to date, and will manage the affordable housing in the Village.
- Triathlon Homes is a joint venture company established by East Thames Group, First Base and Southern Housing Group.
- The Village will deliver 2,818 new homes, including 1,379 high-quality affordable homes.

Siemens Sustainability Centre

Although this development is not within the “redline boundary” for LLDC, this development is considered significant. After a detailed review of potential cities around the world to host their sustainability centre, German based global manufacturing group Siemens chose East London. The decision took in a number of factors but a Siemens management board member with responsibility for sustainable development confirmed that sustainable London 2012 and the subsequent impact on London as a great sustainable city was a key factor. The venue, known as the Crystal³² can be summarised below:

- £30 million centre in green enterprise district.
- Featuring an exhibition and educational facility.
- Anticipation of 100,000 visitors per year
- Siemens claim this to be one of the most sustainable buildings in the world

Westfield Stratford City

Stratford City was an integral part of the visitor experience to East London during the Games. We commented at the time that visitors were choosing to stay in Stratford City as an alternative to going to the West End after they had visited the Games. Establishing East London as a destination is a key element in the economic regeneration of the area and Westfield management were quite clear in their meetings with us that the project may not have been built for another 10 years if it had not been for the Olympics to provide the infrastructure necessary for such a project to take place. The development can be summarised as follows:

- £1.45 billion project.
- 1.9 million ft²
- Powered by a Combined Cooling Heat and Power plant connected to the Olympic Park system
- A 50% stake in the development was bought for £871.5 million by a joint venture between Canada Pension Plan Investment Board and APG of the Netherlands.
- 300 shops and over 50 dining establishments.

- Includes 17–screen cinema, the UK’s largest casino, a 14 lane bowling alley and over 600 hotel rooms
- 1 million visitors a week

Landprop

- 30 acre project.
- Development plans include 1.3 million ft² of housing, 480,000 ft² of office space and 200,000 ft² of hotels, shops, a health centre, community centre, nursery school, gym and parking.

3.60 We made 9 recommendations in our legacy review of 2012, the detailed response can be found in our recommendations tracker. However, the central theme of our report dealt with the idea that the Lea Valley should be considered to be a single social, economic and environmental system and that the various bodies responsible for the area should convene around this idea. We recommended: ***“That key East London organisations including LVRPA, OPLC, Host Boroughs, Westfield, Triathlon Homes, Natural England, British Waterways, the Environment Agency, and third sector bodies come together to formulate a community of practice and a critical path for meeting wider legacy aspirations and initiatives and to ensure these remain on-task, coordinated and deliver optimum benefit”***. This has not been achieved. LLDC believe their focus must be on the Park and therefore they have withdrawn support for this recommendation. However, it should be noted that Lord Richard Rogers and Lord Heseltine have called for the establishment of a development corporation to cover the entire Lea, and stretching out to the coast at a recent planning conference. The new Cabinet Office Unit have been apprised of this recommendation.

Other Events

Glasgow 2014 Commonwealth Games

- 3.61 Glasgow published the Glasgow 2014 Legacy Framework some years ago. The Framework has been strongly influenced by London 2012. Glasgow committed to update its legacy framework in 2012 although this does not appear to have happened.
- 3.62 However an annual update has been published by Glasgow 2014 on the Scottish legacy (as opposed to the city of Glasgow). This update primarily has focused on the built environment projects identified in the legacy framework.
- 3.63 The vision for legacy is as follows:
 “Glasgow 2014 will help achieve a healthier, more vibrant city with its citizens enjoying and realising the benefits of sport and the wider, longer term economic, social, cultural and environmental benefits that Glasgow 2014 can help to deliver”.

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- 3.64 The Framework has 6 themes as follows and is underpinned by three principles of health, sustainability and inclusiveness:
- A Prosperous Glasgow
 - An Active Glasgow
 - An International Glasgow
 - A Greener Glasgow
 - An Accessible Glasgow
 - An Inclusive Glasgow
- 3.65 The Framework is to be delivered via a series of partnerships with city institutions, the Scottish Government, business and industry. A detailed action plan has been developed linked to a number of high level outcomes.
- 3.66 Notable initiatives and/or targets which indicate that there is a strong influence of London 2012 on Glasgow include:

A Prosperous Glasgow

- 3.67 Establish a Commonwealth Games Business Portal (similar to Compete for, developed for London 2012 and still in widespread use) to facilitate access to Games contracts, with the following strategic outcomes:
- Increase in the number of Glasgow based firms winning public and private sector contracts:
 - Increased number of SMEs/social enterprises accessing and registering on the Business Portal
 - Increase in the number of businesses accessing business support
 - Increase in the number of companies registered online as ‘business ready’.
- 3.68 A linked initiative is to establish ‘Business Club Scotland’ to provide support and assistance to businesses in their engagement with the Games, including using the Portal.
- 3.69 A range of employment and skills initiatives are proposed, although they are light on targets at this point. Notable targets/initiatives include:
- “Through the implementation of the council’s Community Benefit Policy, contractors on relevant Games related projects will employ in excess of 10% of their project workforce from key target groups”. The target groups are not defined but this is a similar approach to that adopted by ODA and LOCOG, albeit with less ambitious targets.
 - “Establish a Commonwealth Apprenticeships Initiative – 500 places in 2009 linked to financial incentive for employers for 16-19 year-olds”.
 - Improve the physical appearance of Glasgow – with the following actions
 - Remediate land in the East End of Glasgow.
 - Provide a functional Athletes’ Village for the duration of Glasgow 2014.

- Provide a sustainable new urban neighbourhood following Glasgow 2014.
- Make the East End of Glasgow a better place to live, working closely with the Clyde Gateway
- URC to leverage additional regeneration investment across the area, provide new business premises and increase the number of job opportunities.
- Improve access to green spaces.

An Active Glasgow

3.70 There are two strategic aims here:

- Increase the capacity of sports infrastructure through improved club development and coach education
- Increase participation in sport and physical activity and contribute towards improving health and wellbeing of Glaswegians.

3.71 To support the first strategic goal an additional £750K was provided up to 2011 to developing performance pathways in key sports and to support local grass roots club development. This is in addition to non-financial support. To meet the second strategic goal of increasing participation, Glasgow has committed to the following high level actions, including identifying legacy facility improvements, although no specific funding is identified as part of the legacy framework:

- Ensure the capital investment in new competition venues and training venues for Glasgow 2014 meets not only Games requirements, but also, the needs of local communities and the longer term requirements of sport in Glasgow.
- Develop and promote activity programmes in these facilities to encourage increased levels of physical activity and sports participation amongst Glasgow citizens.
- Develop new approaches to service provision, through Glasgow's Physical Activity Strategy, highlighting the importance of 'Active Schools', implement the 'National Physical Education Review', and promote 'Active Travelling'.
- Continue to promote 'Glasgow Club' membership.
- Develop a methodology to establish the changing levels of sport participation and physical activity across Glasgow.

A Greener Glasgow

3.72 There are three 'headline outcomes':

- Improve sustainable standards of living
- Improve access to and use of green space
- Reduce climate emissions in Glasgow.

3.73 The following targets have been developed:
Targets:

D1.1 Improvements in sustainable waste management

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- D1.2 Improved use of renewable energy sources
 - D1.3 Enhance biodiversity, by dealing with environmental blight
 - D2.1 Increase the number of green spaces
 - D2.2 Reduce the amount of contaminated land
 - D3.1 Reduce the level of carbon emission in Glasgow
 - D3.2 Divert 80% of all Glasgow 2014 related waste from landfill
 - D3.3 Develop Low Emission Zones (LEZs) in Glasgow

3.74 Some of the most prominent actions include:

- A commitment to provide free public transport for all ticket holders and use of low emission vehicles for the games fleet
- Prominent recycling facilities throughout the games venues and village
- A range of initiatives to work with local communities in improving rates of fly tipping etc
- Developing a sustainable procurement policy
- Establishing an awards scheme for contractors in meeting their regulatory obligations
- Creating a green accessible corridor along the river linked to initiatives to promote walking and cycling.
- Promote the adoption of BS 89801
- Establishing a Low Emissions Zone
- Promoting a range of initiatives including a carbon offset fund and sustainable design and construction approach with Glasgow 2014 contractors.

An Accessible Glasgow

3.75 Headline outcomes are:

- Improve transport connectivity across the city
 - Provision of a sustainable network of travel across the city
- Targets
- E1.1 Reduction of journey times
 - E1.2 Reduced congestion on the M8 and local road network
 - E2.1 Shift in transport usage towards more sustainable modes of transport
 - E2.2 Increase in the number of cyclist and walking trips

An Inclusive Glasgow

3.76 Headline outcomes are:

- Encourage people in Glasgow to participate in volunteering programmes
 - Inspire new cultural activity and learning opportunities from the Commonwealth games
- Targets
- F1.1 Increase the number of people registered as volunteers in Glasgow
 - F1.2 Maximise the number of Glasgow residents registered as a potential volunteer for Glasgow 2014 with the OC
 - F2.1 Increase literacy, numeracy and health and wellbeing among Glasgow's children,

young people and adults, through Commonwealth Games related education and cultural programmes

F2.2 Increase participation in sports of school age children

Rio 2016

- 3.77 We are frequently asked “will Rio be as sustainable as London?” This is a complex question to answer. Comparison between London and Glasgow is possible as two cities within the United Kingdom with a history of industrial development. The context of Rio is very different in every sense when we consider the environmental conditions, infrastructure, resources, culture, history and politics. There is no equivalent to CSL in Rio but we have enjoyed a good relationship with the teams developing the infrastructure and staging the Games. They are keen to learn from London and to apply the lessons in their own context.
- 3.78 This section of the report is dealing with the ways in which Rio has built in its own legacy into its plans.
- 3.79 The Rio candidature file³³ sets out a clear programme for legacy.
- 3.80 The Games legacy plan is based on four key priorities, all fully integrated into Rio’s long-term plan:
- Transformation of the city
 - Social inclusion: homes, training and jobs
 - Youth and education
 - Sports
- 3.81 Under ‘transform the city’ it is claimed that the Games will help herald a new era for Rio. A wide range of programs, funded by the Government in support of the Games, will provide the foundations for sustainable long-term development. These programs, many of them already under way, include:
- Better air quality through stronger emissions controls for industry and mass transport
 - Enhanced public transport through the development of the High Performance Transport Ring
 - Extensively improved security, including new skills and systems
 - Preservation of the largest urban forest in the world ,including the planting of 24 million trees by 2016
 - Significant regeneration projects, such as:
 - The transformation of the Port area into a major accommodation, entertainment and tourist district, reconnecting the harbour to the heart of the city
 - New housing, retail and leisure outlets in the Maracanã and Deodoro zones
 - Extensive sport, recreation, transport and other infrastructure developments in Barra
 - The x Park Precinct in Deodoro, the area with the largest percentage of young people, offering a wide range of sport and recreation facilities.

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- Rio will become a greater global city and an even better place to live, do business and visit.

3.82 Under social inclusion and jobs the following was promised;
Rio 2016 will directly benefit the lives of Rio's population, bringing the best games-time experience and long-term benefits, including:

- Housing: the four legacy villages will provide new apartments (more than 24,000 rooms) around games locations
- Skills development: 48,000 adults and young people will undergo an extensive Rio 2016-funded program of Professional and volunteer training in areas of strategic importance for the games. This program, integrating government, training institutions and universities, will help participants find jobs after the games
- Employment: 50,000 temporary and 15,000 additional permanent jobs will be generated in events, sport management, tourism and venue operations, in addition to a significant number of jobs in construction related industries as a result of the substantial infrastructure investments. Permanent retail and commercial roles will also be created
- Games procurement: Rio 2016 is committed to sourcing games services and equipment from local communities, where possible. It will support the licensing of environmental and socially responsible products, as was successfully achieved during the 2007 Pan American and Parapan American games.

3.83 Under youth and education the following was promised:
Rio 2016 will build on the Federal government's commitment to bring the powerful combination of education and sport to all Brazilians. Among the specific initiatives are:

- The increase of Programa Segundo Tempo (Pst), a United nations-supported program providing sports at public schools. From 2009 to 2016, Pst will grow from 1 to 3 million Brazilian children
- Investment of more than USD400million between 2009 and 2016 in Mais Educação, a Federal program that funds sport infrastructure for public schools. Physical education (PE) teaching methods will be enhanced, strengthening the broader objective to have PE classes in all schools.
- In addition, the school and University games (an IOC-awarded initiative) will be expanded from 2.5 to 5 million young people, stimulating participation in Olympic sports. This program is aligned to the IOC youth Olympic Games concepts of sport, culture and education.

