

# Breaking the tape

Commission for a Sustainable London 2012  
Pre-games Review (Annual Review 2011)

June 2012





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# 1 Executive Summary

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Shaun McCarthy

**This is our final review before the Games and having already published reviews of the preparations for staging sustainable Games and the legacy of the Games earlier this year, the bulk of this report is focused on how the Games experience will be distinctly sustainable for different client groups.**

London 2012 is the first Olympic and Paralympic Games to attempt to deliver a holistic sustainability programme from construction, through Games-time and into legacy and also the first to open itself up to scrutiny by an independent commission such as ours. Overall this has been a great success. There is no doubt that the ODA has delivered great sustainable venues and their learning legacy is making profound changes to the way the construction industry views sustainability. LOCOG has made meticulous plans to deliver unprecedented levels of sustainability through ground-breaking initiatives such as the sustainable sourcing code, diversity and inclusion business charter, food vision and zero waste plans. The local community and communities across the UK have benefited from jobs, skills and employment opportunities through the mostly local procurement programme. London 2012 will be the first public transport Games and the recent publication by the Legacy Corporation of their sustainability guide provides good evidence of their commitment to making the Queen Elizabeth Olympic Park “a blueprint for sustainable living” as promised at the outset.

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**LOCOG has made meticulous plans to deliver unprecedented levels of sustainability through ground-breaking initiatives...**

A relatively small number of important issues remain to be resolved in time for the Games. These include elements of the following issues: site operations to ensure proper waste segregation; energy conservation during the Games; parking for corporate hospitality customers; ecological protection before and after the Games; labour standards in the supply chain; active and accessible travel; assuring compliance with all aspects of the Sustainable Sourcing Code and food vision; sustainability of the Games look and feel; and awareness raising in the event of any Games-time poor air quality episodes. We will continue to engage LOCOG on these issues in the run-up to the Games. During the Games we plan to provide sample assurance at most venues and to produce a report shortly after the Games to record our findings.

Not everything is perfect and there are some issues which will not be resolved by London 2012 and need to be addressed in future. These include: a low carbon fuel source for the Queen Elizabeth Olympic Park; addressing labour standards in the supply chain, particularly for merchandise; and dealing with wider stakeholder concerns about the corporate behaviour of commercial partners. The innovative sponsorship opportunity for “sustainability partners” has not been wholly successful and we would recommend that similar initiatives are much more explicit in their commitments, so the partner “earns” the right rather than just paying for it.

We have always maintained that an Olympiad can only be considered sustainable if it can influence more sustainable behaviour beyond the Games. We have recorded some early encouraging signs and plan to review this aspect in more detail after the Games.

The sustainable London 2012 experience and the work of the commission has been unique, there is much to be learned from the many successes and few failures.

**Shaun McCarthy**



Chair of the Commission for a Sustainable London 2012

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## 2 Summary of Recommendations

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This report makes reference to a number of previous recommendations which remain outstanding or have been satisfactorily closed out. We have two new recommendations to make:

- 1 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.
- 2 That LOCOG ensures that benchmarks are available for future Games to facilitate more responsible energy use.



The Olympic Park in construction phase.

Photo: Jonathan Turner

# 3 Introduction and Methodology



The Olympic Stadium.

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This is the fifth Annual Review of the Commission for a Sustainable London 2012. In order to prevent repetition, we have drawn from our recent sustainable Games preparation review<sup>1</sup> and our legacy review<sup>2</sup>, following up any significant recommendations from these reviews without repeating their findings.

## Aim

The Commission's Annual Review aims to:

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

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

<sup>1</sup> [http://www.cslondon.org/downloads/In\\_sight\\_of\\_the\\_finishing\\_line.pdf](http://www.cslondon.org/downloads/In_sight_of_the_finishing_line.pdf)

<sup>2</sup> [http://www.cslondon.org/downloads/CSL\\_Legacy-Review.pdf](http://www.cslondon.org/downloads/CSL_Legacy-Review.pdf)

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- A review of key documents that define what objectives have been set, by whom and how they are planned to be satisfied. The London 2012 Sustainability Plan, reissued in 2009 and reported against in April 2012, is the definitive suite of objectives at this stage of the London 2012 programme but we also make reference to bid;
  - Commitments, government policy and contractual documents as appropriate;
  - A review of recommendations from past Annual, Governance and Thematic Reviews and report on progress with further recommendations if necessary<sup>3</sup>. This report addresses significant past recommendations, our online recommendations tracker<sup>4</sup> has the full details;
  - Interviews with key staff from all relevant Key Stakeholders<sup>5</sup>;
  - A review of external perspectives, including media reports and information gathered from engagement with wider stakeholders;
  - Examination of evidence to support interview feedback.

## Report structure

We have presented our findings in the following structure:

### Part 1 – Annual Report

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

### Part 2 – Appendices (published as a web-only document)

- 1 External perspectives – Commentary on key issues raised by wider stakeholders during the year
- 2 Progress against past recommendations – Our online Recommendations Tracker records progress made against recommendations raised in all our reviews

<sup>3</sup> The Commission's recommendations tracker <http://www.cslondon.org/recommendations>

<sup>4</sup> <http://www.cslondon.org/recommendations>

<sup>5</sup> The Commission's Key Stakeholders are: the ODA, LOCOG, GOE, GLA Group, the LLDC, the BOA and the BPA

## 4 Sustainability Review – Overview



BMX test event at Olympic Park.

Photo: Jonathan Turner

### Overview

- 4.1 In our last report we tried to evaluate the programme against our own vision of sustainability. This worked well and feedback from stakeholders was positive so we have used the same approach for this report. When we consider a “sustainable event” we have looked at London 2012 through the eyes of a variety of client groups to evaluate the experience in sustainability terms. This will be our last report before the Games so we have added a section called “Making a difference”. These are areas where it is too late to rectify the problem or where unforeseen issues emerged during the course of the project that others may be able to learn from in future.
- 4.2 We have broken our sustainability vision into a number of key areas:
- Towards sustainable construction
  - Towards sustainable infrastructure
  - Towards sustainable events
  - Developing sustainable communities
  - Making a difference
- 4.3 For each area we have defined our vision, the significant objectives set by Key Stakeholders, our commentary and recommendations.

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# 5 Sustainability Review – Sustainable construction

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## **Our vision**

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

## **Scope**

- 5.1 We have considered construction to be the creation of permanent and temporary facilities created to stage the Games and/or for legacy. This is also defined by the Olympic Park planning requirements. Our review covers all venues at which the Games will take place and any infrastructure constructed to support the Games or legacy.
- 5.2 There is a difference between constructing sustainably and delivering sustainable buildings and infrastructure. In this section we have considered the work of constructing things. The sustainability of infrastructure and buildings for legacy is considered under “Sustainable Infrastructure”.
- 5.3 Our review is focused primarily on the ODA. LOCOG has responsibility for fit-out, overlay and most temporary venues. We have considered their work under “Sustainable Event”

## **Commitments**

- 5.4 The ODA set a number of construction-related sustainability targets in their Sustainable Development Strategy (infrastructure related targets can be found in section 6). These include:
- The ODA aspires to achieve a 50 per cent reduction in carbon emissions from the built environment on the Olympic Park (against 2006 Building Regulations) by 2013;
  - Permanent venues to be at least 15 per cent more energy efficient than 2006 building regulations;
  - Permanent venues to achieve a BREEAM excellent rating;
  - At least 20 per cent, by value, of construction materials will be of a reused or recycled source;
  - The ODA aims to achieve a level of 25 per cent recycled aggregate, by weight, for the permanent venues and associated Olympic Park wide infrastructure;
  - At least 90 per cent of demolition waste to be reused or recycled;
  - At least 90 per cent of construction waste to be diverted from landfill;
  - All timber to be from sustainable sources;
  - 50 per cent of materials to (by weight) to be transported to and from the Olympic Park by water or rail during construction.
- 5.5 LLDC has set the same targets as the ODA and is subject to the same planning conditions for transformation work. Sustainability guidelines have been published for legacy projects.



The Aquatics Centre including temporary seating wings.

©London 2012

## Commentary

- 5.6 Throughout the programme the ODA has demonstrated exemplary standards of construction sustainability. There is clear evidence that standards are applied and enforced through the procurement, risk management, and contract management processes, and in everyday construction on site, as confirmed by the Environment Agency and other statutory bodies such as the Health and Safety Executive and Natural England.
- 5.7 Almost all the commitments in the Sustainable Development Strategy have been achieved or exceeded, or are on target to do so where work continues. Notable achievements include the project achieving well over the 90 per cent waste targets, the Velodrome being over 30 per cent more energy efficient than 2006 building regulations and reducing potable water demand by 75 per cent, the stadium having over 30 per cent recycled content and the aquatic centre reducing potable water demand by over 30 per cent through reuse of filter backwashing water for non-potable requirements.
- 5.8 We recommended in our last review “That the ODA, working with government departments, gather evidence of the linkage between productivity, health, safety and sustainability and publish their findings as part of the learning legacy”. The ODA has published a learning legacy report on this subject but there are opportunities for further research and dissemination in this area, particularly on the integration of these areas and the linkages between them. This includes evidence of how an increased focus on sustainability and health and safety can make for a more productive construction project.

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# 6 Sustainability Review – Sustainable infrastructure

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## **Our vision**

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

## **Scope**

- 6.1 In this section we consider the permanent infrastructure to be used for the Games but created for legacy. Our responsibility is to ask if the infrastructure is future-proof and able to act as a catalyst for sustainable regeneration.

## **Commitments**

- 6.2 The ODA made a wide range of infrastructure-related sustainability commitments, including the following key objectives:
- The ODA aspires to achieve a 50 per cent reduction in carbon emissions from the built environment on the Olympic Park (against 2006 Building Regulations) by 2013;
  - To ensure 20 per cent of the energy used on the Park after the Games will be from on site renewable sources;
  - To build a 120m, two-megawatt, wind turbine at the north of the site to supply enough power for approximately 1,000 homes a year;
  - To build CCHP plant as part of an onsite energy centre, allowing more efficient distribution of electricity and heat recycling;
  - To achieve Code for Sustainable Homes Level 4 for the Athletes' Village, resulting in a 44 per cent reduction in carbon emissions;
  - To reduce demand for drinkable water by 40 per cent for permanent venues and, in line with the Code for Sustainable Homes Level 4, by more than 30 per cent for residential buildings compared to current practice;
  - To install a major non-potable water network across the Olympic Park for toilet flushing in venues, irrigation and processing in the Energy Centre;
  - The Park will feature 45 hectares of species-rich habitat that can mature into a Site of Importance for Nature Conservation (SINC) of at least Borough Grade 1 status;
  - Permanent buildings will achieve a BRE Environmental Assessment Method (BREEAM) 'Excellent' rating, after the Games;
  - Buildings and infrastructure are being designed to cope with a one-in-100-year flood and an annual six millimetre rise in the sea level;
  - Games time Polyclinic transformed into a community health centre;
  - 100 per cent of spectators to reach the Games by public transport or by walking or cycling (with the exception of those with specific access requirements);
  - To invest £10 million in the construction of 50 kilometres of new cycle routes and 30 kilometres of new walking routes in London and a further 20 kilometres of walking and cycling routes near venues around the UK;

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- Accessible Transport Strategy, to cater for approximately 15–20 per cent of spectators (24,000–32,000) who are expected to have specific access needs (including disabled people; older people; parents with infants; children; and first time visitors to the UK or London);
  - London 2012 will be the most accessible Games to date. Inclusive and accessible designs are at the heart of the planning for all Games venues and infrastructure. The Olympic Park and venues will offer athletes and spectators an experience that can be enjoyed equally, confidently and independently, regardless of age, disability, gender or faith.

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

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

## Commentary

- 6.4 In order to achieve the 50 per cent carbon objective and to comply with the spirit of the targets, if not the letter, the ODA has donated funds to the Mayor’s “RE:NEW” and RE:FIT<sup>6</sup> programmes to retrofit buildings in the Host Boroughs to achieve lower carbon emissions and reduced costs for the community. We are satisfied that these objectives are being achieved and that, by targeting schools and residences in the area and combining the initiative with the Get Set programme for school children, there is a multiplier effect in inspiring young people to think about energy in a different way.
- 6.5 The ODA has been successful in providing a CCHP solution and heating infrastructure for the Park. This system combines with a similar system developed for the Westfield shopping centre and has the potential to act as a catalyst for efficient energy generation and distribution in the Lower Lea Valley.
- 6.6 In our 2009 Annual Review we recommended “That the LLDC work with partners in the local community to ensure the Olympic Park is able to deliver zero carbon energy by 2016.” We have been pleased to see that the LLDC and their energy partner Cofely are taking this challenge seriously and have putting substantial resources in to investigating the significant technical, commercial and land use challenges involved in implementing such a scheme. However, there is still no solution in sight and that options previously under consideration have proved to be unfeasible. This recommendation is in danger of failing given the long lead times needed for infrastructure solutions.
- 6.7 The ODA has exceeded expectations in the area of non-potable water. By implementing park-wide non-potable water infrastructure and working with Thames Water to introduce the UK’s first large scale membrane bio-reactor, the Park is able to recycle black water

6 [www.london.gov.uk/renew](http://www.london.gov.uk/renew)

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for a wide range of non-drinking uses, including providing the water supply to the district heating system. The ODA and Thames Water are to be commended for this class leading initiative. However, we are disappointed to hear that this water will not be used to water the artificial hockey pitches due to perceived health risks. In addition, it should be noted that this is an energy-intensive process and that the additional energy burden was a contributory factor to the ODA needing to seek solutions outside the park to meet the carbon target.

- 6.8 In order to achieve BREEAM “Excellent” ratings for the venues it was necessary for the ODA and BRE to work together to develop a bespoke version of BREEAM to be applied to sport venues and the Park itself. This provides a legacy for future construction of sport venues. Throughout the programme we have seen the ODA apply their management processes effectively to these objectives and we are currently confident that “Excellent” ratings will be achieved for all venues on the Olympic Park where the legacy use is defined. Route maps to meet an “Excellent” rating have been provided for the Main Stadium and Media Centre but these are dependant on their legacy uses and the LLDC. We are disappointed to report that the building at the White Water Canoe Centre has not achieved an “Excellent” rating, only receiving a “Very Good” rating. This is a challenge for the legacy owner, the LVRPA, to upgrade the building in future. Whilst it has not met the BREEAM target, the building does exceed the targets for energy efficiency and recycled content. It also has 21 percent of its predicted energy requirements from renewables, utilising a ground source heat pump and solar PV.
- 6.9 The Athletes’ Village is the UK’s first substantial housing development to be built to Code for Sustainable Homes Level 4. This has proved to be a significant challenge for the Village team but we are currently confident that this will be achieved. This objective will need to be finally confirmed by post-occupancy reviews by the legacy owners.
- 6.10 Infrastructure is not just for humans and the objective to create 45 ha of species rich habitat is very important, not least because this is not much more than was available before the Games, although the new habitat will be much more accessible. In our 2010 Biodiversity Review<sup>7</sup> we said **“The ODA have produced a Biodiversity Action Plan for the Olympic Park, setting out the commitment to 45 hectares of ecologically managed habitat and what habitats this will be made up of. They have also produced a proposed ten year management plan for the park and have begun to monitor the biodiversity of the park as it starts to develop”**. Whilst we commended the ODA for this achievement we challenged LLDC to ensure that this commitment is maintained for legacy. In our last annual review we recommended **“That the LLDC confirm their commitment to maintain 45 hectares of habitat that can mature into a Site of Importance for Nature Conservation (SINC) of at least Borough Grade 1 status and base their planning considerations on this assumption”**. We are pleased to see that the LLDC’s sustainability plans place a significant emphasis on this issue. We are encouraged to understand that LLDC intend to manage the park to Green Flag

7 [http://www.csllondon.org/downloads/CSL\\_Biodiversity\\_-\\_Review.pdf](http://www.csllondon.org/downloads/CSL_Biodiversity_-_Review.pdf)



Olympic Park.

Photo: Jemma Percy

standards and to promote the park as an opportunity for schoolchildren to learn more about biodiversity. We continue to expect the LLDC to honour this commitment.

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

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# 7 Sustainability Review – Sustainable event

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## Our vision

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

## Scope

- 7.1 This section covers all events that carry the London 2012 logo. This includes the Olympic and Paralympic Games and City Operations at Games-time. This is primarily the responsibility of LOCOG but ODA Transport, the GLA Group, local authorities and organisations such as Royal Parks and the LVRPA also have responsibilities in this area.
- 7.2 We do not assure Games related events and venues that do not carry the brand. Significant areas not included in our scope are training camps other than those used by BOA and BPA, National Organising Committee “Houses” used by governing bodies to entertain their guests and other Olympic themed events around the country. We have previously 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** and we hope NOCs and other related organisations will follow this lead and adopt similarly high standards.
- 7.3 With respect to the activities of suppliers, commercial partners and other organisations contributing to the Games, we assure their contribution to the London 2012 sustainability objectives and not their activities outside the London 2012 programme.
- 7.4 In February 2012 we published our Sustainable Games Preparation report. This covers most aspects of the Games operation and should be read in conjunction with this report. We have commented on significant recommendations from that report but the focus of this review will be the sustainability experience during the Games from the perspective of a range of clients.

## Commitments

- 7.5 LOCOG’s commitments are detailed in our sustainable Games preparation report<sup>8</sup>.

## Commentary

- 7.6 In preparing this commentary we have attempted to answer the question “How will the Games look and feel distinctly sustainable for certain client groups?” We have based our findings on structured interviews with senior executives, our own research and the experience of test events.

<sup>8</sup> [http://www.cs london.org/downloads/In\\_sight\\_of\\_the\\_finishing\\_line.pdf](http://www.cs london.org/downloads/In_sight_of_the_finishing_line.pdf)

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## Ticket holders

- 7.7 The first experience has been the application for tickets, which has been extensively reported in the media. We published a statement on 31st August 2011 on this subject<sup>9</sup> where we found the allocation system to be fair within the limits of the information LOCOG was prepared to disclose. LOCOG has provided some information about ticket sales but will not fully disclose until after all the tickets have been sold. LOCOG states that they cannot provide a running commentary on all sales all of the time while running a complex business and selling tickets. We believe greater transparency would have assisted all parties.
- 7.8 Ticket holders are kept informed by email and they have been offered the opportunity to offset the carbon emissions for their travel to the Games free of charge. We plan to review the integrity of this programme.
- 7.9 The London 2012 website is the key portal for all information. It is typical for Olympic and Paralympic organising committees to switch to Games-time mode at this time and LOCOG is no exception. Sustainability information is harder to access and we understand that some links have been lost in the transformation. The LOCOG sustainability team are working to rectify this.
- 7.10 Ticket holders will receive a personalised ticket for the specific session they have booked at a specific venue, together with a free ticket for travel within London on the day and all the information they need about the venue. In February 2012 we commented on reports in the media about the ticketing contract<sup>10</sup>. We have asked a series of questions of LOCOG about this procurement and are satisfied with the response we have received in that they indicate that the process to procure a supplier with capacity to print and distribute 11 million personalised tickets was fair and the correct decision was made. We have been assured that tickets will be shipped from the USA and not air freighted, unless there are exceptional circumstances and LOCOG is managing out the risk of this occurring. Tickets sold in the run up to the Games will be printed in the UK.
- 7.11 In previous Games a pocket sized book of up to 60 pages detailing information about all venues was distributed with each ticket order despatched. London 2012 ticket holders will receive only a single sheet for each venue they are visiting. This saves paper, distribution emissions, cost and time. Tickets are now being distributed and customer feedback is very positive. We congratulate LOCOG and their suppliers on this innovation.
- 7.12 London 2012 pledged to be the public transport Games and, with some minor exceptions dealt with elsewhere in this report, this will be the case. Ticket holders have comprehensive information about travel options on the London 2012 website<sup>11</sup>, including the Active Travel

9 <http://www.cslondon.org/2011/08/commission-statement-on-ticketing-for-london-2012/>

10 <http://www.cslondon.org/2012/02/commission-statement-on-ticket-printing-contract/>

11 <http://www.london2012.com/getting-to-the-games>

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Programme which will offer spectator journey planners, secure cycle parking, free cycle maintenance, guided walks and guided cycle rides. They are also offered the opportunity to offset the carbon emissions from their travel. Free public transport in London is available on the day they have Games tickets. This does not extend to the Mayor's cycle hire scheme but substantial facilities will be available for cyclists including ample secure parking for bicycles and new cycling routes. Guided walks to the park from less congested public transport hubs will be available to enable visitors to experience parts of London they would not normally see.