3.84 Sports legacy – the following was promised:

- Athlete scholarships: Up to 11,000 young and talented Brazilian athletes who are not supported through private sponsorship will be offered funding between now and 2018
- Olympic training Center scholarships: Coupled with Olympic solidarity, the OtC will

provide scholarships to athletes and coaches from nations across the globe. These scholarships will build on Brazil's current international programs and be consistent with IOC support programs

- Increased Federal investment in sport: An increase of more than UsD210 million will help prepare Brazil's Olympic and Paralympic teams
- Legacy training facilities: Built in preparation for the games, Rio 2016 will leave a legacy of 14 pre-games training sites outside Rio and 29 within Rio, located in local communities and next to public schools
- National technical officials training: Discussions with national Federations whose sports are less developed in Brazil have led to a plan for training and participation courses both in Rio and throughout South America. The courses will increase technical proficiency, leaving a legacy of trained and experienced South American officials.

3.85 Since the bid, some changes have been announced including:
On transport – the bid promised a ‘high performance transport ring’ including road upgrades and a rail line. The transport strategy now includes the construction of 3 rapid bus transit systems, one new metro line and work on improvements on a further two lines and improvement work on one heavy rail line as well as a range of road upgrades
On environment – the bid promised the planting of 24 million trees a part of a ‘carbon’ park. This strategy is being significantly refined – the focus has shifted from the numbers of trees to give greater depth to the strategy by linking it closely with the environmental restoration of Atlantic Rain Forest and biodiversity protection, therefore making its aims broader than simply a carbon offset.

3.86 Rio 2016 has indicated that some of the key legacy impacts for the Rio and Brazil will result from the following:

- the substantial supplier education programme established to help suppliers understand and navigate the sustainable supplier requirements and build their competence for the longer term
- Labour issues – a focus on upskilling Brazilian workers across the board, but supported by global recruitment of highly skilled workers and structured knowledge/skills transfer
- Energy infrastructure – Energy strategy will focus on connecting to grid and using grid wherever possible given that the CO2 factor is low for grid mix in Brazil due to the high proportion of renewables on-grid (80%). Where necessary temporary power will be sourced from gas before biodiesel generators are considered. The grid strategy is therefore a substantial legacy in areas where grid augmentation is required. This will only be done where there is a legacy need (no over specification of infrastructure)
- Waste – city is to build new waste treatment systems (two of which are already built) which will provide a long-term legacy for waste treatment for the whole city (and not just the Games' venues) including waste to energy solutions.
- Environmental protection – reforestation – initial aim was to plant 24 million trees. This is now being refined into something with a higher degree of coherence with local needs – i.e. type of tree, location, purpose. This programme will be partially used to

offset carbon but also other benefits are being sought – biodiversity, food production, biodiesel. Also a large strategy for remediation and environmental protection of sites of significance

- Transport – substantial investment in a new transport network being built to meet the aim of 100% of travel by public transport, starting from a much lower base than London, which already had significant public transport infrastructure
- Sustainable behaviour change – significant education programs for school children as well as for suppliers and for general public on a range of sustainability issues.

25 <http://www.cslondon.org/wp-content/uploads/downloads/2011/03/Fit-for-purpose-2011.pdf>

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

27 <http://www.cslondon.org/publications/?category=1&did=95>

28 http://www.culture.gov.uk/news/ministers_speeches/9688.aspx

29 <http://www.cslondon.org/publications/?category=1&did=11>

30 <http://www.lwarb.gov.uk/news/item.php?id=62>

31 http://www.cslondon.org/wp-content/uploads/downloads/2009/04/2008_Annual_Review.pdf

32 http://www.thecrystal.org/_html/

33 http://www.rio2016.com.br/sites/default/files/parceiros/candidature_file_v1.pdf

4 The role of assurance

Summary

- 4.1. When the London 2012 bid team first got together there was a strong emphasis on environmental issues driven by the most recent “Green” Games in Sydney. An environment committee was formed and advice taken from the London Sustainable Development Commission, WWF and Bioregional. This resulted in a decision to appoint an independent commission to provide assurance over the London 2012 Games if the bid was successful.
- 4.2. The concept of the Commission was new; the assurance framework and working protocols had to be developed from scratch. The first challenge for the Commission was to overcome deeply sceptical groups on both sides. Delivery bodies saw the Commission as a “loose cannon”, the IOC saw it as a risk to the Games and NGOs thought the Commission to be a bureaucratic apologist for the delivery bodies. Achieving a balance of credibility between these bodies has been a consistent challenge for 7 years.
- 4.3. The GLA requested that CSL apply its residual unspent funds to an independent evaluation of the Commission, including what lessons could be learnt for the future. The Commission has agreed with this approach on the grounds that achieving a balanced assessment must be the basis of understanding whether strategic assurance for sustainability has a future.
- 4.4. This report, and our own findings, show that the model has been broadly successful, earning respect and credibility from most stakeholders on all sides. The Commission has delivered value for money, and a professional service which has added value to all stakeholders. The independence of the Commission has been achieved through a direct reporting line to the chair of the Olympic Board and was highly valued.
- 4.5. However, the working methods agreed at an early stage ensured that use of this line or recourse directly to the media was rarely necessary. Creating constructive relationships and maintaining focus on strategic issues has been critical, particularly with a small team and budget.
- 4.6. There have been some signs of the private sector adopting their own versions of this model. A global corporation with an ambitious Corporate Social Responsibility policy is using its audit committee to look forward to understand how likely they are to achieve their objectives and the risk to the business if they do not. A major development programme in the Middle East concerned about labour standards in the construction workforce has employed a similar model. A ground breaking development in Australia has set objectives more ambitious than the ODA and the development authority has appointed a consultant in a similar role to oversee the work of the developer and their supply chain.
- 4.7. We can see no similar model in use for public sector bodies or projects, neither does any future major event we can find in the world plan to adopt the model. The GLA is taking

an interest in the findings of the independent evaluation but at present there are no plans to employ a similar model for the Olympic legacy or other major events and projects in London.

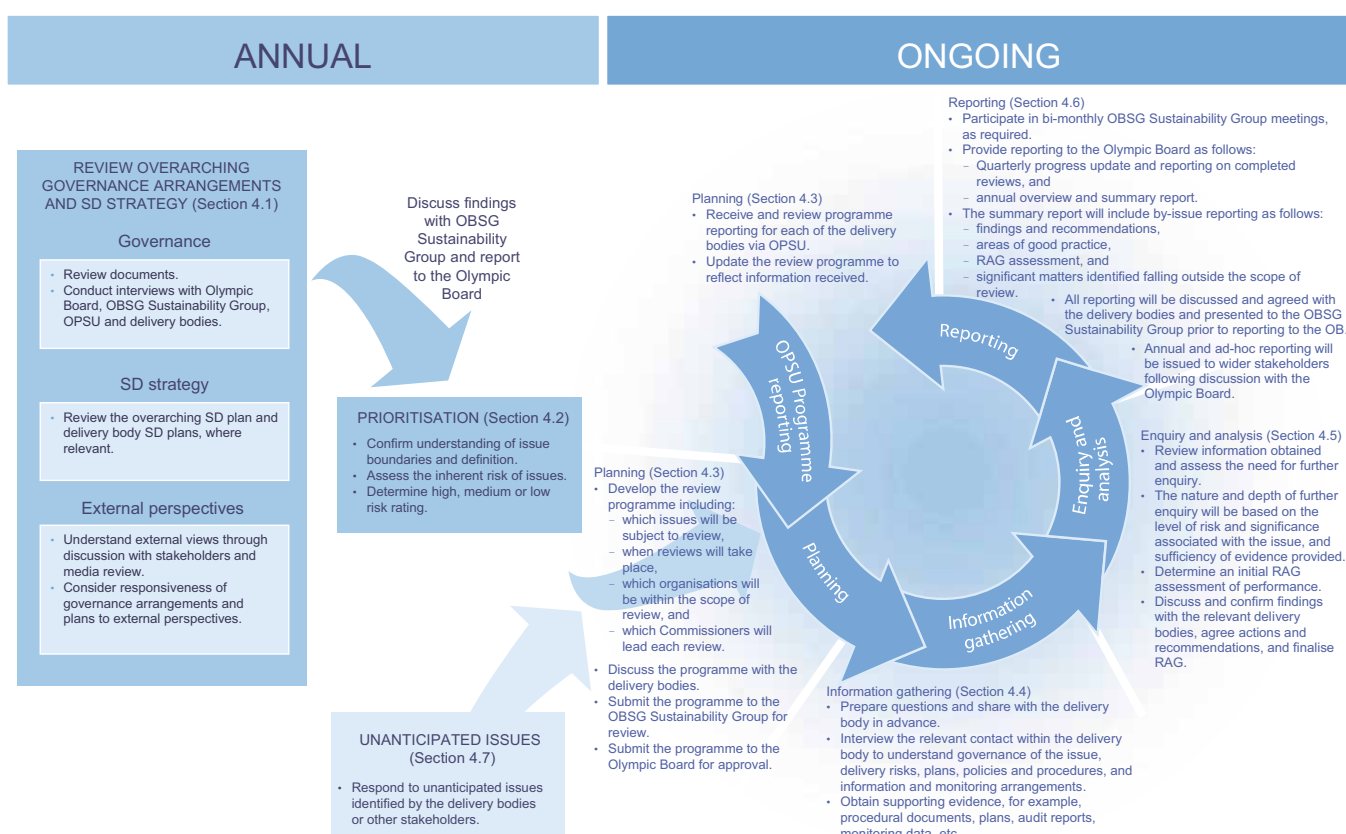
- 4.8. We believe the lessons learned from the CSL assurance model can and should be applied to major projects and events if the sustainability agenda is to gain credibility and dismiss any notion of Greenwash. By providing an independent professional service, all parties can use the Commission as a trusted critical friend and independent source of accurate information.

Background to the Commission

- 4.9. Historically, Olympic Games and other major sporting events have considered sustainability to be a second order issue. The Sydney Games in 2000³⁴ are largely considered to be the benchmark for the “Green Games”. Although there was no official body such as CSL, a group of NGOs led by Greenpeace³⁵ played an unofficial role as a “critical friend” and published a “Green Games Watch” report independently. The 1992 Games in Barcelona are considered to be the high water mark for legacy³⁶ and helped to serve as the inspiration for the London 2012 Games to act as a catalyst for regeneration in East London³⁷. The 2010 winter Games in Vancouver provided an excellent example of a sustainable event and legacy, using the David Suzuki Foundation as a critical friend³⁸.
- 4.10. When London decided to bid for the 2012 Games a key decision was made to centre the bid in East London, a relatively poor area, and not West London, a relatively prosperous one. This was based on the idea of using the Games to stimulate regeneration in a similar model to Barcelona and to create a sustainable legacy. The mantra “the most sustainable Games ever” was developed as a key aspect of the bid leading to an environment committee being formed to steer the bid and a head of sustainability being recruited into the bid team. If Barcelona was the model for legacy, Sydney was seen as the model for the “green Games”. A combination of these two models, updated for 2012 provided the inspiration for a sustainable London 2012. The original sustainability targets for the bid were developed in consultation with the London Sustainable Development Commission (LSDC), WWF and Bioregional. Based on advice from these groups a decision was made to create a commission to independently assure sustainability. This commitment was made as part of the bid. The primary objective was to protect against any notions of “Greenwash”.
- 4.11. When the bid was won, the job of developing the structure of the Commission was given to the LSDC Olympic Sub-Group, comprising four volunteer Commissioners and a GLA officer providing support on a part time basis in parallel with other work. The operating and governance model for the commission was based on professional advice from PricewaterhouseCoopers (PwC), Forum for the Future and the LSDC Olympic sub-group led by the current Chair of the Commission, contributing experience from the Heathrow Terminal 5 project which was under construction at the time. The Commission’s assurance

framework drew on best practice principles from the private sector and the role of other “Watchdog” functions such as the UK Sustainable Development Commission and advisory bodies used by projects such as the Heathrow Terminal 5 Environmental Advisory Group.

- 4.12. The role and purpose of the Commission is detailed in the Assurance Framework. It can be summarised in one sentence that was developed at the start of the programme and has stood the test of time: ***“To provide independent assurance and commentary in order to enable the sustainability objectives of the London 2012 programme to be achieved and to support a sustainable legacy”***.
- 4.13. The Commission operates within an agreed assurance framework and a set of protocols. These were developed in 2005/06 and proved to be robust over the life of the Commission although it was necessary to make some changes during Games time to allow for the significantly shortened timescales. The assurance framework is illustrated below:



Independent evaluation

- 4.14 An independent evaluation³⁹ of the Commission's work was commissioned in 2013. The findings of that report are taken into account when considering the key issues herein.