- 7.13 UK visitors from outside London have options including rail, coach and park & ride. Our stakeholders often comment on the high cost of rail tickets but all train operators are offering special rates during the Games. In early April 2012 it was possible to buy a return ticket from Newcastle for £37, Manchester £46, Blackburn £10.80 and Cardiff £20. These were the lowest prices on offer at the time.
- 7.14 Visitors from mainland Europe are encouraged to travel by rail, using services provided for travel partner Eurostar. However, the London 2012 online journey planner does not cater for visitors from outside the UK.
- 7.15 On arrival at the venue, visitors will be subject to security screening. Despite strong representations at the highest level by LOCOG, the Home Office has insisted on issuing plastic bags for visitors to place small quantities of liquids or gels in the same way as airport operators do. We share LOCOG's view that this is unnecessary and gives a poor first impression of a sustainable event.
- 7.16 Visitors will be invited to take "a walk in the park", this is a self-guided walk to observe many of the sustainable features and to obtain information about the transformation of the area from the pre-Olympic period to the present day and a vision of what the Olympic Park will be like in 30 years. Two of the six sustainability partners will also have sustainability themed installations en route during the Games. We commend LOCOG for their imagination and persistence in creating this excellent enhancement to the visitor experience and a permanent tribute to the sustainable Games. However, this project was an opportunity for all six sustainability partners to collaborate and it is disappointing that only two are taking part.
- 7.17 The catering for the Games was heavily criticised in Beijing<sup>12</sup> and the challenge to provide tasty, healthy, sustainable and diverse food for London 2012 has been well met by LOCOG through the sustainable food vision. Our food review<sup>13</sup> in 2010 was broadly positive and we remain confident in the intent of all partners, including corporate sponsors in the food and drink sector, to deliver the food vision.

<sup>12</sup> <http://www.cslondon.org/2008/08/food-glorious-food%e2%80%a6/>

<sup>13</sup> [http://www.cslondon.org/downloads/2010\\_Food\\_Review.pdf](http://www.cslondon.org/downloads/2010_Food_Review.pdf)

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- 7.18 LOCOG pledged to send no waste to landfill during the Games and reuse, recycle or compost at least 70 per cent of it. This is a tough challenge and we have been impressed with the meticulous effort taken by LOCOG to achieve this. Our waste review<sup>14</sup> and sustainable games preparations review<sup>15</sup> were both positive in terms of LOCOG's ambition and preparations for this event. Everything spectators purchase on the park and all packaging will be 100 per cent recyclable, compostable or used to make energy. Spectators will be able to bring small amounts of their own food but there will be "airport style" restrictions on liquids and gels. It is not possible to control packaging in this case and it is not possible to predict how much food will be bought in to venues. LOCOG is fully aware of this challenge and has contingency plans in place to deal with this. A great deal of effort has gone in to design distinctive, brightly coloured bins that are not only coloured differently but are of distinctly different shapes and sizes. Packaging will be colour coded in the same way as the bins and bin liners. This simple but significant innovation underlines LOCOG's attention to detail in this area and will provide for a unique spectator experience.
- 7.19 The challenge will now be to ensure that all cleaning and waste contractors as well as LOCOG staff and volunteers are fully aware of the waste system in place. Our experience from test events demonstrates how challenging this objective will be. Although we have observed numerous problems, LOCOG's response has always been positive and the most recent test events have shown significant improvements.
- 7.20 Once in the venue of their choice, there will be much to learn about the sustainability of the buildings themselves. In early test events we were disappointed that no information was provided through the public address system but we were pleased to receive feedback to indicate that this had been corrected for some test events in the Velodrome. We believe this is an opportunity not to be missed, a simple 30 second summary during breaks from sport or when spectators are arriving will give credit to those whose efforts have delivered exemplary sustainable venues and provide a small but significant education experience for spectators.
- 7.21 Spectators will receive information describing the sustainability features of London 2012 and providing further information about London's green spaces. This includes a smartphone app, venue fact sheets, signage and messaging, for example, information about sustainable food on menu boards.
- 7.22 The arrangements for opening and closing ceremonies are confidential. In our engagement with the ceremonies team we have been impressed with the enthusiasm and creativity shown. Significant use will be made of recycled materials for items such as costumes and props. Energy efficiency will also be a key focus of the operation. Following the disappointment of the failure to deliver a low carbon Olympic and Paralympic torches, we are confident that an innovative solution will be presented for a low carbon Olympic flame. We are not informed about the details of opening and closing ceremonies but

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

15 [http://www.cslondon.org/downloads/In\\_sight\\_of\\_the\\_finishing\\_line.pdf](http://www.cslondon.org/downloads/In_sight_of_the_finishing_line.pdf)

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we would encourage continuous vigilance by LOCOG as a simple error in messaging could undermine much good work. An example of this would be the propensity of event producers to use balloons which cause litter and damage to wildlife when they come back to earth. We do not accept the use of a “biodegradable balloon” as the time taken for them to degrade can be very long and it does not exonerate LOCOG’s responsibility not to cause litter.

- 7.23 On leaving the park or venue, spectators will enter areas that are owned or controlled by a variety of organisations, from local authorities to private operators such as Westfield, the owners of the Stratford City shopping mall. Responsibility for issues such as litter and waste disposal sits with the responsible authority. The arrangements for the so called “last mile” have yet to be finally resolved but we would encourage all parties to be diligent with respect to issues such as waste management and unofficial vendors selling sub-standard merchandise or food. We made a recommendation covering many of these issues in our sustainable games preparation review.
- 7.24 The London 2012 transport team has an objective to enable anybody travelling within the UK to return to where their journey began on the day of their event. During the Games the following additional services will be offered:
- London Underground services will run 90 minutes later than normal, last trains will leave at 1.30am;
  - Docklands Light Railway trains will also operate until 1.30am;
  - London Overground services East London and North London lines will operate until 1am;
  - The Olympic Javelin service will provide a 7 minute journey from Stratford to St Pancras station 24 hours per day with services every 30 minutes at night;
  - Trains from Stratford to Liverpool Street will operate until 1.50am;
  - National rail services to major destinations such as Manchester, Bristol, Leeds, Newcastle, York, Cardiff, Sheffield etc. will operate up to 90 minutes later than normal;
  - Suburban train services will operate up to 60 minutes later than normal.
- 7.25 Significant progress has been made to make the transport system and venues accessible for people with disabilities. The venues have provided more accessible seating than previous sport venues, including companion seating and a range of accessible seats across the venues, with LOCOG Mobility Services being provided at each venue. Transport for London provides information on accessible public transport routes for spectators and a Games accessible journey planner is in place. It is disappointing however that all platforms at Stratford Station (the primary station for Olympic Park) are not fully accessible. We understand that this is due to challenges caused by the rolling stock on the Central Line which are to be progressively replaced, but not in time for the Games.
- 7.26 A range of works have been carried out to improve the accessibility of the public transport network in London, including the utilisation of over £4m in contributions from the ODA.



London bus and taxi.

Photo: ©Hemera

Improvements have been focused on strategic locations, for example stations with inter-connection between multiple rail services including the DLR and National Rail trains, as well as the ODA working with Train Operating Companies to ensure key venues and interchange stations will meet their accessibility potential for London 2012. There are currently 65 London Underground Tube stations that are now step free, including Blackfriars Station which will service the Paralympic Family Hotels at Games-time and in some important locations platform humps are now in place increasing the number of step free platform-train stations. In addition all DLR stations are step free from street to platform and 38 of the 78 London Overground stations will be step free from street to platform by the Games. To support these improvements, staff with accessibility training will be on hand to provide assistance to passengers with reduced mobility across all of TfL's modes and Accessibility Assistants will be on duty at lift landings of key stations.

- 7.27 All 8500 London Buses are now wheelchair accessible (with exception of a few Routemaster models) and over 250 of these buses serving Olympic venues will be modified to provide 5 or 6 wheelchair spaces per bus to provide a more efficient and inclusive transport operation.
- 7.28 All of London's 22,000 black cabs should accommodate wheelchairs and will be utilised as a link to other forms of accessible transport. Pre-booked accessible parking spaces will be provided close to each venue for spectators who have UK Blue Badges or a foreign equivalent.