Strategic assurance

- 4.15 The concept of strategic assurance was very new at the time the Commission was developed. The aims and objectives of the work were set out in the assurance framework⁴⁰. The purpose of the Commission was to provide an independent, strategic assurance service to a programme of work comprising multiple work streams, multiple delivery bodies and a wide and disparate range of stakeholders. The assurance addressed holistic and strategic issues and was inherently forward-looking. This is distinctly different from traditional assurance and certification which looks backwards. It was not intended to duplicate or replace the work of statutory bodies and certification authorities, the purpose was to combine with these organisations to provide a strategic overview, identify gaps in the programme, to anticipate potential problems in good time and to recommend preventative action to tackle anticipated problems. Traditional assurance tends to recommend corrective action after the event. This is of little value to a one-off project.
- 4.16 The role of assurance was combined with that of "critical friend" where the Commission would engage with delivery bodies at a very early stage and provide advice on options and best practice. This was always done on condition that it could never compromise the assurance role and it never did. The potential for blurring of these roles was raised by the independent evaluation. We believe the Commission was able to provide adequate division between these roles but it should be noted that this could represent a challenge to similar organisations in the future, particularly with such a small resource. Clear protocols between the different delivery bodies and the Commission will be necessary, along with strong and uncompromising leadership from the chair.
- 4.17 The third aspect of the Commission's work is that of stakeholder engagement. In this respect, the Commission aimed to be a trusted source of honest information and dialogue with a wide range of stakeholders, including statutory bodies, government departments, NGOs, professional institutions and local communities. This proved to be a great success in most cases and highly valued by stakeholders. However, future organisations would need to take great care over striking the right balance between various interested parties and dealing with inappropriate behaviour in pressurised or controversial situations.
- 4.18 Although this approach had not been taken before for any major project in the world, the independent evaluation confirmed that it was seen by the majority of stakeholders as a success. A minority of stakeholders were not clear on the term strategic assurance and considered it to overlap aspects of traditional assurance and certification.

Structure

- 4.19 The Chair was contractually responsible for the Commission's work programme. This appointment was made following an open recruitment campaign. The successful candidate was appointed by the Mayor of London on behalf of the Olympic Board and was directly accountable to the chair of the Olympic Board, which was rotated between the Mayor of London and the Secretary of State for Culture, Media and Sport. This appointment was for an initial three year period and then a second contract to the close of the Commission. This necessitated a second recruitment process. In this case the same chair was re-appointed for the second period. During the life of the Commission there was a change of Mayor and a change of national government, meaning that the co-chairs of the Olympic Board changed completely during the life of the Commission.
- 4.20 The secretariat was formed of three professional staff (four in the run-up and during the Games), hosted within the GLA. The team took direction from the Chair and responsibility for all operational matters rested with the Commission manager. Line management for HR and administrative purposes was provided by the GLA.
- 4.21 Voluntary Commissioners were appointed by the Mayor on behalf of the Olympic Board based on advice from the Chair. All appointments were managed in accordance with the Nolan standards for public appointments.
- 4.22 The Commission's work was fully transparent, all reports, statements, meeting notes and other materials were made available on the website, as was the Commission's budget.
- 4.23 The budget was approved by the Olympic Board and funds were provided from the bodies receiving the assurance; GLA family, GOE, LOCOG and ODA. There was a small (circa £50K) budget for use of specialist consultants in the first phase of the Commission's work, this was removed when austerity cuts were required. The total cost of the Commission is £2.1M over a seven year period.
- 4.24 This structure worked well. However, a minority of stakeholders and one high profile media commentator occasionally questioned the independence of the Commission if it is funded by the bodies receiving the service. This issue is also raised in the independent evaluation. We firmly believe that, in order to value the service, the parties receiving the assurance should pay for it. This does not impact the independence if the correct reporting line is established, in this case to the Olympic Board. This aligns with the advice provided by PwC and best practice in the private and public sectors. This advice remains valid and should be considered in a positive light by any future bodies with a similar remit. A clear communication plan is needed to deal with the inevitable doubters.
- 4.25 Administrative independence from the GLA would have been beneficial to avoid unnecessary bureaucratic activity, particularly given the time-critical nature of the work and the small resource of the secretariat found conflicts in priority between bureaucracy

and delivery difficult to deal with. Various options were explored when the Commission was established, including setting up an independent legal entity or establishing the Commission as an advisory Non Departmental Public Body (NDPD). These options were rejected as being excessively costly and unnecessary for such a small organisation. The time taken to establish such a body was also prohibitive, given the imperative to get the Commission up and running in order to influence the early development of a sustainability strategy. Future models, if considered, should explore the option of selecting an existing independent entity to host the Commission, such as a third sector organisation for example. This organisation could possibly grant-funded by the delivery bodies. This option was not considered at the time but with hindsight it may have been helpful to do so.

- 4.26 Commissioners have made a substantial contribution to the assurance programme. Considering that Commissioners are volunteers and their specialist expertise suggests that not all Commissioners are interested in all aspects of the work, attendance at meetings has been exceptionally high throughout the life of the Commission and response to requests for support have been exemplary. There was some lack of clarity between their role in supporting the governance of the Commission and providing expert advice on their subject matter. This issue was raised by the independent evaluation. There is also a notion that the model would have been more effective if Commissioners had been remunerated. Future bodies with such a role may be advised to consider a slightly different model; possibly with a smaller group of generalists to support governance and a wider group of specialists to provide input from their own area of expertise, where they can be used more effectively to directly engage in reviews. The proposal to remunerate Commissioners was rejected at the time the Commission was established and it is even less likely to be accepted now given the position of public finances. However, we believe the Commission could have been more effective if Commissioners had been remunerated.

Sustainability outcomes

- 4.27 The Commission was highly influential in the sustainability outcomes of London 2012. This view is supported by the independent review. Examples such as governance of sustainability, carbon footprinting use of HFC and PVC materials are cited as clear evidence of influence. The balance between the various aspects of sustainability was critical and it will never be possible to satisfy every stakeholder.
- 4.28 The Commission's reports had the following focus:
- 4 reports were primarily environmental,
 - 4 were primarily socio-economic.
 - The majority of reports (12) focused on all aspects of sustainability in addressing process or governance issues or specialist subjects such as transport.
- 4.29 Our current cohort of Commissioners and Co-opted Experts comprises:
- 4 environmental experts,

- 6 socio-economic experts
- 6 generalists.

4.30 The Commission does not have statutory powers but it has significant influence through the reporting line to the political leadership, independent public reports and an independent relationship with the media. Most issues were able to be resolved without recourse to the Olympic Board or the media but there were some examples where this was necessary. The commission raised two significant environmental issues to the Olympic Board, HFC and PVC. Both were resolved by the Olympic Board and delivery bodies were instructed to comply with the commission's recommendation. LOCOG's failure to deliver a low carbon torch was disclosed too late for the commission to recommend action so the final option was taken to highlight this failure to the media, resulting in international adverse publicity for LOCOG and its partner, EDF. Following representation from an international stakeholder group, the Commission investigated the standards in the mine providing the metal for medals. This uncovered a failure to ensure the mine had been audited before the start of manufacture in accordance with LOCOG's procedure. This was exposed in public through a Commission statement. LOCOG resisted this action strongly to the detriment of the relationship between the two bodies and the supplier. LOCOG's refusal to require disclosure of factory locations for manufacture of merchandise was not raised to this level. The issue was exposed by the Playfair Alliance in their report *Toying with Workers' Rights*⁴¹ but this was too late in the programme for effective action to be taken. With hindsight, more could have been done at an earlier stage and the Commission should have raised the issue with the Olympic Board.

Value for money

- 4.31 The majority of stakeholders confirmed to the independent evaluation that CSL offered excellent value for money. The total budget was £2.1 Million over the life of the Commission, approximately £300,000 per annum. This represents less than 0.02% of the total Olympic budget. It is impossible to quantify the cost savings generated from the Commission but there is good anecdotal evidence of cost savings, primarily resulting from CSL's position as a trusted source of information and influence by NGOs, politicians and the media, reducing the need for costly distractions from delivering the Games. Delivery bodies believe they would have had to employ significant additional resources to deal with these issues but they would have been less effective than the Commission due to its independent structure. Expert advice as a "critical friend" was also highly valued, often negating the need for consultants.
- 4.32 We believe that the bulk of our recommendations related to things that needed to be done to comply with objectives already set or on strong evidence of gaps compared to best practice, therefore the cost of compliance with our recommendations should have been included in the delivery bodies' budgets. In this way the Commission ensured that delivery bodies were not tempted to cut corners on sustainability when budgets and timescales became challenging. The only recorded incident of significant extra cost related

to the re-design of the Aquatic Centre cooling system. The Commission recommended that the ODA should have a policy on HFC at the time their strategy was developed. The recommendation was accepted but not acted on. This resulted in an inappropriate design which the ODA were not prepared to revise unless instructed to do so. We raised this issue with the Olympic Board, leading to re-engineering of the solution, resulting in £2M of avoidable additional costs which had to be absorbed within the ODA overall budget.

- 4.33 There was broad consensus in the independent evaluation that the Commission has improved the credibility of the sustainable Games by acting as an impartial, honest broker with no political agenda. This is very difficult to quantify in monetary terms but it can be considered a contribution to London's reputation as a great sustainable city.

CSL in numbers

Years of operation: 2006 2013	Total expenditure: 2.1M	Average number of Commissioners over period: 12	Average number of staff over period: 3	1 paid part-time chair
Number of assurance reviews (including this report): 21	Number of games-time pieces of media coverage: 89	Total number of unique visitors to CSL website over lifetime: 58,551	Number of unique visitors to CSL website during games time: 9266	Average number of stakeholders engaged on any single review: 58

235 Recommendations

121 Complete	86 Closed	13 Progress made
1 No evidence yet	5 Not fully achieved	9 Not achieved

London 2012 Governance

- 4.34 CSL's early work related to the governance of sustainability was valued by delivery bodies and wider stakeholders alike. It is very difficult to quantify the benefit of this but the formation of a cross-body group chaired by a member of the Olympic Board Steering Group was considered to be of value. This led to development of an overarching sustainability strategy and report programme which in turn enabled LOCOG to deliver the world's first GRI accredited report for an Olympic Games five years later. Based on the advice of the Commission, the group used a risk based approach to managing their agenda, informed by CSL's work. This was a success, supporting the principle of "no surprises" between the Commission and delivery bodies.

Communication

- 4.35 The Commission was broadly been successful in communicating its work to significant stakeholders. There was limited engagement with the mainstream media, usually when there was something controversial to report. During the Games; the commission's engagement with the media can be summarised as follows:
- 89 pieces of media coverage during the Games
 - 9,266 unique visitors to the website during the Games
- 4.36 The Commission employed the services of independent professional media advisors throughout the programme. This proved to be essential given the varied and sometimes controversial nature of engagement with the media.
- 4.37 Organisations considering similar models should note that it is important to ensure that the role of assurance is not mixed with wider communication. Any project wishing to set out its sustainability credentials will need to communicate well and NGOs will consider high profile projects legitimate targets for their campaigns. The role of communicating the sustainability credentials of the delivery body must rest with the delivery body, any temptation to consider an independent commission as an extension of the Public Relations department should be resisted.
- 4.38 However, the assurance body has a responsibility to communicate its work and legacy. To this end, CSL has engaged with specialist and general media and made arrangements for its own legacy by making an educational video⁴² and by arranging for the website to be hosted in the longer term.

Resourcing

- 4.39 Given the extreme pressure that was placed on the budget at the outset, when government finances were relatively generous, we believe the Commission was adequately resourced and achieved the objectives stated in the assurance framework. The only time

the Commission was under resourced was the six month period when the Commission manager left and was unable to be replaced due to public sector budget review periods, it was not possible to recruit a role without approved budget and the three year budget cycle was coming to an end. This necessitated the chair performing the line management role and contributing the extra time necessary on a pro-bono basis. This supports the suggestion that Commission would have benefited from the independence of public authorities such as the GLA, where for example, commitments to hire for posts cannot be made without prior formal budget approval. Had this happened and the service was delivered through a grant funded body, this situation could possibly have been avoided.

- 4.40 Phasing of the budget was an issue. Given the untried nature of the work it was not possible to predict phasing with any accuracy. Expenditure in the final year was significantly higher than previous years due to additional resource needed for Games time, high levels of media engagement and work related to the Commission's own learning legacy. In this respect, the autonomy given to the chair to roll over budget savings into subsequent years was highly beneficial. The level of activity in the run-up and during the Games increased significantly and media attention reached unanticipated levels when controversial incidents occurred such as the protests related to the appointment of sponsors drawing NGO action such as Dow Chemical, BP and Rio Tinto. The degree of autonomy in budget phasing was essential to continue to work effectively. Future organisations may be able to predict budget phasing more effectively with significantly more expenditure in the run-up and during the Games along with funds to carry out valuable activities after the event such as the Beyond 2012 round tables and this review.

Stakeholder engagement

- 4.41 CSL's value in stakeholder engagement was highly praised by stakeholders during the life of the Commission and in the independent evaluation. The challenge for the Commission was to continually strike the right balance between avoiding being too close to the delivery bodies whilst not supporting the campaigns promoted by NGOs. A small minority of delivery body stakeholders believed CSL's work to be too intrusive and a small minority of stakeholders believed the Commission to be "too cosy" with delivery bodies but the majority considered the balance to be right and one of the Commission's most significant achievements. Stakeholders praised CSL for being effective in brokering successful conclusions between NGOs and delivery bodies, an example being the cancellation of the wind turbine. In this instance, CSL highlighted the potential problem at an early stage to Government, enabling various departments to mobilise support. The Chair also personally engaged in confidence with trusted NGOs to ensure that the right options and solutions could be explored.
- 4.42 Trust is of the essence in striking the fine balance between delivery bodies and their many stakeholders. This worked very well in the majority of cases but there were two occasions where NGOs knowingly and deliberately deceived the Commission and two occasions when sponsors exacted pressure on the Commission to refrain from making a public

statement. Given the controversial nature of some of the issues and the large amounts of money at stake, this type of behaviour is regrettable but inevitable. It is therefore necessary for the team to be professionally competent, emotionally robust and well supported at all times by the leadership.

4.43 With respect to stakeholder engagement, a summary of our main activities is presented below:

There are three main ways in which CSL has consulted stakeholders:

- As part of annual stakeholder consultations
- As part of preparing specific reviews
- One-to-one meetings between the Chair and individual stakeholders (these average about 15 per month).

Annual stakeholder consultations

Date	Report	Number of stakeholders at sessions
2007	Assuring the sustainability of 2012 Programme Governance Review	28
04.03.2008	Stakeholder Workshop Governance Review and Carbon session	21
27.11.2008	Stakeholder Workshop – How can the London 2012 Olympic & Paralympic Games and Legacy set new standards of sustainability?	47
2008	Annual Review	44
2009	Annual Review	63
2010	Annual Review	38
2011	Annual Review	20
2012	Beyond 2012	54

Stakeholder meetings as part of reviews

Review	Number of stakeholders the CSL met with	Review	Number of stakeholders the CSL met with
Post Games report	94	No time to waste	55
Annual review 2011	51	Procuring the games	16
Assuring a legacy	61	Extinguishing emissions	no figures
In sight of the finishing line	35	Annual review 2008	49
Sustainability sourced	8	A clear run to employment	36
Annual review 2010	44	Procuring a legacy	12
Fit for purpose	40	Sustainable design	11
Sustainable? Naturally	39	A measure of performance	no figures
All change	13	On track for a sustainable legacy?	no figures
Annual review 2009	61		
On your marks get set grow	25		

Wider use of strategic assurance

- 4.44 The Commission is closing down one year earlier than originally anticipated due to austerity measures. This meant that the Commission was unable to assure bump-out activities due to the necessity to start work on this report immediately after the post-Games review. The opportunity to assure the sustainability of the on-going legacy will also be lost. This applies to the regeneration activities, construction and major events that are already planned for the Queen Elizabeth Olympic Park in future.
- 4.45 In our legacy review in March 2012 we recommended: ***“That the GLA put in place mechanisms to consider whether a potential future model for strategic sustainability assurance could be of benefit for London, potentially with regard to major projects”***. The GLA sought the independent evaluation as part of its consideration of this recommendation.
- 4.46 There is a wealth of data and knowledge to share on the CSL website. In order to preserve this knowledge for legacy, Royal Holloway University has agreed to host the website after the closure of the Commission and to use it as a locus for academic research into sustainable business practices.
- 4.47 There has never been a body like CSL in the past and since its inception there is no

evidence of replication in the public sector. However, there is some evidence of a more pro-active and holistic approach in the private sector. Global corporations are starting to set long term sustainability objectives over 5-10 years and these objectives are sufficiently embedded into corporate strategy for audit committees to consider the probability and consequence of failure to meet these ambitions. This is leading to a more pro-active and holistic approach to assurance driven by independent auditors, reporting to non-executive audit committees. The major development project in Abu Dhabi has employed independent assurance of labour rights in the construction sector and has made the findings public⁴³. This is not as comprehensive as the holistic model operated by CSL but an example of application of strategic assurance to address a specific issue. The Barangaroo project in Sydney is using a firm of consultants to independently advise the development authority and work with the commercial developer as a critical friend. The terms of reference for this service are not yet clear but it appears to be a very similar model to CSL.

- 4.48 We believe the benefits of providing a strategic assurance service to a large, complex and high profile project of any type can significantly outweigh the risks in the public and private sectors. Major corporations with long term and ambitious CSR programmes could also benefit from this approach.

CSL Independent Evaluation

The Independent Evaluation undertaken by CAG consultants has drawn a number of conclusions about the Commission. In summary these are:

Added value

London made a commitment to the International Olympic Committee (IOC) and the public to deliver the most 'sustainable Games ever'. CSL have played a significant role, along with many others, in enabling this to be achieved.

The precise level of additionality brought by CSL is impossible to define retrospectively. However, the consensus amongst delivery body and other stakeholders contacted as part of this evaluation was that CSL added significant value to the London 2012 Programme. The evaluation considered this question across the following dimensions:

- Sustainability outcomes
- Finance
- Governance
- Knowledge promotion
- Managing the expectations of external stakeholders
- Credibility and reputation of the London 2012 programme

Delivery

CSL's recommendations appear to have been listened to and acted upon by the bodies. The evidence points to a number of key reasons behind this apparent effectiveness:

- Reporting line – the ability for CSL to take issues to the highest level (i.e. the Olympic Board) when necessary.
- The critical friend role – through achieving and maintaining the trust of the delivery bodies, CSL have managed to combine a critical friend role with their more formal strategic assurance role.
- Maintaining a strategic approach – maintaining a strategic approach was critical in terms of (a) not spreading their resources too thinly, and (b) maintaining the trust of the delivery bodies.

However, the evidence also highlights a number of aspects of CSL's work which might have been even more effective, including:

- More effectively utilising the Commissioners – the evidence suggests that they may have been too peripheral to the work of CSL.
- Boldness and independence – striking the right balance between idealism and pragmatism was a constant challenge.
- Gearing up for the Games – CSL was significantly stretched for resources but there is no evidence this affected assurance outcomes.
- Stakeholders – could have done more to engage with social and economic stakeholders.
- Dealing with legacy – it is unclear who will provide assurance of legacy in the absence of CSL.

The report makes a number of suggestions for ways in which CSL could have been improved, which also have relevance for future similar initiatives:

- Appropriate resourcing – a future similar strategic assurance body may well require a higher level of resourcing.
- Greater independence – greater independence could have been achieved by housing CSL in an organisation which was not involved in the delivery of the Games.
- A lifespan for legacy – We see a strong case for CSL to have been given a much longer life in order to provide assurance of the delivery of legacy plans.
- Independent evaluation – A mid-term independent evaluation or, ideally, a process for on-going evaluation, would have been useful in helping to ensure that CSL evolved appropriately during its lifetime.

Wider lessons

Value of independent strategic assurance of sustainability

Stakeholders of all types expressed broad support for the concept of strategic sustainability assurance. The benefits of such an approach were:

1. Strategic oversight.
2. Forward looking

3. Independence and credibility
4. Breadth
5. Proactive
6. Two-way dialogue
7. Transparency

Despite broad support for the model of strategic assurance demonstrated by CSL, stakeholders did identify a number of potential drawbacks or risks to this approach as follows:

- The risk of corporate capture
- Lack of prescription
- Costs can be a downside if it is not also able to deliver financial savings
- Barrier to delivery

Replicability

There was general support across all types of stakeholders for the concept of strategic sustainability assurance for major events and projects in the future. There were also a number of reservations about how replicable the model is based on the following issues:

- Unique to the Games
- Cultural specificity
- Lack of political will

These limitations notwithstanding, there are several potential applications for the model:

- for future Olympic Games and other major sporting events;
- for large infrastructure or regeneration projects; and
- for government decision-making processes.

Stakeholders expressed strong support for the CSL model to be replicated in future Olympic Games. It has already been tested and proven to work in London 2012 so this is the most direct opportunity for replication. The IOC should consider how it can promote the CSL model to help to 'normalise' the concept for future bidders and future Games.

34 <http://www.wcse2011.qa/wp-content/themes/WCSE/downloads/lectures/April-30th-2011/Seminar-Green-Games/Mr-Richard-Cashman.pdf>

35 <http://www.greenpeace.org/raw/content/eastasia/reports/guideline.pdf>

36 http://olympicstudies.uab.es/pdf/wp084_eng.pdf

37 <http://www.uel.ac.uk/londoneast/research/documents/lasting-legacy.pdf>

38 <http://www.davidsuzuki.org/publications/reports/2010/climate-scorecard-for-the-2010-winter-games/>

39 CSL Independent Review: refer to CSL website <http://www.csllondon.org>

40 http://www.csllondon.org/wp-content/uploads/downloads/2007/02/CSL_Assurance_Framework.pdf

41 http://www.play-fair.org/media/wp-content/uploads/play_fair_en_final.pdf

42 <http://www.csllondon.org/2012/08/commission-launches-new-video/>

43 http://www.tdic.ae/en/media/get/20120923_TDIC-EPP-Compliance-Monitoring-Sep2012.pdf



The Olympic Park during transformation

Photo: Jonathan Turner

Appendix 1: Summary of CSL Beyond 2012 – Outcomes report

As part of its remit for creating a sustainability legacy from the Games, the Commission arranged a series of full-day round table discussions that were held in London during January 2012, called the 'Beyond 2012 Series'. Each of these was concerned with one of five sustainability issues that arose during the planning and delivery of the Games and were difficult to resolve or to achieve any real progress on at the time. These were:

- **Construction and Infrastructure** – The ODA has proved that sustainable construction can be done at a reasonable cost so why aren't commissioning organisations asking for it?
- **Food** – Is it possible to replicate and improve on the London 2012 Food Vision objectives (to provide affordable, healthy and sustainably sourced food) for future major events?
- **Supply Chain** – How can those that commission major events contribute to improving labour standards in the supply chain?
- **Volunteering** – How does the UK harness the appetite for volunteering for the benefit of sustainable communities?
- **Corporate Sponsorship** – What does the ethical framework for sponsoring major events look like?

The round tables generally involved 12-20 participants drawn from a diverse array of sectors and organisations: London 2012 delivery and legacy bodies, representatives of future host and candidate cities for the Games and other major events, corporate sponsors and partners of the Games, NGOs, construction and infrastructure companies and private sector suppliers to the Games, sports associations, volunteer organisations, academics, CSL staff and commissioners and more.

The objectives that the Commission established for the round tables were to:

- Identify the common ground that exists between the participants about the issues.
- Unlock new thinking, agreeing key recommendations for action that can be taken forward in future Olympic and Paralympic Games and more widely in the economy.

CSL commissioned Change The Conversation, a third party cultural change agency, to design and facilitate the round table discussions. This helped to create an environment in which constructive dialogue and interaction between the participants was the norm and also helped to ensure that the focus on meeting the objectives was maintained.

A few general themes emerged from the discussions in the five round tables. One was that London 2012 really had achieved some major progress on several fronts as far as demonstrating the practicability of making sustainability a central requirement for the building and staging of the Games and other major events. There was a real desire among the participants to build on this progress and to make sure that the learning from it was not lost, either to future Games or to the economy as a whole.

Another theme was that, while in some cases progress in the future can be achieved by independent collective action among the stakeholders represented at the round tables, in others

there is a vital role for Government to play both in demonstrating leadership on sustainability issues and by being willing to legislate where needed to create an unambiguous set of standards for industry to adhere to (for example, in relation to promoting the widespread adoption of sustainable construction methods).

There was also a view that the International Olympic Committee itself is in a unique position of potential influence to ensure that real progress can be made at future Games on issues such as the ethical standards that should apply to supply chains and the selection of corporate sponsors and partners. The message from these round tables was very much one of: “There is a real opportunity now to tackle these issues in a constructive way that includes all stakeholders – but leadership by and from the top is needed if that opportunity is to be exploited”.

The feeling among the participants at all the round tables was that they wanted to remain in contact and to have the opportunity for further constructive discussions with each other. There was also a recognition of the greater difficulty of convening such discussions once CSL ceases to exist at the end of March 2013.

Each round table produced several specific recommendations for action. These were as follows:

Construction and Infrastructure

- Create a virtual collaborative community between organisations such as WRAP, the Green Building Council, the Institute for Sustainability and others to help build the business case for sustainable construction and disseminate research, learning and best practice information more effectively.
- Use the research and learning about sustainable construction to codify what should be included in building and construction regulations and identify or create an accountable body to oversee this
- Government should take a clearer role of leadership on this issue, for example by acting on the recent report issued by the Chief Construction Advisor and by ensuring that public sector procurement embodies sustainable construction principles.
- A new accountable body should be created to take the learning from London 2012 and projects like Crossrail and disseminate it more widely within the industry.