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## Purchasers of merchandise

- 7.29 The sale of merchandise is a significant contributor to the revenue necessary to fund the Games. We reported on merchandise in our review in 2011<sup>16</sup> and we have commented on stakeholder concerns about ethical sourcing<sup>17</sup>. Despite LOCOG's efforts to achieve best practice in ethical procurement techniques it is not possible to fully assure the labour standards practiced in the supply chains of LOCOG's merchandise partners. LOCOG has introduced a ground breaking complaints mechanism to deal with breaches of their sustainable sourcing code and we have seen the results of an investigation of a complaint raised in January 2012. The time taken to investigate complaints properly has proved to be quite long. Future host cities should note this and ensure that resources are available to ensure complaints are investigated in timely fashion.
- 7.30 With the exception of clothing supplied by adidas, purchasers of merchandise are unable to obtain information about the source of supply of the products. Concessionaires are under no contractual obligation to do so but in our merchandise report we urged LOCOG to use their influence to improve this situation. In their early 2012 supplier conference, LOCOG used sustainability ambassador and TV celebrity Deborah Meaden to call on LOCOG's partners to pledge to disclose their supply chains. This is a significant challenge as licensees have historically been reluctant to disclose their sources. A joint LOCOG and TUC statement of 21 February 2012<sup>18</sup> states that ten of LOCOG's licensees have agreed for their factory locations to be publicly disclosed. However, at the time of writing this report there had been no further public disclosures.
- 7.31 LOCOG has influenced the environmental sustainability of some merchandise through the sustainable sourcing code, inspiring at least one major manufacturer to change their global packaging strategy and introducing more sustainable materials across a range of products. However, the purchaser experience has changed very little and little or none of the merchandise on sale looks or feels distinctly sustainable<sup>19</sup>. In our merchandise review we recommended that LOCOG communicate the sustainability of their licensed products. We understand from LOCOG that sustainability information will be provided on bags and that staff will be trained to provide sustainability information. Throughout the programme we have encouraged LOCOG to do something distinctly different with merchandise in a similar way to the Eden Project in Cornwall. This has not happened and the merchandise on sale is a very conventional range of products offered by any event. We have challenged LOCOG frequently on this issue but to no avail. We have been advised on more than one occasion that they "are not a National Trust gift shop".

16 <http://www.cslondon.org/downloads/Sustainably-Sourced-2011.pdf>

17 <http://www.cslondon.org/2012/02/commission-statement-on-play-fair-report-and-factory-conditions/>

18 [http://www.playfair2012.org.uk/wp-content/uploads/2012/02/LOCOG\\_TUC\\_Playfair2012\\_agreement.pdf](http://www.playfair2012.org.uk/wp-content/uploads/2012/02/LOCOG_TUC_Playfair2012_agreement.pdf)

19 <http://shop.london2012.com/>

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## Commercial Partners and contractors

- 7.32 Staging of the Games is not primarily funded by the taxpayer. £2Bn of funds required come from ticket sales, sponsorship, broadcasting and retail concessions and this has been augmented by funding from government for security and for opening and closing ceremonies. Corporate sponsors play an important part in funding the Games and delivering the Games experience.
- 7.33 There are various grades of commercial partner:
- Worldwide Olympic Partner (sometimes also referred to as TOP Sponsors) – sponsor appointed by the IOC for multiple Games;
  - Tier 1 partner – appointed by the Organising Committee with branding rights, contribution is a mixture of cash and value in kind;
  - Tier 2 supporter – limited branding rights, contribution generally either value in kind or as cash;
  - Tier 3 partner – also known as an “official provider” or “official supplier”, contribution generally through limited value in kind, occasionally as cash, limited branding rights;
  - Licensee – organisation permitted to manufacture and sell goods or services which have the London 2012 brand;
  - Supplier or contractor – provider of goods and services in exchange for remuneration from LOCOG or partners;
  - Other partners – other organisations delivering elements of the Games but not directly contracted to LOCOG. These include The Olympic Broadcasting Service (OBS), Transport for London, the Home Office etc.
- 7.34 All partners are given accreditation for access to the park, venues and Olympic Route Network applicable to their role in the Games delivery. In addition, sponsors will have access to the restricted lanes of the Olympic Route Network for their VIP guests.
- 7.35 The Olympic Route Network (ORN) and Paralympic Route Network (PRN) are a network of roads that link competition and key non-competition venues for the Olympic and Paralympic Games. ORN/PRN measures include parking restrictions, modified traffic signals, restricted turns and temporary Games Lanes. The ORN/PRN can be used by *all* vehicles, and its use is not restricted, but within the ORN/PRN, there are sections of Games Lanes which are on the busiest parts of the ORN and will be dedicated to official Games vehicles and emergency vehicles solely on blue light response. The total core and venue specific ORN is 109 miles (174km) in London and 175miles (282km) outside London. 34 miles (55km) are Games Lanes, including M4 Games Lanes, 31 miles (48km) excluding M4 Games Lanes. Enforcement will be present during the Games-period and offenders who breach the ORN/PRN Lanes access rules will be fined and/or towed away to ensure athletes’ journeys to their competitions are unaffected.

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- 7.36 TOP sponsors and Tier 1 partners have rights to showcase their products on the park, although some have chosen to showcase off park. Many sponsors plan to have a sustainability theme for their showcasing. Sponsors appoint their own contractors to create the exhibitions and all are required to comply with the Sustainable Sourcing Code and Venues and Infrastructure Sustainability Strategy. However, proposals have been approved late in the process and much of the work will be done at the last minute. We believe compliance monitoring of these facilities will be a challenge for LOCOG.
- 7.37 Six partners have chosen to have the right to be nominated “sustainability partner”. Although it has delivered additional revenue for LOCOG it is difficult to understand what value this has added in sustainability terms over and above the substantial contribution made by many partners. Two of the six sustainability partners have chosen to participate in the “walk in the park” initiative but four have declined the opportunity. The contribution of many partners to the sustainable Games has been exemplary but it is not possible to differentiate the contribution of sustainability partners from others. LOCOG’s original intention was to generate more revenue through this opportunity and to find a way for participating companies to pool their resources to deliver a collaborative initiative. This was a commendable vision but whilst it has generated additional revenue there has been no single initiative in which all sustainability partners have collaborated together. If other events consider this approach in future, more will need to be done to ensure that sustainability partners sign up to specific objectives in order to “earn” the title sustainability partner. Consideration will also need to be given to the “mix” of partners and the practical implications of encouraging companies with different sectors, brands and cultures to work together effectively.
- 7.38 Our enquiries to LOCOG have revealed that 9 per cent of total ticket sales have been allocated to sponsors. LOCOG has advised us that they have audited ticket allocation by sponsors and that 50 per cent of these tickets have been used for community groups, staff participating in sustainability initiatives, schools and competitions for customers. The remaining 50 per cent could be for senior managers and VIP guests. Due to LOCOG’s policy not to disclose details of ticket allocations we were unable to validate these statements.
- 7.39 One category of licensee is for corporate hospitality providers. Although these organisations will have a very small percentage of tickets, the concept of corporate hospitality could be considered to be contrary to the notion of a sustainable and inclusive event. LOCOG has addressed this issue by implementing the “Ticketshare” scheme which uses funds from the corporate hospitality programme to enable distribution of 175,000 tickets free of charge to schoolchildren in London and across the UK. Hospitality providers will generally transport their customers to the event by bus and they will be dropped off at allocated points. Their vehicles will not have access to the Olympic Park. Despite reports in the media, we are reassured by LOCOG that hospitality providers do not have access to the Games Lanes. One hospitality provider is also a sponsor so they will have access to the lanes for their VIP invited guests but not for their customers who have purchased a hospitality package.

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7.40 The vast majority of spectators will arrive by public transport but we continue to be concerned that the concept of the “public transport Games” could be undermined by small transgressions. In our last annual review we said **“We are concerned about the inevitable offers of land around the venues for use as unofficial car parks, as this tends to happen near all major sporting venues. There is a risk that the “public transport Games” could be undermined by this practice”**. We understand that one corporate hospitality provider is offering car parking facilities close to the Olympic Park for 10 per cent of their customers visiting the park. This is through a private arrangement with a landowner. We believe this undermines the principle of the public transport Games and the huge amount of work done by the transport team to facilitate this vision. It is also contrary to the principle of inclusion. We understand that the contract between LOCOG and their partner is silent on this issue and the local authority advised us that it does not have planning powers to prevent this simply to support the public transport Games. Given that the commitment to the public transport Games was in the bid we believe that this should have been included when contract provisions were drafted. However, we believe LOCOG should do everything possible to honour their commitment to the public transport Games and stop this practice if possible. Discussions with LOCOG during this review indicate that the provider has stopped openly marketing this option and LOCOG is encouraging them to maximise the use of public transport.

### Olympic family

- 7.41 The term “Olympic family” is used to describe the group of people from the Olympic movement contributing to the Games. This includes athletes (208 teams from around the world), officials (time keepers, judges, people giving out medals, the person with the starting pistol etc), team members (coaches, trainers, medical staff etc), observers from future Games or bidding host cities and officials from the IOC and sport governing bodies.
- 7.42 Olympic family members travelling to the Games from outside the UK have been strongly encouraged to use the Eurostar service from mainland Europe. Although some teams have taken this option, less than 10 per cent of Olympic family members are expected to arrive by train. The main reason for this is accreditation arrangements. The IOC requires a host city to provide facilities to validate Olympic family members’ accreditation at the point of entry into the country. This prevents congestion when people arrive at the Olympic Village. There is insufficient space at St Pancras station to do this and Heathrow will accommodate this requirement. Olympic family members travelling by train will need to have their accreditation validated at the Olympic Village.
- 7.43 The Olympic Village has been designed for use as housing after the Games and is the first major development (2,800 homes) to be constructed to the Code for Sustainable Homes Level 4 standard. Athletes will enjoy unprecedented energy efficient surroundings with pleasant green spaces and waterways that actually serve as attenuation facilities for the sustainable urban drainage systems.