Food

- Local authorities should require compliance with the ISO 20121 Standard for sustainable events, and reporting using the GRI event management supplement, as part of an annual audit for venues of a capacity of at least 2,000 people
- Clear standards should be produced so that organisations in the food and catering industries know what is expected of them by event organisers, building on the Food Legacy Pledge and incorporating issues around food waste. A core group including organisations such as WRAP, the London Food Board, Sustain and others should continue to be convened to take this forward.
- The original members of the team that developed the London 2012 Food Vision should be

convened (possibly by the Mayor of London) to drive the Vision and Food Legacy Pledge forward so that it becomes widely adopted in everyday life.

- The Food Legacy Pledge and the mechanism by which organisations can sign up to it should be continued and promoted.
- Sustainable, healthy food should be provided on school menus and should feature in the national curriculum

Supply Chains

- Factory lists should be disclosed once event organisers and supplier brands have finalised their supplier contracts.
- Organising Committees should be encouraged to prefer local suppliers
- The IOC should set minimum labour standards by building them into the bidding process for future host cities
- That the IOC facilitate a shared service to assure compliance and develop supply chain relationships and complaints mechanism

Volunteering

- Build on existing structures to establish an effective national “dating agency” for volunteering matching people with the right volunteering opportunities
- Corporates and voluntary bodies should do more to seek out each other’s expertise – an Employers Forum on Volunteering should be created
- Create a Code of Conduct for organisations that use volunteers

Corporate Sponsorship

The recommendations from this group all focussed on the development of a global ethical framework for corporate sponsorship in major events. To achieve such a framework the group made recommendations about what would be needed, recognising that the process would have a number of stages and many stakeholders, including:

- Identifying **constituents** to develop the ethical sponsorship framework and institutional **drivers** for the framework
- conducting **research, gap analysis and engage stakeholders** to provide the **evidence baseline** for the development of this global ethical sponsorship framework, a group and process possibly funded/coordinated through the IOC
- committing to a **continuance of a participatory process** engaged in developing the ethical framework, which should align with and celebrate Olympic values characterised by an engagement framework of incentives/ penalties
- The establishment of an **independent body** to take forward the development of a framework (looking across all aspects of Olympics and Paralympics, not solely corporate sponsorship)

Appendix 2: CSL budget data

The Commission has operated over a 7 year period to 31 March 2013, including an interim phase in 2006/2007 prior to its formal launch in early 2007. During this time, the Commission was funded by the 2012 Key Stakeholders which it assured, against the following formula, including:

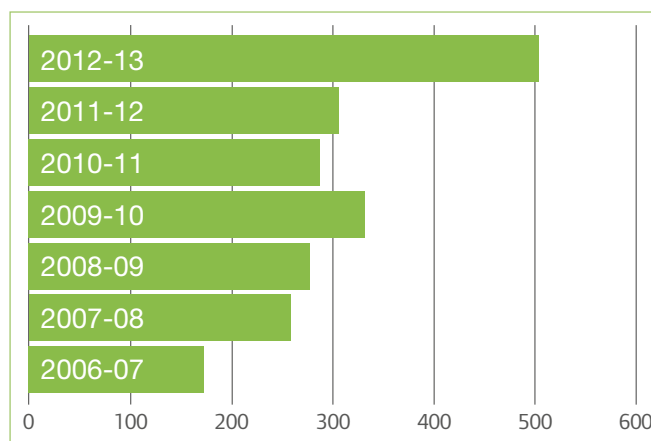
LOCOG	30%
ODA	30%
LDA (now GLA)	10%
TfL	10%
GOE	20%

Throughout the period, the GLA provided in-kind support.

The Commission spent a total of 2.13M over its seven-year lifespan, or an average of 304,000 annually. It spent less in its start-up year, and more in its final year to meet the demands of the Games-time period and to prepare a suitable learning legacy of its own work (including commissioning an independent evaluation).

CSL expenditure (GBP,000)

Year	CSL expenditure (GBP,000)
2006-07	172.5
2007-08	257.5
2008-09	277.03
2009-10	331.43
2010-11	286.88
2011-12	305
2012-13	503
Total	2133.34



Appendix 3: CSL Commissioners / Secretariat information

■ Chair



Shaun McCarthy
Chair of the Commission since September 2006
Also the Director

of Action Sustainability, a social enterprise with a mission to inspire sustainable procurement. He has over 20 years senior management experience with large companies and 7 years' experience as an independent advisor to a wide variety of corporations and governments around the world.

■ Commissioners



Andrew Myer
(Built Environment)
appointed November 2007

An energy and environmental consultant. Originally an architect, he has specialised since 1980 in the energy and environmental impacts of building design, construction and use a freelance environmental consultant, specialising in the energy and environmental impacts of buildings. During the 1990s he worked on 'greening' the Sydney Olympic Games.



Andrew Shipley
(Inclusive Design, Equality and Diversity)
appointed May 2007

Former Chair of the UK Institute of Inclusive Design and is a trustee of the Town and Country Planning Association. Andrew has worked for the Disability Rights Commission and served on a number of government advisory groups He has made a contribution to a range of planning laws and publications.



Ben Wilson
(Housing)
appointed November 2007

Thirty years expertise in social housing as a housing manager and chief executive. His special interest has been in the links between housing and socio-economic programmes in the regeneration of housing estates. He now works as a freelance consultant to the housing sector specialising in organisational strategy and governance.



Claire Holman
(Air Quality) *Appointed November 2007*
Worked as Director of Environment

and Sustainability at Peter Brett Associates where she led on wide range of regeneration, waste management and other land development projects. She is an air quality specialist with broad knowledge and interests across the sustainability agenda. She has a particular interest in the use of health impact assessment for regeneration and waste management projects.



Eleni Theodoraki
(Event Management)
appointed April 2010

Reader in Festival and Event Management at Edinburgh Napier University Business School. She is author of Olympic Event Organization and invited member of the Vancouver 2010 Olympic Games Impacts' Expert Group. Previously she advised the London 2012 Olympic Games Bid Committee on Olympic education and was strategic planning consultant at the Athens 2004 Olympic Games Organising Committee.



Gautam Banerji
(Law) *appointed November 2007*
Qualified Solicitor of the Supreme Court of

England and Wales and an Indian Advocate. He also holds an MSc (Econ) degree from the London School of Economics and Political Science, specializing in Social Policy and Planning. He has a deep understanding of sustainable development issues impacting upon vulnerable population groups derived through his professional career with UNICEFs.



Julie Greer
(Design and Planning)
appointed: April 2010
Principal Design Advisor for the ODA,

where she led on the wayfinding and lighting strategies. She is Director of Greer Pritchard, a design-led planning consultancy.



Melba Palhazy
(Community Regeneration, Sport and Healthy Living)
appointed April 2010

Committed to community regeneration and has over 12 years of extensive experience in social and economic regeneration, youth participation and community development initiatives, working with diverse communities in deprived areas.



Neil Taylor
(Sport and Regeneration)
appointed November 2007

Chief Executive of Leyton Orient Community Sports Programme, a charity delivering sports, education and training programmes in six East London Boroughs.

**Robin Stott***(Health) appointed May 2007*

Former consultant physician and medical teacher. He began work on sustainability issues as Medical Director of Lewisham Hospital and led the first ever social, environmental and economic audit of a hospital. He was a founding member of the London Sustainable Development Commission (LSDC).

**Sarah Cameron***(Behaviour Change) appointed April 2010*

Developed and delivered award-winning behaviour-change projects, and is currently conducting PhD research on political behaviour and social change.

**Stuart Green***(Construction) appointed May 2007*

Director of the Innovative Construction Research Centre (ICRC) at the University of Reading, Experienced practitioner, researcher and advisor in the construction sector and a longstanding advocate of sustainable practices in construction procurement.

Co-opted Experts**David Jackman***(Standards and Ethics) appointed November 2007*

Chair of the BSI (British Standards Institution) Committee on Sustainable Communities – BS8904 – and primary author of the national sustainability standard BS8900, Managing Sustainable Development. He lectures internationally on Ethics and Governance for Manchester Business School. He works with large corporations through his own consultancy, The Ethical Space Ltd.

**Heather Barrett-Mold***(Biodiversity) appointed July 2010*

Working in Further and Higher Education for a number of years, and was Principal and Chief Executive of Pershore Group of Colleges; a land-based college. Heather is now working as a consultant for a variety of organisations and is Immediate Past President of the Institute of Horticulture and Vice Chair of the Institution of Environmental Sciences.

**Jill Savery***(Sport) appointed March 2007*

An Olympic gold medalist, eight-time world champion. She works for Head of Sustainability at America's Cup Event Authority. Jill has a Master's Degree in Environmental Management from Yale University's School of Forestry and Environmental Studies.

**Nigel Mattravers***(Waste) appointed November 2007*

Senior Waste Advisor at Golder Associates (UK) Ltd. Nigel has a vast amount of UK and international experience advising on waste and environment related projects. He has specialized in planning and feasibility studies, design, project management and direction of many major waste management projects.

**Philip Kolvin**

QC, MA (Oxon), FRSA is a barrister specialising in licensing and planning.

Former Commissioners**Val Chinn***Appointed May 2007*

Background in management across public, private and third sector organisations. She has a background in Criminal Justice gained during her time at Merseyside Probation Service and in social enterprise and charity gained during her time as Chief Executive of *The Big Issue* in the North Company and *The Big Issue* in the North Trust.

**Meredith Alexander***March 2010 – January 2012*

MA, International Political Economy, University of Kent. Campaigns Director at Avaaz.

**Emily Brennan**

November 2007 – November 2010
Biodiversity Strategy
Lead at South Downs

National Park Authority. Academic qualifications include an Honours degree in Zoology and a Masters in Conservation Biology.

**Daniel Silverstone**

November 2007 – January 2010
Executive Director of
Interights a London-

based international human rights charity. Interights works to promote respect for human rights through the use of law.

**Jonathan Pauling**

November 2007 – January 2009
Senior Programmes
and Policy Officer

for the Greater London Authority working to support the London Food Board and the implementation of the London Food Strategy – Healthy & Sustainable Food for London.

■ Secretariat**Emma (Ed) Synnott**

Commission Manager appointed July 2007. Reappointed June 2011
Strategic sustainability

expert, director & founder Tynos Consulting. A sustainable cities expert with 20 years professional experience in the public and private sectors. ED began her career in the NSW Cabinet Office and from there specialised in social housing policy and sustainability strategy.

**Jemma Percy**

Communications Officer appointed November 2010
Previously worked

with the Communications and Government Teams at the Sustainable Development Commission in Whitehall. Jemma graduated with a BA (Hons) in Politics from the University of Exeter, after which she spent a sabbatical year as President of the Students Guild, building on her long involvement in student democracy.

**Jonathan Turner**

Senior Assurance Officer appointed August, 2007
Led many of the

Commission's reviews and assurance engagements and managed the Commission's continuous monitoring programmes, tracking all key sustainability commitments made by London 2012 and all of the Commission's recommendations. He also has extensive experience of implementing sustainability solutions in Local Government having previously worked for Greenwich and Medway Councils.

**Rebecca Simmons**

Coordinator appointed April 2012
Background in

Publishing and Project coordination. She graduated from Northampton University with a BA (Hons) in Information Systems.

■ Former Secretariat**Jane Durney**

Team Leader October 2007 – January 2011
Now Chief Executive at
Herts and Middlesex
Wildlife Trust. MSc, Environmental
Change & Management.