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- 7.44 Of particular note will be the One Planet Centre, a sustainability showcase and education centre for athletes. It will be located in a prominent position in the Village. This will enable athletes to learn more about sustainability and meet with like-minded people from other countries.
- 7.45 Athletes will generally be transported by bus between the Village and their competition venue but the Olympic Park is within easy walking distance, this is a unique feature of the London Games. We have commented on the bus fleet in our transport review<sup>20</sup> and our sustainable games preparation review<sup>21</sup>.
- 7.46 Some members of the Olympic family require transport by car and a vehicle fleet of up to 4,000 cars along with a small number of motorcycles and seven-seat vehicles will be provided. We are confident that the objective to achieve a fleet average emissions figure of 120g/km will be achieved or improved on. The fleet will include 200 electric vehicles, the maximum operationally possible and 160 electric vehicle charging points will be installed to remain for legacy as part of the Mayor's "Source London" programme. Most of the diesel vehicles supplied will comply with Euro Category 6, two years ahead of EU regulations requiring this standard.
- 7.47 We remain disappointed at the lack of innovation around alternative fuels and the very small percentage of advanced biofuels that will be provided for the Games. We are advised by LOCOG that temporary alternative fuel facilities would have been costly to provide with no legacy, space constraints are also a factor in this decision.
- 7.48 London 2012 will be the first event to have specially adapted vehicles for disabled drivers. Some members of the Olympic Family entitled to car transport will have the opportunity to engage with drivers with physical disabilities for the first time in the history of the Games.
- 7.49 There has been much speculation in the media about Government officials being denied access to car transport and being required to use public transport. We fully support this move. The public transport Games should mean just that. We appreciate that some people in essential roles to support the Games need to be transported by car and for others there may be security reasons. Car transport should be restricted to those who need it.

## People visiting and living in London

- 7.50 London must continue "business as usual" during the Games. Although the majority of events will be in the Olympic Park, numerous other London venues will be in use including Royal Parks, such as Greenwich Park and Hyde Park, Horseguards Parade, Wembley, the North Greenwich Arena, Earls Court, the Excel Centre and Wimbledon. Spectator travel will make transport in London difficult and events such as the marathon and road cycling will create additional road closures. Transport for London has identified potential hot spots in

<sup>20</sup> [http://www.csllondon.org/downloads/CSL\\_Transport\\_Review.pdf](http://www.csllondon.org/downloads/CSL_Transport_Review.pdf)

<sup>21</sup> [http://www.csllondon.org/downloads/In\\_sight\\_of\\_the\\_finishing\\_line.pdf](http://www.csllondon.org/downloads/In_sight_of_the_finishing_line.pdf)



London air pollution.

Photo: Michael Blann, ©Photodisc

London and has been offering free advice to businesses on transport planning. Government departments and other large businesses have been offering home working opportunities during the Games. Whilst it is inevitable that London will be far from normal during the Games, there may be longer term benefits if large organisations start to understand the potential benefits offered by home working opportunities, operating different work patterns and phasing deliveries outside peak times.

- 7.51 The main sustainability concern from the transport experience will be air quality. London already does not meet some EU air quality limit values. The addition of several million visitors to London during the Games prompted TfL to recognise that a transport plan was required to reduce the total amount of traffic on London's roads at the same time as easing congestion, and encouraging Londoners to explore ways in which they could reduce their daily commute (either through working from home, or by walking and cycling). Traffic and transport modelling was undertaken, taking into account conservative projections in changes to commuter behaviour, and in recognition of the changed traffic conditions in London brought about through the activation of the Olympic Route Network (ORN). Air quality campaigners have highlighted that London's air quality, being already poor, is at risk of worsening quite significantly during the Games period. Concerns have been raised about air quality hot-spots and the knock-on effect on the health of visitors and residents in London. We have reviewed the revised air quality modelling although we are yet to review the underpinning revisions to the transport model. This modelling indicates that localised impacts are likely to be small and the overall impacts should be slightly positive. While we recognise that TfL has considered key air quality issues, we have expressed concern about the degree to which public health messaging will reach tourists who may not be familiar with London's air quality challenges on days when air quality is poor.

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- 7.52 London has one of the most diverse populations in the world and the work by LOCOG to ensure volunteers, the workforce and their supply chain reflects London's rich diversity is commendable. Having set ambitious aspirations for workforce diversity within London for LOCOG, partners and suppliers we are pleased to report these targets are set to be achieved or exceeded.
- 7.53 During the run-up to the Games and at Games-time, Londoners and visitors will be able to enjoy the festival atmosphere facilitated by the Games, free Cultural Olympiad events, live sites and events organised by local authorities and charities.

### People in the UK

- 7.54 Although entitled "London 2012", the impact on the rest of the country is significant. The torch relay will go to most parts of the country. Although the promised "low carbon torch" did not materialise, we have been pleased to see development of the product has continued and the finished product will be presented to the IOC for use in future Games such as Sochi and Rio.
- 7.55 LOCOG has reduced the number of vehicles accompanying the torch relay by 50 per cent and some partners are planning to use innovative low carbon vehicles. They have also planned to tightly control the use of "premiums" (gifts distributed to help promote a sponsors brand) by discouraging use of them at all and applying the stringent requirements from the sustainable sourcing code.
- 7.56 The Cultural Olympiad will comprise a wide range of events throughout the UK. Participating organisations have been provided with sustainability guidelines and there is anecdotal evidence of good performance. It is not economic or practical to assure every event or expect performance data but there is some anecdotal evidence that the guidance has helped to improve sustainability performance.
- 7.57 Many local authorities are planning Olympic themed events. For the first time in history, the materials used to "dress" an event with an Olympic look and feel (posters, banners, tents, bunting etc.) has been consistently specified for the Olympics, Paralympics and supporting events. All the material has been sourced through a single supplier and any organisation hosting an event can purchase the materials. All the material is sourced in accordance with LOCOG's sustainable sourcing code and in compliance with public procurement rules to enable local authorities to take advantage of the arrangements. The supplier will take back any materials after the Games free of charge and dispose of them in a way that does not go to landfill. We commend LOCOG on this initiative which provides consistency, saves money, emissions and waste.
- 7.58 Half the nation's schools have been involved in the Get Set programme, with content for teachers of young people of all ages. A similar proportion has been involved in the School Games, a series of competitions between schools that finish with final competitions at the

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Olympic venues. Although the latter does little to compensate for the reductions in funding for school sport we commend LOCOG and their partners for finding innovative ways to inspire the nation's children.

- 7.59 The Commission has contributed its own piece of learning legacy targeted towards the secondary school curriculum<sup>22</sup>. A series of video thinkpieces featuring members of the Commission and London young people pose questions, give views and provide some background on major legacy topics.



The Olympic Flame is carried on West Sands beach.

©London 2012

<sup>22</sup> <http://www.cslondon.org/sustainable-games/learning-legacy/>

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## 8 Sustainability Review – Sustainable communities and place

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### Our vision

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

### Scope

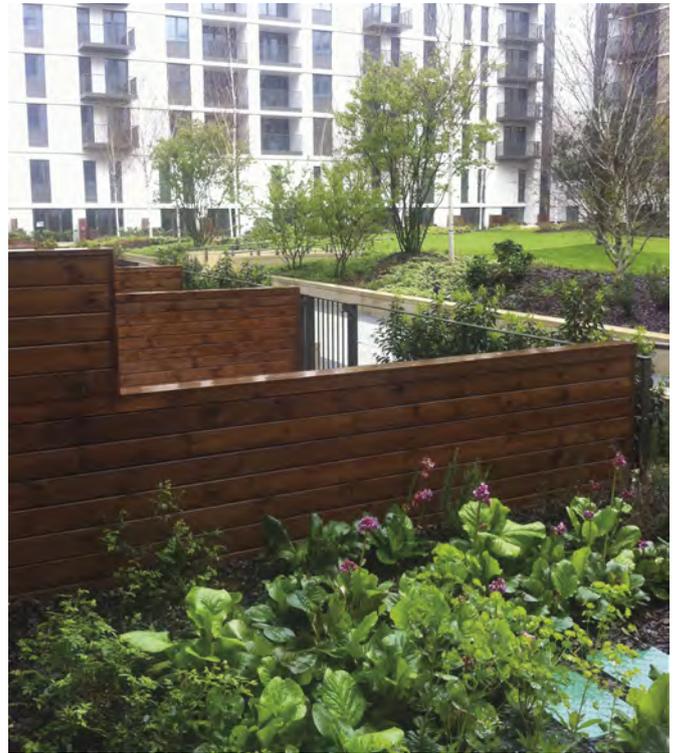
- 8.1 In this section we consider the contribution of London 2012 to sustainable communities in the 5 Host Boroughs and more widely across the UK. This aspect was reviewed in our recently published Inclusion and Healthy Living Review so we have provided an overview of the highlights and principal concerns in this section.
- 8.2 Our recent legacy review covered this subject in depth so this report will only consider an update against significant recommendations.

### Commentary

- 8.3 We acknowledged that the economic downturn had impacted upon the extent to which early London 2012 ambitions could be realised, particularly with respect to the wider employment target for 70,000 people to achieve long-term employment as a result of the London 2012 programme. Programme managers anticipate that the programme is likely to generate in excess of 60,000 long-term jobs.
- 8.4 We voiced concerns about the future of governance for health once the NHS reforms had taken effect, and similarly a concern that reforms to sports participation funding may not result in the outcomes expected. We made an earlier recommendation in our Health Review which remains relevant: **That there is greater coordination of the healthy living agenda across Key Stakeholders, through existing groups or possibly through establishing a Health Legacy Board as part of the legacy governance structure.**
- 8.5 We noted that the Mayor has established a Health Implementation Board which will have a pan-London remit and it may be possible for this body to fulfil the intent of this recommendation.
- 8.6 We have recommended that Games bodies and East London stakeholders seize the moment to refresh the vision for legacy, drawing on the extraordinary successes of the programme to date, and considering how this legacy can be best protected and optimised. In particular, we have suggested that the approach to the physical regeneration of the Olympic Park and sections of the Lower Lea, could be extended the length of the river valley with deep sustainability gains to be made over a 30 year timeframe. To support the excellent work undertaken within the London 2012 programme and spatially within the Lower Lea Valley, we proposed a community of

practice be established and for this body to focus practically on taking forward broader legacy initiatives. Specifically we recommended this group spearhead a 30 year future proofing strategy for the entire Lea Valley. The opportunity is significant to build on what has already happened, and to tackle the roadblocks that exist to achieving integrated sustainable outcomes.

- 8.7 Little progress has been made since these recommendations were published, but we acknowledge that there has been little time for agencies to act on them. By its very nature, the Games themselves have been the focus for agencies, and we urge them to swiftly turn their attention to legacy goals in the second half of 2012.



Olympic Park Village.

Photo: Jemma Percy

- 8.8 Specifically, we recommended that:

**Key East London organisations including LVRPA, LLDC, 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.**

**A key priority for the community of interest group (recommendation above) 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.**

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# 9 Sustainability Review – Making a difference

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## Our vision

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

## Scope

- 9.1 This section previews our post-Games report to show how much impact London 2012 will have on the wider community in the UK and elsewhere in the world. We have frequently stated that, if taken in isolation, it is not possible to stage a fully sustainable Olympic Games. In order to be considered “sustainable” the Games need to demonstrate that the environmental, social and economic benefits outweigh the negative impacts. This means that the influential power of the Games needs to be used to inspire wider behaviour change. Measuring this in precise terms would be very complex although evidence from the OGI and meta-evaluation studies referenced in our previous reviews, will help. However, we will be seeking evidence of this principle being applied and making recommendations related to ways in which this essential feature of a “sustainable Games” may be enhanced.
- 9.2 In this report we consider some early evidence of success and missed opportunities and lessons for the future.

## Early evidence

- 9.3 There is strong evidence to suggest that the construction industry is changing. Projects such as Crossrail are clearly demonstrating that the ODA’s approach can be replicated. There is also evidence that some leading construction companies are differentiating their offers around sustainability.
- 9.4 The impact on the property sector of building a 2,800 home development to Code for Sustainable Homes Level 4 has yet to be seen but it is anticipated that the skills and techniques learned will have a wide ranging impact. The Olympic Village project management partner is planning an exemplar sustainable development in Sydney (the Barangaroo<sup>23</sup> project) based on learning from London 2012. The project has set challenging targets to be carbon neutral, water positive, zero waste and committing to high levels of Aboriginal employment. This ambitious programme draws heavily on learning from Olympic Village.
- 9.5 We are pleased to see that GLA City Operations has achieved certification to the sustainable event management standard BS 8901 and that the GLA has decided to adopt the LOCOG Food Vision for future events. We believe this should lead to more sustainable events in London in the future. In our last review we recommended **“That Government and the GLA mandate certification to BS 8901 for all official events”**.

23 <http://www.barangaroo.com/>

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Although the adoption and use of the Food Vision in London represents some progress we are disappointed to see limited uptake of BS 8901 by the public sector given the success of the standard in the private sector and the adaptation as an international standard ISO 2012.1.

- 9.6 There is early evidence of LOCOG's influence on the event management industry, with events such as the America's Cup sailing event in California and the golf Ryder Cup closely observing and replicating the best practices instigated by LOCOG.

### Learning points and missed opportunities

- 9.7 Following the cancellation of the wind turbine, a decision we supported, and despite significant effort by the ODA to find viable alternative solutions, the objectives to achieve 20 per cent renewable energy for legacy and 50 per cent carbon reductions will not be fully achieved through solutions on the Park. We commend the ODA for exploring every possible option. However, an option to explore a low carbon solution to the energy centre contract was rejected at a very early stage of the programme, shortly after the bid was won. The Commission did not formally exist at the time but the London Sustainable Development Commission and other stakeholders advised against this. With hindsight the option to award a 40 year energy contract based on a fossil fuel source could prove to be an ill-advised decision.
- 9.8 Biomass boilers will be used as part of the energy centre but other renewable heat sources were not able to be used due to the energy centre contract requiring the owners to have exclusive rights to supply heat to developments on the Olympic Park. This has meant that only renewable electricity options were available to meet the remainder of the renewable energy target and few are economically viable at scale in a densely populated urban environment.
- 9.9 The constraints from the contract, combined with the failure of Government policy and the renewables industry to bring forward viable urban renewable electricity options, has meant that only the proposed installation of solar photovoltaic panels (PV) on the media centre has proved viable in increasing the proportion of renewables on the Olympic Park. This has been made economically feasible through subsidies from government feed-in tariffs.
- 9.10 The ODA currently expect to achieve 10.8 per cent renewable energy as a proportion of 47.7 per cent carbon reduction in the operation of the Olympic Park in legacy<sup>24</sup>. This has been achieved through a combination of the renewable energy, energy efficiency and the use of the site wide Combined Cooling, Heating and Power (CCHP) system on-Park.
- 9.11 The four paragraphs above reflect the importance of a well-considered energy supply strategy. The ODA acted on the best technical and commercial advice at the time and the energy centre has ample spare capacity and the ability to accept biofuels in the

24 2011 Olympic Park Legacy Energy Statement Annual Monitoring Report January 2012

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future. However, increasingly efficient building design is driving down demand for heat load which impacts the business case for CCHP. This combined with difficulty in delivering commercially viable renewable electricity solutions at scale will continue to provide a challenge for developers in the future. There is no easy answer to this but developers should obtain the best possible independent advice and ensure that advisors are challenged to think out of the box and encourage innovative solutions.

- 9.12 The CCHP system is powered by natural gas, a fossil fuel. It could be technically possible to power the system on renewable fuel but there is no source of such fuel in the area and this situation will remain until after the Games. In our 2010 Waste Review<sup>25</sup> we said **“The London 2012 waste commitments include an unambiguous commitment for the Games to catalyse new sustainable waste management infrastructure in East London”**. We also said **“The Commission recognises the work of the Mayor of London in progressing his new Draft Municipal Waste Strategy and initiatives such as the Food waste to Fuel Alliance. The Commission’s view is that there is significantly more to be done and therefore urges the London Waste and Recycling Board to continue funding new projects, particularly with an eye on new infrastructure to process organic waste in time for the Games”**. The failure of the waste industry, regulators and policy-makers to live up to this expectation is regrettable in that it leads to failure to achieve both waste and energy ambitions. However, the infrastructure is there to support future solutions and we would urge the LLDC and other legacy owners to continue to press for an efficient organic waste to energy solution in the future.
- 9.13 There is evidence of the Olympic Village construction having an impact on the global property sector, with a developer in Australia setting even higher standards on a high profile development based on learning from London 2012.
- 9.14 The ODA is widely recognised for its success in delivering exemplary standards of construction sustainability and their learning legacy website provides substantial detailed information for others to learn from. There is no magic formula for this success. The ODA appointed professional sustainability staff from the outset (sustainability professionals were among the very first cohort of ODA staff), researched and developed a comprehensive and clear set of targets and managed them rigorously through the supply chain. The use of outcome based targets was very beneficial, enabling innovation by the various project teams and suppliers. The use of frameworks such as BREEAM, CEEQUAL and Code for Sustainable Homes worked well in terms of setting clear standards for developments that have been achieved. However they also need to be viewed as one component of a wider picture when seeking to build a sustainable development.
- 9.15 Although the targets for diverting waste from landfill were exceeded and the waste performance was undoubtedly best in class, a very small proportion of demolition materials were re-used, the vast majority was recycled. Greater emphasis on re-use early in the project, particularly at demolition stage, would benefit future projects. There is an immediate

<sup>25</sup> [http://www.cs london.org/downloads/2010\\_Waste\\_Review.pdf](http://www.cs london.org/downloads/2010_Waste_Review.pdf)

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opportunity for LOCOG and LLDC to improve their re-use as part of an integrated waste strategy. The transformation phase presents an opportunity to demonstrate what can be achieved on reuse of materials and we have recommended that a specific target be set for reuse in this phase.

- 9.16 At the start of the project very little was known about embodied energy, this is the energy used to manufacture and transport construction materials. There can also be significant energy and carbon emissions coming from preparing a site for construction and the construction process itself. Conventional wisdom suggests that energy use in the built environment is significantly greater than that used for construction. However, building regulations drive greater energy efficiency in use and this tends to give more prominence to embodied energy. We also need to consider that sport venues are not conventional buildings, they are used less often. The ODA has added to the body of knowledge in this subject and delivered some impressive low embodied energy buildings such as the Velodrome. They have also demonstrated that it is possible to address this issue through centralised procurement of materials such as concrete. Future projects should consider setting targets for embodied energy as well as energy in use.

### **Ethical standards**

We have always maintained, and continue to maintain, that the Commission has a role to assure the sustainability of the London 2012 programme and not the wider behaviour of corporate partners. However, it is not appropriate to remain silent in the light of significant stakeholder opinions related to the ethical standards of a number of LOCOG's commercial partners. The high profile given to these issues has the potential to undermine the good work done by a large number of people.

If we consider that the Games will be broadly similar for the foreseeable future, commercial sponsorship is inevitable. In recent years, the IOC has done much to improve the ethical issues related to bidding for the opportunity to host the Games and work to ensure ethical behaviour among competitors and sport governing bodies. We believe there is an opportunity to extend this approach to companies engaging with the Olympic Values, which are:

- **Respect** – fair play; knowing one's own limits; and taking care of one's health and the environment;
- **Excellence** – how to give the best of oneself, on the field of play or in life; taking part; and progressing according to one's own objectives;
- **Friendship** – how, through sport, to understand each other despite any differences.

It is not realistic to have a "black and white" judgement between one company fit to sponsor the Games and another which is not fit. However we believe that the IOC has an opportunity to engage constructively with sponsors and wider stakeholders to achieve improving and more transparent ethical standards. In this way the power of the Olympic brand and the Olympic values could be brought together to work towards a resolution to some of the wider problems highlighted by the London 2012 Games which will continue to exist after the Games.

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## **Post Games opportunity**

We believe the post-Games period will provide a unique opportunity to gather immediate evidence of trends towards more sustainable behaviour and also to tackle some areas that have proved difficult or controversial in the pre-Games period. To facilitate this, we plan to hold a number of constructive, facilitated workshops under “Chatham House” rules with organisations who will play a part in delivering major projects or events in the future and wider stakeholders who are impacted by these projects or the companies participating in them. We would hope that each group can agree some key recommendations for the future and, if possible, identify parties, groups or bodies to take them forward after the Commission closes in March 2013. We will report the results that participants agree to make public in our final review. We will consult more widely about the themes and subject matter but our initial thoughts would be to tackle the following subjects:

### **■ Construction**

- Impact of the ODA achievements on the industry
- Evidence of improvements in practice in UK and elsewhere
- What are the barriers to wider dissemination of best practice?
- How do we raise the bar?
- Who is responsible for taking this forward?