**Deborah Morrison**

Commission Coordinator January 2009 – October 2010

Appendix 4: CSL Recommendations summary

Review Topic	Recommendation number	Responsibility	Recommendation	Status
Design	Recommendation 7	LLDC	That the LDA [now LLDC] 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	The LLDC has initiated work to review venues in operation to identify further carbon reduction and other sustainability measures, which may be able to be implemented. It has made commitments in its sustainability policies, including a target to reduce embodied carbon by 15%. It is required to report into the GLA on how it meets the Mayor's strategies, including on carbon management. Climate Change Adaptation is covered in the Legacy Communities Scheme and all reserved matters applications are required to have adaptation strategies. This recommendation remains open at the end of the Commission as the LLDC takes forward the legacy of the Queen Elizabeth Olympic Park and surrounding area. Progress Made
Design	Recommendation 9	LLDC	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 LCS commits to meet zero carbon homes in advance of the statutory requirements. The Chobham Manor development is meeting this by including permitted offsite contributions and will also include 25 homes that will meet zero carbon using on site measures. This recommendation remains open at the end of the Commission as the LLDC takes forward the legacy of the Queen Elizabeth Olympic Park and surrounding area. Progress Made
Design	Recommendation 10	LLDC	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.	LLDC is engaging in a range of carbon reduction and modelling activities and has set targets in its sustainability policies, including a target to reduce embodied carbon by 15%. It is required to report into the GLA on how it meets the Mayor's strategies, including on carbon management. This recommendation remains open at the end of the Commission as the LLDC takes forward the legacy of the Queen Elizabeth Olympic Park and surrounding area. Progress Made

Design	Recommendation 11	LLDC	<p>That LDA [now LLDC] 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.</p>	<p>LLDC has set out a vision to 2030 and has committed to monitoring progress against benchmarks and to review targets over time. Some targets are beyond statutory requirements. This recommendation remains open at the end of the Commission as the LLDC takes forward the legacy of the Queen Elizabeth Olympic Park and surrounding area.</p> <p>Progress Made</p>
Design	Recommendation 12	LLDC	<p>That the LDA [now LLDC] ensures the legacy builds on the accessibility of the Games, with its aim to be the most accessible Games.</p>	<p>The LLDC has an Accessibility Manager and has produced an inclusive design policy which recognises the importance of the strategy and will seek to uphold and build upon these standards in legacy. It is taking forward the ODA's Built Environment Access Panel (BEAP) which will assist with its implementation. Accessibility was audited during Games-time to learn for hosting events and the feasibility of a mobility service is being considered. Transformation work is including measures to enhance the accessibility of the Canal Park area. This recommendation remains open at the end of the Commission as the LLDC takes forward the legacy of the Queen Elizabeth Olympic Park and surrounding area.</p> <p>Progress Made</p>
Design	Recommendation 13	All	<p>That there is clear integration of sustainability objectives into the early design stages for the remaining developments and on-going 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.</p>	<p>This recommendation has been implemented by the ODA and by LOCOG.</p> <p>Complete</p> <p>The Legacy Communities Scheme includes sustainability objectives for future developments. Sustainability is included in tender specifications and the evaluation of them. Following a concern raised by the Commission, the stadium design team now includes a sustainability expert. This recommendation remains open at the end of the Commission as the LLDC takes forward the legacy of the Queen Elizabeth Olympic Park and surrounding area.</p> <p>Progress Made</p>

Review Topic	Recommendation number	Responsibility	Recommendation	Status
Design	Recommendation 14	ODA LOCOG LLDC	That sustainability specialists are involved in the evaluation of design-related tenders to ensure that the relevant issues are considered at an early stage.	This recommendation has been implemented by the ODA and by LOCOG. Complete. The LLDC requires developer teams to have sustainability expertise in their design teams. These designs are then reviewed by the LLDC. Sustainability is included in tender specifications and the evaluation of them. The LLDC has set up a design quality review panel including a sustainability expert. Complete
2008 Annual	Recommendation 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.	A number of measures were taken to address this recommendation, although not all were successful. LOCOG produced Sustainable Event guidelines, which were circulated to all organisations running events as part of London 2012. Commercial partners are required to sign up to the LOCOG Sustainable Sourcing Code. After pressure from the Commission the GLA implemented BS 8901 for City Operations. However, despite advice from LOCOG the Olympic Broadcast Service did not implement an effective sustainability programme, with minimal action being taken to reduce energy use. It was not clear how training camps and National Olympic Houses were contributing to the London 2012 Sustainability Plan. Not Fully Achieved
2008 Annual	Recommendation 13	LOCOG LLDC GLA	LOCOG and the LDA [now GLA Group and LLDC] 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.	The operation and management of CompeteFor has been out to tender for an operator to manage it on a commercial basis. DWfL continues to operate from the GLA with a low level of staffing. Job brokerages are in discussion with the LLDC about the methods of co-operation for the future. The Legacy Communities Scheme includes provision in the S106 agreement for jobs and skills work. Complete

2008 Annual	Recommendation 15	GLA GOE LLDC	In further developing the programme of leisure, culture and visitor management, the GLA, GOE and LDA [now LLDC] should consider use of the experience and intellectual property generated by LOCOG.	An evaluation of the cultural programme is being conducted, which will gather lessons (including some sustainability lessons) that can be applied to future projects. In addition, much of the cultural programme in London was delivered through the GLA so the lessons can be applied to future events. DGMS and GLA are both looking into the lessons that can be learnt from LOCOG's and the GLA's volunteering programmes. The LLDC has been engaged with LOCOG around the activation of the Olympic Park and had people working on the Park during the Games to learn from LOCOG's operations. Complete
Carbon	Recommendation 4	London 2012 Sustainability Group	The reference footprint should be recalculated and published on a regular basis. Assumptions should be explicitly stated to ensure openness and transparency.	A revised footprint was published in the final London 2012 Sustainability Report showing the changes in the profile of emissions from the initial reference footprint. Complete
Carbon	Recommendation 6	All CSL	Each individual Key Stakeholder should be responsible for reducing or avoiding emissions within their area of responsibility. The Commission for a Sustainable London 2012 has a responsibility to assure this activity.	The ODA and LOCOG demonstrated plans and initiatives to address their carbon footprints. For Games-time LOCOG prepared an energy conservation plan following recommendations by the Commission. This was delivered late which reduced the effectiveness of some measures and LOCOG the Olympic Broadcast Service did not effectively engage with energy saving measures. However, actions were taken to reduce the Games-time carbon footprint. The GLA (City Operations) developed ways of calculating and addressing the carbon emissions associated with their plans. The LLDC has developed sustainability plans for legacy including targets for carbon reduction and these are covered by other Commission recommendations. Complete

Review Topic	Recommendation number	Responsibility	Recommendation	Status
Carbon	Recommendation 9	LOCOG	The residual footprint should be mitigated using a variety of techniques: Gold standard offsets, or other equally robust method, for flights for competitors and officials, in accordance with the bid commitments. If flights are not to be offset, mitigation of these emissions must be achieved using alternative means.	The BP Target Neutral programme offset the emissions from the travel of all spectators, athletes and officials that opted into the programme (ca. 500,000 spectators) and all travel emissions from Team GB, Paralympics GB, Team USA Paralympics USA, plus 7 other smaller NOCs. BP and some other partners, including UPS, offset the emissions from their hospitality programmes. BP Target Neutral offset the emissions from official vehicle fleet, including the official London 2012 vehicles in the torch relay fleet. The Commission conducted assurance of the BP Target Neutral programme. Complete
Carbon	Recommendation 11	London 2012 Sustainability Group	The residual footprint should be mitigated using a variety of techniques: Mass participation programmes, such as the EDF Energy campaign, where, as far as practical, the results should be quantifiable and additional.	The BP Target Neutral programme offset the emissions from the travel of all spectators that opted into the programme (ca. 500,000 spectators) and continues to communicate with them to offer the opportunity to continue offsetting. EDF Energy continue to promote their mass participation campaign. It is still not clear how this is being quantified, measured and assured. Not Fully Achieved
Carbon	Recommendation 12	London 2012 Sustainability Group	The residual footprint should be mitigated using a variety of techniques: Using the legacy of knowledge to reduce carbon in future projects. For example, application of a BS8901 for future events, and development of a new standard for managing embodied emissions in construction projects. If this initiative were to be started promptly by Government, it would be possible to launch a new standard to coincide with the Games.	The ODA and LOCOG both contributed a significant number of sustainability-related publications to the Learning Legacy website, which is now hosted by Government. These to seek to share their lessons and help to change behaviour in the construction and events industries. Uptake of ISO 20121 - the specification for a sustainable event management system which was in part inspired by London 2012 - is growing. A Government legacy statement in December 2010 included the commitment to adopt the ODA procurement standards across Government procurement but this is still to be seen. A new standard for

Carbon	Recommendation 13			<p>The residual footprint should be mitigated using a variety of techniques: LOCOG should encourage the IOC to include carbon footprint measurement and management for future bids and make this part of the decision criteria for host city awards.</p>	<p>managing embodied emissions in construction projects has not been developed but a standard for responsible sourcing of construction materials, BES 6001, has. In addition, the consultancy who developed the carbon footprint methodology for London 2012 is working with BSI on a new standard for carbon footprinting world class events. Complete</p>
2009 Annual	Recommendation 3		LOCOG	<p>That LOCOG identify partner organisations with significant sustainability impacts and establish an engagement programme to ensure consistency.</p>	<p>The Carbon Footprint methodology is to be part of the Knowledge Transfer programme to future Games. Rio 2016 is using the London 2012 methodology to footprint its Games and the consultancy that worked with London 2012 on its methodology has advised Sochi 2014 and the Chicago 2016 bid team. Whilst we have no evidence that the IOC will be requiring this of future bids, other cities are clearly utilising the methodology and approach. Closed</p>
2009 Annual	Recommendation 5		LOCOG	<p>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.</p>	<p>LOCOG demonstrated that it engaged with partner organisations around their sustainability impacts. However this did not manage to ensure consistency. Outcomes from partner organisation activities are being assured under recommendation 3 from the 2008 Annual Review. Complete</p> <p>LOCOG was clear that they would lease items wherever possible but where a potential legacy owner that would pay any premium for buying products was identified then they would do this. LOCOG had an asset disposal strategy to recoup revenue from the disposal of assets. Some assets were also earmarked for donation. Some relevant assets were sold to the LLDC for use in legacy. The Commission did not assure the end destinations for items disposed of at the end of LOCOG due to the need to complete the Commission's post-Games report and this report before the end of the Commission's life. Closed</p>

Review Topic	Recommendation number	Responsibility	Recommendation	Status
2009 Annual	Recommendation 9	GOE	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.	<p>The Government legacy statement in December 2010 committed to embedding ODA standards into government procurement but the implementation of this still being discussed within Government.</p> <p>The Government's Low Carbon Construction report published by BIS in autumn 2010 identified that the approach taken by the ODA has the potential to influence future large and small scale projects. In addition the Green Construction Board (a joint HMG/industry board) is considering the broader applications of the ODA learning legacy and case studies. Defra is in the process of commencing work with the Building Research Establishment to develop a short toolkit on sustainable public procurement in relation to construction. This will seek to explain how embodied carbon can be addressed amongst wider sustainability issues.</p> <p>Not Fully Achieved</p>
2009 Annual	Recommendation 10	LLDC	That the OPLC [now LLDC] work with partners in the local community to ensure the Olympic Park is able to deliver zero carbon energy by 2016. [This recommendation builds on and takes forward earlier recommendations in the 2007 and 2008 Annual Reviews]	<p>The Legacy Communities Scheme commits to zero carbon with 65% at least delivered on site. LLDC is working on an offset solutions strategy to help deliver the remainder. This will cover what are allowable solutions. It is keen that these include local community benefits. This recommendation remains open at the end of the Commission as the LLDC takes forward the legacy of the Queen Elizabeth Olympic Park and surrounding area.</p> <p>Progress Made</p>
2009 Annual	Recommendation 12	GOE GLA	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.	<p>The new joint HMG/GLA legacy unit in the Cabinet Office has responsibility for co-ordination of activity across HMG and the GLA. This includes supporting a Cabinet Committee on the legacy of the Games. Sport and Healthy Living is one theme of the Government legacy plan. Each programme being delivered has its own governance but the Cabinet Office unit seek</p>

Waste and resource management	Recommendation 2	London 2012 Sustainability Group All	<p>That the London 2012 Sustainability Group set out 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. This needs to:</p> <ul style="list-style-type: none"> (i) include how responsibility for the end use of temporary materials, demolition and construction materials will be coordinated; (ii) have as its main objective the sale and reuse of these materials, including setting a specific target for reuse, then the recycling and recovery of materials, according to the optimal option in carbon terms for the specific item or material; (iii) take reasonable endeavours to reuse or recycle at least 90 per cent, by weight, of the material arising from the installation and deconstruction of temporary venues, equipment and overlay; (iv) be set out as soon as possible in order to be able to influence decisions relating to all operational aspects, including logistics, transport, regulatory compliance, security, and health and safety; (v) report on progress and present a final report to the Olympic Board or relevant responsible body at the end of the entire operation. 	<p>to provide co-ordination. The London Health Improvement Board also has a potential role to play in this area.</p> <p>Complete</p> <p>We saw significant progress with the London 2012 Sustainability Group picking this up and the individual bodies taking responsibility for specific areas. Whilst we did observe one contractor attempting to pass its waste off to another contractor the process has worked and high reuse and recycling rates have been achieved. The installation and deconstruction of venues achieved 45% Reuse and 54% recycling, giving a combined total of 99%. In addition much of the temporary venues and overlay was hired and returned to the owner after the event. LLDC is now managing the transformation of the site and we are advised that it has included a separate reuse target for transformation of specific venues.</p> <p>Complete</p>
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Review Topic	Recommendation number	Responsibility	Recommendation	Status
Waste and resource management	Recommendation 3	LLDC	That the Olympic Park Legacy Company [now LLDC] develops an integrated waste and energy strategy for the legacy developments on the Olympic Park. This should use organic waste to derive biogas and maximise the renewable energy available to the legacy communities and facilities, with the ultimate aim of creating an exemplar zero carbon community in the Lower Lea Valley. Local employment opportunities should be considered as part of this strategy. [This recommendation builds on and takes forward earlier recommendations in the 2007 and 2008 Annual Reviews]	The LLDC has taken the decision not to pursue an organic waste to energy scheme following consideration of the opportunities and challenges involved. It is doing masterplanning work with the surrounding boroughs, the GLA and the Institute for Sustainability. The concept is not ruled out in the long term but is not being pursued now. Not Achieved
Waste and resource management	Recommendation 4	ODA LLDC	That the Olympic Delivery Authority reports separately on each of the three components of the construction waste target, being the proportions and tonnage of construction waste reused, recycled, or recovered; and that this also is done for the organisations responsible for subsequent phases of the London 2012 programme.	The ODA provided the Commission with reporting split into these areas. The Commission recommended that the figures be published in the ODA annual sustainable construction update or London 2012 Sustainability report but the ODA did not do this. The LLDC has adopted the same targets as the ODA but has not indicated if they will be reporting each component of its waste target separately. Closed
Waste and resource management	Recommendation 8	LOCOG	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).	Two trials were run of barge movements with a total of 38 shipping containers full of furniture delivered to a wharf on the River Thames close to North Greenwich Arena. A study has concluded that significant air quality, congestion and noise benefits arose from the removal of containers from the road onto water but no carbon benefits were realised. It was concluded that greater volumes, weights and distances travelled are needed to deliver carbon benefits. http://learninglegacy.independent.gov.uk/documents/pdfs/sustainability/mr-sustainability-strategies-for-delivery-goods.pdf Truck and drawbar combinations (with two demountable containers) were used extensively instead of traditional tractor and semi-trailer configurations for the delivery of furniture to the

				<p>Olympic and Paralympic Village. This enabled much greater load volume to be carried at one time, reducing road runs saving 156 runs and more than 7,500 litres of diesel. The majority of vehicles were equipped with telematics to profile and learn from delivery runs and this will benefit the fleet in legacy. Ten dual biomethane/diesel large tractor units and 2 smaller electric trucks were used, along with 3 hybrid diesel-electric trucks, five bicycles and 15 manual delivery trolleys.</p> <p>Complete</p>
Waste and resource management	Recommendation 9	GLA GOE	<p>That City Operations teams, both in London and other locations around the country, set objectives for waste management that are consistent with those adopted by London 2012 and that particular emphasis be made on ensuring non LOCOG-controlled external venues fully meet these standards.</p>	<p>GLA City Operations had a zero waste to landfill target but specific recycling target for their Live Sites. The Commission's previously reported concern that without a recycling target there would not be an incentive for the operator to increase recycling levels was proved true and all waste was sent for energy recovery from the Hyde Park and Victoria Park Live Sites. We recognise the challenges that the GLA faced in procuring an operator for these sites whilst applying a range of requirements to them but are disappointed at the approach the operator took to waste management, as whilst this met the zero waste to landfill target it did not even attempt to meet the London 2012 recycling target. For the smaller Potters Field Live Site the GLA did manage to achieve a level of recycling, with the operator agreeing to some back of house segregation of waste. The GLA did secure a commitment to recycling from the operator of the London Media Centre, where there was almost 70% recycling and zero waste to landfill. As reported in our post Games report, the waste management around race routes and outside venues was variable, however the littering was very low and the street cleansing managed effectively. Waste management at the Box Hill site, which was managed by the Local Authority, did not apply the same approach as all other LOCOG venues.</p> <p>Not Fully Achieved</p>

Review Topic	Recommendation number	Responsibility	Recommendation	Status
Food	Recommendation 2	LLDC GLA	The OPLC [now LLDC] should develop detailed design guidance for developers on how to incorporate food growing into their development plots, along the lines of the guidance developed for the South East False Creek in Vancouver, site of the 2010 Winter Games Athlete's Village. This could be applied more widely to other developments in London by the GLA.	The LLDC is in discussion with developers around food growing and opportunities in the public realm if communities have an interest in food. The Chobham Manor development is looking to utilise a plot of land in the construction stage for small scale food growing. Agriculture is a potential interim use in conjunction with a partner such as Hadlow College using it for training purposes. This recommendation remains open at the end of the Commission as the LLDC takes forward the legacy of the Queen Elizabeth Olympic Park and surrounding area. Progress Made
Food	Recommendation 3	LLDC	Future development in the Olympic Park, led by the OPLC [now LLDC], should follow the example of the Athletes Village for which there is a draft Food Strategy that can be implemented over time as the homes are occupied and if the community demonstrates an interest in growing their own food. This would ensure that the development is future proofed and can enable food growing to be 'retrofitted'. This should also include facilities to make it easy for residents and businesses to access healthy and sustainable food.	The LLDC is in discussion with developers around food growing and opportunities in the public realm if communities have an interest in food. The Chobham Manor development is looking to utilise a plot of land in the construction stage for small scale food growing. Agriculture is a potential interim use in conjunction with a partner such as Hadlow College using it for training purposes. The LLDC also supports a growing links programme in the local community. This recommendation remains open at the end of the Commission as the LLDC takes forward the legacy of the Queen Elizabeth Olympic Park and surrounding area. Progress Made
Biodiversity	Recommendation 1	ODA LLDC	That the ODA review existing procedures and controls to ensure they are suitable for managing the habitats during Park Operations and Transformation. This needs to ensure that the habitats and species present on the park are safeguarded, protected and enhanced and that the biodiversity of the park is monitored during these phases.	The ODA developed a landscape maintenance plan to cover the management of habitats in the Park Operations and Transformation phases. This includes managing the biodiversity of the habitats. Transformation is now being delivered by contractors appointed by the LLDC who are bringing forward new habitat whilst protecting the existing habitats. Complete

Biodiversity	Recommendation 2	LLDC	That the body or bodies responsible for the Olympic Park in legacy set out and implement clear plans for how the habitat will be maintained, managed and monitored to ensure that a minimum of 45 ha of SINC of at least Borough Grade 1 standard develops within the Olympic Park.	The LLDC is producing a new BAP for the Queen Elizabeth Olympic Park. This BAP sets out plans for up to 51.3 ha of habitat can develop into a SINC of at least Borough Grade 1 standard, including how this will be maintained, managed and monitored. Complete
Biodiversity	Recommendation 3	LLDC	That the habitats that are developed in legacy are in line with the habitat commitments set out in the Olympic Park Biodiversity Action Plan, providing a mix of appropriate accessible, natural habitats.	The total area of each type of habitat in the new BAP for the Queen Elizabeth Olympic Park varies from the areas of habitat that were included in the BAP produced by the ODA but these are within the level of change that was agreed in the ODA BAP and most changes are increasing the level of habitat. Whilst the most significant increases are in parks, squares and amenity spaces and in species rich grasslands and the only significant decrease is in brownfield habitat, the proposals bring forward a wide variety of habitats. Complete
Biodiversity	Recommendation 4	LOCOG	That LOCOG makes clear how the process for post-Games restoration of sites will be assured and resourced following its dissolution.	LOCOG developed plans for restoring sites post-Games as part of their mitigation and management plans. Where funding is still required after the dissolution of LOCOG, plans have been set up for funds to be transferred to relevant organisations or held in trust for these purposes. Complete
Biodiversity	Recommendation 5	GLA	That as part of developing plans to address the sustainability implications of all elements of City Operations, the GLA set out and implement clear plans for how they will ensure the ecology of all Live Sites under their control is appropriately managed and monitored, with mitigation plans developed and implemented where necessary.	The GLA, in conjunction with the Royal Parks, set out criteria that Live Nation were expected to adhere to (such as from the ecological assessment included in the planning application) but that the ecological management of the site and the subsequent restoration was left for Royal Parks to oversee as the site managers. Closed

Review Topic	Recommendation number	Responsibility	Recommendation	Status
Biodiversity	Recommendation 7	LOCOG	That LOCOG contract management processes include effective assurance at point of delivery to ensure that all timber and timber products adhere to their sustainable sourcing requirements.	LOCOG required all timber and timber products to be FSC certified or have an equivalent chain of custody. For products this was tracked by the logistics team when it came through their warehouses and also through site audits. For temporary venues and overlay this was tracked by the principal contractor and through site audits by LOCOG. We observed the processes for this and steps taken to manage timber and timber products. The main challenges occurred with timber products where there are often broken chains of custody so tracking and securing the appropriate documentation proved difficult. There is a need for greater education of the industry to address this. In some cases LOCOG changed the products it was planning to source to enable the commitment to 100% sustainable timber to be met. Complete
Inclusion and Healthy Living	Recommendation 1	ODA / LOCOG / GLA / GOE / LLDC	Re-iteration of recommendation 12 from the 2009 Annual Review That there is greater co-ordination of the healthy living agenda across Key Stakeholders, through existing groups, or possibly by establishing a Health Legacy board as part of the legacy governance structure. (This is the responsibility of GOE and the GLA.)	The new joint HMG/GLA legacy unit in the Cabinet Office has responsibility for co-ordination of activity across HMG and the GLA. This includes supporting a Cabinet Committee on the legacy of the Games. Sport and Healthy Living is one theme of the Government legacy plan. Each programme being delivered has its own governance but the Cabinet Office unit seek to provide co-ordination. The London Health Improvement Board also has a potential role to play in this area. Complete
Inclusion and Healthy Living	Recommendation 2	ODA / GOE	That the ODA continue to work with the Health and Safety Executive to develop a programme to disseminate the learning on health and safety and worker wellbeing from the construction phase of the Games and that HM Government makes this a requirement of all publicly funded projects. This should include the promotion of good practice and the effective management of risk with the aim of embedding this into the culture of other projects – both large and small.	The ODA has produced a Learning legacy website which includes a range of Health and Safety case studies and reports that have been supported by the HSE. This is being promoted to encourage uptake of good practice. The Government has indicated that it will adopt ODA standards into future procurement but the implementation of this still being discussed within Government. Not Fully Achieved

Inclusion and Healthy Living	Recommendation 3	LOCOG / LLLDC	That LOCOG and the OPLC [now LLLDC] learn from the ODA's success in health and safety and adopt similar exemplary approaches to worker wellbeing. This should also apply during post-Games Transformation.	LOCOG implemented a H&S management system based on the aim of zero harm. LLLDC has adopted a range of ODA standards and processes for transformation with the intent of building on the ODA's impressive record. Health and Safety reporting is provided to EMT and quarterly to the Board. The Health and Safety management system is operational on site, and the ODA Health and Safety Manager has been employed by the LLLDC to manage it. Complete
Inclusion and Healthy Living	Recommendation 4	LOCOG	That LOCOG publish its Overlay Access File in a manner accessible for other event organisers to use and to enable it to be updated as new solutions are found to accessibility issues.	The LOAF was published as part of the Learning Legacy in January 2013 http://learninglegacy.independent.gov.uk/publications/locog-overlay-access-file-loaf-.php Complete
Inclusion and Healthy Living	Recommendation 5	LOCOG	That LOCOG ensure that contract management processes are designed to achieve delivery of contractual commitments on accessibility and other sustainability objectives.	Contract management processes were in place. Complete
Inclusion and Healthy Living	Recommendation 9	ODA / LOCOG / GLA / GOE / LLLDC	That the London 2012 Sustainability Group ensures that all healthy living commitments in the London 2012 Sustainability Plan are being actively monitored and progressed.	London 2012 Sustainability reports, produced in April 2011, April 2012 and December 2012, included monitoring against all components of the Sustainability Plan, including healthy living. Complete
Inclusion and Healthy Living	Recommendation 11	LOCOG / BOA / BPA	That LOCOG, the British Olympic Association and the British Paralympic Association maximise the legacy of the Get Set programme and find partners to achieve this.	The BOA and BPA have confirmed that they will take the GetSet programme forward. http://www.paralympics.org.uk/gb/news/olympic--paralympic-values-will-continue-to-inspire-school-children-across-the-uk Complete

Review Topic	Recommendation number	Responsibility	Recommendation	Status
2010 Annual	Recommendation 1	ODA / GLA / LOCOG / GOE / LLDC	That the London 2012 Sustainability Group should provide clear leadership over all aspects of sustainability (including health) and establish a mechanism to engage effectively with the SRO Group and Olympic Board.	The Commission expressed concerns during the programme about the extent to which healthy living was being given as much attention as other sustainability themes. The Sustainability Group provided a level of leadership over this issue and engaged with the SRO Group and Olympic Board as necessary on sustainability issues in general. Healthy Living was monitored and reported on in the London 2012 Sustainability report. Closed
2010 Annual	Recommendation 3	ODA / LOCOG / GLA / GOE / LLDC	That the London 2012 Sustainability Group addresses delivery of the sustainability aspects of the Government legacy plan published in December 2010.	In the period running up to the Games the London 2012 Sustainability Group had its focus on Games-time sustainability commitments and the immediate aftermath of the Games and so the Government legacy plan was not a primary focus. The delivery of the Government's legacy plans is being taken forward by a new joint HMG/GLA unit in the Cabinet Office. Closed
2010 Annual	Recommendation 5	ODA / GOE	That the ODA, working with relevant government departments, gather evidence of the linkage between productivity, health, safety and sustainability and publish their findings as part of the learning legacy.	Studies showing the financial benefits of the approach taken by the ODA to workforce health were published as part of the learning legacy http://learninglegacy.independent.gov.uk Complete
2010 Annual	Recommendation 7	LOCOG	That LOCOG calculates the carbon that would have been saved through the renewable energy target and demonstrates how this carbon will be saved through reducing Games time energy use.	LOCOG produced an energy conservation plan which calculated the amount of carbon to be saved and demonstrated how it could be saved. The Plan was developed very late, reducing the effectiveness of some measures but the targeted amount of carbon has been saved. Complete