### **■ Event management**

- Impact of BS 8901/ISO 20121 and GRI reporting framework
- Evidence of improvements in practice in UK and elsewhere
- What are the barriers to wider dissemination of best practice?
- How do we raise the bar?
- Who is responsible for taking this forward?

### **■ Supply chain**

- Understand why the good practice implemented by LOCOG still lead to breaches of the ETI base code
- Define how the Olympics and Paralympics can be used as a power for change
- Who is responsible for taking this forward?

### **■ Corporate sponsorship**

- Understand how sponsors are currently selected and what due diligence is applied to ethical standards
- Understand the value of “sustainability partner” and how, or if, this approach has value other than additional revenue
- Define how the Olympics can be used to constructively engage sponsors around global ethical standards
- Who is responsible for taking this forward?

### **■ Transport**

- Evaluate the real impact of the first “public transport Games” in terms of Games operation and the legacy for Londoners
- Understand what needs to be done in London to maximise legacy benefits
- Draw out lessons for future major events

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# 10 Governance – Overview

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## Overall Governance

- 10.1 The overall governance of the London 2012 programme continues to be based on the vision “To host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK”, supported by 4 key objectives, which remain unchanged:
- To stage an inspirational Olympic Games and Paralympic Games for the athletes, the Olympic Family and the viewing public;
  - To deliver the Olympic Park and all venues on time, within agreed budget and to specification, minimising the call on public funds and providing for a sustainable legacy;
  - To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London;
  - To achieve a sustained improvement in UK sport before, during and after the Games, in both elite performance – particularly in Olympic and Paralympic sports – and grassroots participation.
- 10.2 Since our last report there has been no substantial structural changes to the way the London 2012 programme is governed.
- 10.3 Government interests are overseen by a Cabinet level Ministerial Committee, Olympics Committee, chaired by the Prime Minister and supported by Ministers with an interest in the Games. The lead government department is the Department for Culture, Media and Sport (DCMS), which includes the Government Olympic Executive (GOE).
- 10.4 During 2011 there was a greater emphasis on integrated planning and risk management. Responsibility for all aspects of integrated planning remains with the Senior Responsible Officers Group. LOCOG is the focal point for the host city contract and liaison with the IOC. The responsibility for transport planning and operations remains with Transport for London (TfL).
- 10.5 Operational matters during the Games will be handled through Games time governance mechanisms in accordance with IOC procedures. There will be a main operations centre which will be part of a Command Control and Communication (3C) centre operated on an integrated basis with government bodies, London authorities and other external delivery partners. In the unlikely event that corporate decisions are needed by the LOCOG board during the Games there are emergency procedures to convene board members, otherwise the focus will be on the operation of the Games and all normal committee procedures and governance arrangements will be suspended.

## Governance of sustainability

- 10.6 The overall sustainability agenda continues to be led by the London 2012 Sustainability Group. This is now co-chaired by the GLA Executive Director of Environment and Development and Defra’s Director for Sustainable Development. It is attended by Heads of

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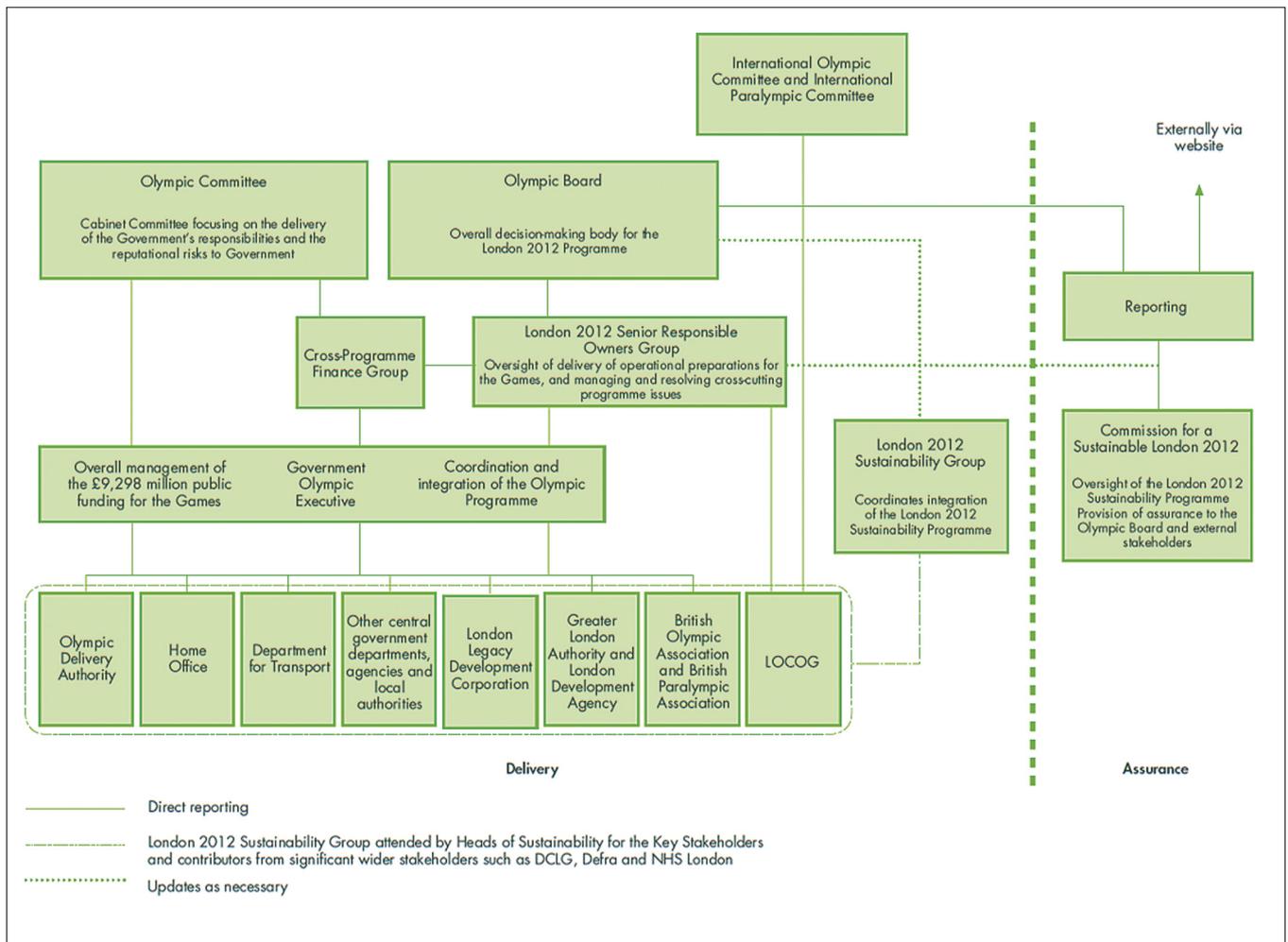
Sustainability for the Key Stakeholders and contributors from significant wider stakeholders such as DCLG, Defra and NHS London. The secretariat is provided by GOE. The agenda is driven by key risks, informed primarily by our work. The group has procedures in place to deal with urgent issues in the run-up to the Games. A detailed sustainability report was published in April 2012<sup>26</sup>. This has been prepared in accordance with the new Global Reporting Initiative (GRI) Event Organisers Sector Supplement reporting guidelines for major events (issued in January 2012). The report has been GRI checked to Application Level A. LOCOG contributed substantially to the development of these reporting guidelines.

- 10.7 Diversity and Inclusion is governed by the London 2012 Equality & Diversity Forum<sup>27</sup> and has been chaired by the Deputy Mayor of London; secretariat is provided by the GLA and the forum is attended by CEOs and senior officers of all relevant Key Stakeholders.
- 10.8 During the Games, the LOCOG sustainability team will be assigned to compliance monitoring across all venues or roles supporting the LOCOG communications team.
- 10.9 Similarly, the CSL secretariat and Chair will be dedicated to providing operational assurance and communication during the Games. Commissioners will feed in their own experiences of the Games as spectators, volunteers or from a perspective of their own communities and wider Games-related events. All feedback will be collected to contribute to a post Games review which will be published as soon as possible after the Games.
- 10.10 The diagram on the following page illustrates the governance structure.

<sup>26</sup> <http://www.culture.gov.uk/publications/7674.aspx>

<sup>27</sup> The Second Annual Report of the London 2012 Equality & Diversity Forum  
<http://www.london.gov.uk/publication/working-towards-inclusive-games>

**Figure 1: London 2012 Governance**



10.11 The Olympic Park Legacy Company (OPLC) has been transformed into the London Legacy Development Corporation and has been developing a long term strategy for sustainable development. The Olympic Park Regeneration Steering Group (OPRSG) provides political oversight of the wider East London legacy; this is chaired by the Mayor of London and includes the Leaders and Mayors of the Host Boroughs and other stakeholders. The Localism Act 2011 has enabled the Mayor to create the LLDC as a Mayoral Development Corporation with a wider remit and planning powers than the OPLC. Details can be found in our legacy review.

10.12 The Lea Valley Regional Park Authority (LVRPA) is a significant legacy body and will assume ownership of the Velopark, Eton Manor complex and white water canoeing facility. This organisation is a statutory body founded in the 1960s and funded by London councils and the county councils of Essex and Hertfordshire.

10.13 The social housing element of the Olympic Village will be managed by Triathlon Homes in legacy, the commercial element is in private ownership.