2010 Annual	Recommendation 8	GLA	That the GLA Group resolves the issue of resources available to support CompeteFor, Diversity Works for London and job brokerage as soon as possible to ensure that the good performance in local employment continues.	<p>The operation and management of CompeteFor has been out to tender for an operator to manage it on a commercial basis. DWfL continues to operate from the GLA with a low level of staffing. Job brokerages are in discussion with the LLDC about the methods of co-operation for the future.</p> <p>Closed</p>
2010 Annual	Recommendation 10	GOE/ GLA	That government and the GLA mandate certification to BS 8901 for all official events.	<p>The GLA is to trial the implementation of ISO 20121 (the international standard that supersedes BS 8901) within the events and squares team at the 2013 London triathlon. This will include using the lessons from the GLA City Operations team being certified to BS 8901 during the Games.</p> <p>Progress Made</p> <p>There is no evidence of HIM Government using BS 8901 or ISO 20121.</p> <p>No Evidence Yet</p>
Merchandise	Recommendation 1	LOCOG	That LOCOG communicate the sustainability of their licensed products.	<p>This was not communicated when merchandise was sold prior to and during the Games.</p> <p>Not Achieved</p>
Merchandise	Recommendation 2	LOCOG	That LOCOG work with their licensees to produce a series of case studies showing how the companies have responded to LOCOG's requirements and improved the sustainability performance of their products. These should cover a range of sustainability impacts including carbon footprinting, ethical supply, local employment, packaging and materials used.	<p>Case studies have been placed on the Learning Legacy website showing how LOCOG set up its processes to manage compliance with its sourcing code and how it ran a complaints process. However, no case studies have been published to date showing how licensees responded to LOCOG's sustainability requirements.</p> <p>Not Achieved</p>

Review Topic	Recommendation number	Responsibility	Recommendation	Status
Sustainable Games Preparation	Recommendation 1	GLA	That the GLA clarify, monitor and report on where its Live Site operator will and will not meet relevant London 2012 sustainability requirements, including on waste, catering, the use of generators and the implementation of BS 8901, continuing to press them to meet commitments where possible and setting out the rationale for where they will not be complying with them.	<p>The GLA were certified to BS 8901 for the City Operations remit. Internal auditing of this system included auditing the work of Live Nation in providing Live Sites, with regular audits being carried out to ensure compliance with commitments and also to press for further actions where needed. Live Nation did not implement BS 8901 for the events themselves. Waste from the Hyde Park and Victoria Park Live Sites was sent for energy recovery, meeting the London 2012 commitment to zero waste to landfill but not meeting the London 2012 target of 70% reuse, recycling or composting as Live Nation were unwilling to take on this target and the GLA were unable to require it due to the nature of the concession contract for operating the sites. Catering at the Hyde Park and Victoria Park Live Sites did not adhere to the London 2012 Food Vision, with again Live Nation being unwilling to take on this commitment and the GLA being unable to require it due to the nature of the concession contract for operating the sites. Catering at the Potter's Field Live Site, which was supported by the GLA Food Team and Sustain (and was not run by Live Nation), did adhere to it. Accessibility measures at Live Sites included accessible toilets, viewing areas and routes, as well as the sites being free for the public to enter. Free drinking water was provided in line with London 2012 commitments, however people were not allowed to take their own food into the Live Sites at Hyde Park and Victoria Park, unlike LOCOG venues. Whilst the Commission is disappointed in some of the measures taken by Live Nation, we accept that the GLA set out to us why certain targets were not complied with, which were primarily due to the nature of the contractual arrangements, and that the GLA pressed the operator to improve its level of performance where it could.</p> <p>Closed</p>

Sustainable Games Preparation	Recommendation 2	LOCOG	That LOCOG clarify, monitor and report on where it will and will not be using alternatives to HFC, setting out the rationale for any cases where it will be using HFC. In addition, where HFC-based systems are used that they are well maintained and managed to prevent any possible leakage of HFC.	LOCOG achieved a reduction in non-essential HVAC of 82%, reducing any HFC requirement. Temporary HVAC was using HFC. Domestic fridges and refrigeration supplied by Coca Cola were HFC free. Containerised cold stores all used HFC as no alternatives were available. LOCOG sought alternatives but were not able to source them. A greater response from industry is required to take this forward for future events. Complete
Sustainable Games Preparation	Recommendation 4	LOCOG	That LOCOG produce an energy management and conservation plan demonstrating how it will reduce carbon emissions by at least the amount that would have been avoided through the renewable energy target, in sufficient time for its recommendations to be implemented.	LOCOG produced an energy conservation plan which calculated the amount of carbon to be saved and demonstrated how it could be saved. The Plan was developed very late, reducing the effectiveness of some measures but the targeted amount of carbon has been saved. Complete
Sustainable Games Preparation	Recommendation 5	LOCOG	That LOCOG ensures that there is sufficient capacity to address accessibility issues during the construction and deconstruction of temporary venues and overlay and at Games-time.	Atkins conducted review of overlay at each design stage. Client walkthroughs were conducted to test access. This was also monitored during the Games. Complete
Sustainable Games Preparation	Recommendation 6	LOCOG	That LOCOG demonstrate that there are sufficient resources and expertise within all contractors and that their Sustainability Team has the capacity to manage all sustainability issues during the construction and deconstruction of temporary venues and overlay and at Games-time.	LOCOG added additional sustainable venues advisors and had a team of experienced volunteers at Games-time. We observed issues whilst on site alongside Venue Sustainability Advisors and saw evidence of subsequent action being taken. Complete

Review Topic	Recommendation number	Responsibility	Recommendation	Status
Sustainable Games Preparation	Recommendation 7	LOCOG	That LOCOG test the full Games-time waste and catering solutions during at least one event prior to the Games.	LOCOG tested the Games-time waste plans along with some elements of the catering packaging at their May Olympic Park test events. The packaging was also tested in composting facilities. LOCOG did not test the full integrated solution. If greater pre-Games testing of the combined catering-waste system had occurred it may have helped to iron out some of the food packaging waste challenges experienced during the Games. For example, this may have assisted in minimising the problems encountered early in the Games with contamination of the compostable waste stream. LOCOG achieved the target of zero to landfill and achieved an impressive 62% reuse, recycling and composting figure. Further minimising any rejected loads due to contamination of compostable materials could have raised this even further. Not Achieved
Sustainable Games Preparation	Recommendation 8	LOCOG	That the LOCOG City Operations team continue its work in ensuring appropriate plans for street cleansing, waste and recycling, accessibility, security and health and safety in the last mile around venues where it is the lead coordinator and that it supports TfL and Local Authorities where these organisations take the lead.	We saw evidence of action during the Games through the coordinated approach to people management from transport hubs to venues and back. Coordination of waste management in Last Mile areas was less successful with varied approaches to waste segregation but street cleansing was effective. The approach to accessibility in the Last Mile set new standards for major events. Complete
Legacy	Recommendation 1		That key East London organisations including LVRPA, OPLC, Host Boroughs, Westfield, Triathlon Homes, Natural England, British Waterways, the Environment Agency, and third sector bodies come together to formulate a community of practice and a critical path for meeting wider legacy aspirations and initiatives and to ensure these remain on-task, coordinated and deliver optimum benefit.	The LLDC believes its focus must be on the Park and therefore it has withdrawn its support for this recommendation. It is not clear if any other bodies will seek to take this forward. Not Achieved

Legacy	Recommendation 2		<p>That a key priority for the community of interest group (Recommendation 1) is to commission the development of a future-proofing strategy for the entire Lea Valley, that actively identifies and removes road-blocks to the whole river-valley becoming a single sustainable urban, green infrastructure system with enhanced economic, social and environmental outcomes and amenity. The development of the strategy should be undertaken by an appropriate agency or partnership on behalf of the coordination group and should take account of the convergence agenda.</p>	<p>The LLDC believes its focus must be on the Park and therefore it has withdrawn its support for this recommendation. The LLDC believe this is adequately covered by planning undertaken by GLA. There have been calls for the establishment of a development corporation to cover the entire Lea, and stretching out to the coast but it is not clear if anything will be taken forward on this.</p> <p>Not Achieved</p>
Legacy	Recommendation 3	LLDC	<p>That OPLC/LLDC builds on its good work by demonstrating publicly how it is embedding, resourcing and reporting on environmental and socio-economic sustainability throughout its core business by the end of April 2012.</p>	<p>The intent of this recommendation was achieved through the publication of the Park Strategy.</p> <p>Complete</p>
Legacy	Recommendation 4	LOCOG	<p>That LOCOG, with appropriate support from Government, creates its own learning legacy that can be shared publicly beyond the IOC family to the events industry more broadly so as to optimise the public and private sector investment in the 2012 Games and its impact on major events in the UK and worldwide.</p>	<p>LOCOG produced 76 documents for the learning legacy website - 22 case studies, 26 micro-reports, 25 champion products and 3 research summaries covering various aspects of the LOCOG sustainability programme.</p> <p>Complete</p>
Legacy	Recommendation 5	GOE	<p>That the GOE publicly detail how its 2012 programmes, initiatives and funding will be managed into legacy, prior to the commencement of the Games period.</p>	<p>Report 4 of the Meta-Evaluation of the impacts and legacy of the London 2012 Olympic and Paralympic Games sets out the details all of the publicly funded legacy programs.</p> <p>Complete</p>
Legacy	Recommendation 6	GOE	<p>That the Government make fully transparent how it is meeting its commitment to improve sports participation across its range of funded programmes (and how resources and programme structures have been realigned to achieve this).</p>	<p>This was partially achieved through report 4 of the Meta-Evaluation of the impacts and legacy of the London 2012 Olympic and Paralympic Games. Also a 10 point sports legacy plan was published in September 2012 and an update in January 2013. An announcement around school sport is imminent to address concerns in this area.</p> <p>Closed</p>

Review Topic	Recommendation number	Responsibility	Recommendation	Status
Legacy	Recommendation 7	GOE	That Government, through appropriate interdepartmental mechanisms, agree a way to ensure that sustainable procurement principles and mechanisms are considered as part of government buying guidance and other relevant frameworks.	<p>There has been discussion within Government about how to utilise sustainable procurement principles. The Greening Government Commitments set out a commitment to procure sustainably through embedding buying standards into centralised and departmental contracts, as well as supply chain monitoring, with a target date of 2015. http://sd.defra.gov.uk/gov/green-government/commitments/</p> <p>Cabinet Office has recently issued guidance on the application of the Public Services (Social Value) Act and has set targets for the use of SMEs in government contracts. Departments are required to report on progress and a Cabinet sub-committee has been set up to monitor their progress. This has not yet led to any significant outcomes.</p> <p>No Evidence Yet</p>
Legacy	Recommendation 8	GLA	That the GLA develop an internal process and identify a suitable resource to collate, synthesise and implement lessons learnt from the 2012 Programme to ensure that the Group continues to lead in sustainable procurement, waste policy, food policy and other relevant functions.	<p>An evaluation of the GLA City Operations programme is being completed, which will include relevant sustainability lessons. The GLA group launched its Sustainable Food Procurement Commitment in December 2010, modelled on the London 2012 Food Vision. Each of the functional bodies of the GLA group has worked with their caterers to meet requirements around traceability of food, animal welfare standards, purchase of Fairtrade products, and reduced use of water and energy. The requirements of the Commitment will be included in all future catering tenders. A new process for identifying and mitigating ethical sourcing risk was utilised in the London 2012 Ambassadors Uniforms tender, procured by TfL on behalf of the GLA. This approach is now being replicated in TfL's current uniforms tender.</p> <p>Progress Made</p>

Legacy	Recommendation 9	GLA	That the GLA put in place mechanisms to consider whether a potential future model for strategic sustainability assurance could be of benefit for London, potentially with regard to major projects.	An independent evaluation of the Commission was carried out, partly at the request of the GLA to help consider the potential for strategic sustainability assurance in the future. Progress Made
2011 Annual (Pre-Games)	Recommendation 1	LLDC	That the LLDC ensure that the cumulative overall target for 50 per cent (by weight) transport of materials by rail or water is met during the transformation period.	LLDC not going to use these means as the railheads and wharfs are not in place for the transformation period. They believe they have enough leeway from the ODA over-performance to meet the target. Progress Made
2011 Annual (Pre-Games)	Recommendation 2	LOCOG	That LOCOG ensures that benchmarks are available for future Games to facilitate more responsible energy use.	LOCOG produced energy profiles and benchmarks which were provided to the IOC included as part of the Knowledge Transfer programme. Complete



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