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- 10.15 The new Government report on legacy ‘Plans for the Legacy from the 2012 Olympic and Paralympic Games’<sup>28</sup> was published in late December 2010 containing four key objectives:
- Harnessing the United Kingdom’s passion for sport to increase grass roots participation, particularly by young people – and to encourage the whole population to be more physically active;
  - Exploiting to the full the opportunities for economic growth offered by hosting the Games;
  - Promoting community engagement and achieving participation across all groups in society through the Games;
  - Ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in East London.
- 10.16 Our legacy review provides detailed commentary and recommendations with respect to these arrangements.
- 10.17 GOE has commissioned a meta-evaluation of London 2012 to gauge the wider socio-economic impacts of the Games.
- 10.18 The International Olympic Committee (IOC) has a requirement for host cities to participate in the Olympic Games Impact (OGI) programme, which is designed to gather data on a range of impacts, including sustainability. LOCOG, together with ESRC, is leading this initiative and has appointed the University of East London as an academic partner to co-ordinate the activity. The pre-Games report was completed in October 2010. This is a long term study of key indicators before and after the Games.

## Findings

- 10.19 During the year we have engaged directly with senior executives of all the delivery bodies and with wider stakeholders. We have recently examined the governance of sustainable Games preparation<sup>29</sup> and legacy<sup>30</sup> in our recent reviews and we will be following up those recommendations in this review. Subject to satisfactory action against these recommendations we believe the governance arrangements for Games and legacy will be fit for purpose.
- 10.20 In our legacy review we made three governance related recommendations:

**“That key East London organisations including LVRPA, LLDC, 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**

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

29 [http://www.cslondon.org/downloads/In\\_sight\\_of\\_the\\_finishing\\_line.pdf](http://www.cslondon.org/downloads/In_sight_of_the_finishing_line.pdf)

30 [http://www.cslondon.org/downloads/CSL\\_Legacy-Review.pdf](http://www.cslondon.org/downloads/CSL_Legacy-Review.pdf)

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**to ensure these remain on-task, coordinated and deliver optimum benefit”.**

It is too early to report progress against this objective but we are pleased to report that the majority of stakeholders are supportive of the recommendation and we hope to see a more collaborative approach to legacy going forward.

**“That LLDC/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”.** We urged LLDC to further action to develop sustainability policies in our last report and we

are pleased to report that LLDC has made a significant effort and plans to publish a comprehensive sustainability policy. The LLDC has published its environmental sustainability strategy and has committed to recruit a senior dedicated resource to manage sustainability and innovation streams within the organisation.

**“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”.** Despite a commitment by government in late 2010 to explore how the ODA standards of sustainability might be embedded in government procurement we have seen much worthy effort but little evidence of it actually happening, with the notable exception of the Crossrail project. We will follow this up in our final review after the Games.

- 10.21 The replacement of OBSG with the Senior Responsible Officers Group, with a focus on Games operations last year placed greater emphasis on the London 2012 Sustainability Group to provide effective governance over sustainability. We have been satisfied that this group has operated effectively since the changes to the organisation in late 2010.
- 10.22 In our last annual review we recommended **“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”.** With the exception of health, we are satisfied that this recommendation has been completed so we can consider this recommendation closed. However, we reiterated in the legacy review, a previous recommendation from our Inclusion and Healthy Living Review:
- “That there is greater coordination 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.”**
- 10.23 In our 2009 Annual Review we recommended **“That LOCOG identify partner organisations with significant sustainability impacts and establish an engagement programme to ensure consistency”.** We have seen significant progress by LOCOG in engaging wider partners. During the year we have seen wider stakeholder attention related to issues which are beyond LOCOG’s control such as pre-Games training camps and National Governing Body “Houses”, which are used to entertain guests during the Games. To clarify this we would like to re-iterate the statement in our 2008 review that we expect LOCOG to be responsible for the sustainability performance of all bodies using the London



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# 11 Governance – Preparation

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## **Olympic Strategic Objective 2**

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

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

- 11.1 Responsibility for preparing the permanent facilities remains with the ODA, along with stewardship of the assets until after the Games. LOCOG are responsible for Games-time preparations and management of venues. Responsibility for transformation work will be with LLDC after the Games.

### **Governance**

- 11.2 We raised concerns in our Sustainable Games Preparation review about the need for clarity of roles and responsibilities on the Olympic Park in the run up to, during and post Games. To address this we recommended **“That LOCOG and the ODA urgently complete a matrix of responsibilities for the sustainability management in period up to and including the point at which the Olympic Park is handed over fully to the LLDC and that they ensure sufficient resourcing is in place for each area.”**

### **Organisational capacity**

- 11.3 The ODA has adequate resources to perform their role during the Games, with their principal sustainability officer on-board until October 2012.
- 11.4 LLDC has recruited staff to manage the transformation project after the Games and is adopting the same standards as the ODA in construction.

### **Reporting**

- 11.5 The ODA has finalised the close out report which shows all sustainability objectives are on target to be achieved or exceeded with the exception of employment of women (target 11 per cent, actual 4 per cent) and disabled people (target 3 per cent, actual 1.6 per cent). The carbon and renewable energy objectives were not achieved on site but the residual carbon was mitigated by contributions to the Mayor’s RE:NEW and RE:FIT schemes which has delivered energy savings in local schools and communities and associated education benefits.
- 11.6 LLDC will use similar reporting processes as the ODA for transformation work.

### **Findings**

- 11.7 The LLDC have indicated that they will use similar management and reporting processes to the ODA for transformation work.



Olympic Park under construction.

Photo: Jonathan Turner

- 11.8 Roles and responsibilities for transfer of venues to LOCOG are clearly defined through Venue Use Agreements but the responsibility for transformation has yet to be fully defined. Key decisions from legacy owners about use of venues are now becoming clear. The contract for facilities management of the park has been awarded and agreements have been reached for the use of the cycling facilities, Copper Box, Orbit Tower and Aquatic Centre. Evaluations of offers for the stadium and IBC/MPC are well advanced.
- 11.9 The waste consolidation centre, wharf and rail head was closed to make way for Games-time facilities to be built. The ODA had significant “credit” in exceeding their objective to transport 50 per cent of materials by rail or water. LOCOG has had limited ability to comply with this objective since the removal of the rail head and wharf but significant movements have been achieved by rail such as transportation of all temporary diesel generators from Scotland. This requirement is embedded in planning conditions for the construction of the park and transformation. LLDC need to ensure that this objective is not missed due to the movement of materials in the transformation phase.

### ■ Recommendation 1

That the LLDC ensure that the cumulative overall target for 50 per cent transport of materials by rail or water is met during the transformation period.

- 11.10 The LLDC has committed to a combined reuse and recycling target for construction waste, as the ODA had. Reuse has so far played a minimal role in the demolition and construction phases of the Games, with the high level of diversion from landfill being delivered largely through recycling. The Commission recommended in our waste review that a separate target be set for reuse in the transformation phase to drive action in this area. This has been recognised by LLDC and forms part of their tender specifications for transformation work.

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# 12 Governance – Staging

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## **Olympic Strategic Objective 1**

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

### **Overview**

- 12.1 Staging the Olympic and Paralympic Games is the responsibility of LOCOG. This is a private company owned by central and local government and subject to a Joint Venture Agreement between the Secretary of State for Culture, Olympics, Media & Sport, the Mayor of London and the BOA. LOCOG holds the Host City Contract with the IOC. The £2 billion required to stage the Games is mostly funded through broadcasting revenues from the IOC, ticket sales, sponsorship, sale of merchandise and concessions. There is also a contribution from central government to support elements of the Paralympic Games and to augment the security budget, along with contributions to ceremonies and to coordinate activity in the areas around venues. The Exchequer has agreed to act as the ultimate guarantor of Games funding should there be a shortfall between LOCOG's costs and revenues. The Chair of LOCOG sits on the Olympic Board and the Chief Executive Officer is a member of the Senior Responsible Officers Group.
- 12.2 The Memorandum and Articles for LOCOG and the Joint Venture Agreement require LOCOG to act in accordance with the principles of sustainable development.
- 12.3 Changes in overall governance last year placed more responsibility on LOCOG for integrated planning and will require LOCOG to be responsible for integrating all plans, including sustainability, across delivery bodies and managing the associated risks.
- 12.4 Responsibility for the London city-wide operations related to staging the Games rests with the City Operations team within the GLA. National City Operations is coordinated within GOE. These function as umbrella organisations working with City Operations staff within LOCOG, relevant local authorities and public bodies.
- 12.5 LOCOG, ODA Transport and GLA City Operations have all been independently certified to the sustainable events management standard BS 8901.

### **Policy**

- 12.6 The key policy document governing LOCOG is the Host City Contract with the IOC which ensures that bid commitments are contractually binding. LOCOG's Scope and Roadmap set out the key activities and milestones for delivering the Games.
- 12.7 For sustainability, LOCOG follows the London 2012 Sustainability Policy and the London 2012 Sustainability Plan and does not have a stand alone public sustainability policy. London 2012 published a substantial report against the requirements of this plan in April 2012<sup>31</sup>.

31 [http://www.london2012.com/mm/Document/Publications/Sustainability/01/25/43/65/pre-games-sustainability-report\\_Neutral.pdf](http://www.london2012.com/mm/Document/Publications/Sustainability/01/25/43/65/pre-games-sustainability-report_Neutral.pdf)

12.8 LOCOG's internal Sustainability Strategy comprises three main aims:

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

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

No.	Priority Initiative	Progress
1	To implement a sustainability management system in accordance with BS 8901	LOCOG has achieved certification to the standard.
2	To deliver a Low Carbon Games and showcase how the Games are adapting to a world increasingly affected by climate change	The reference carbon footprint and methodology has been published and carbon is addressed in the Sustainable Sourcing Code. The commitment to deliver 20% Games-time electricity from new renewable sources was dropped in favour of energy conservation. LOCOG has achieved significant reductions in embodied energy but we have yet to see a comprehensive energy conservation plan for the event.
3	To deliver a Zero Waste Games, demonstrate exemplary resource management practices and promote long-term behavioural change	Good progress against the waste plan including exemplary work around catering packaging in particular. Test events have thrown up a number of challenges which LOCOG is addressing.
4	To deliver the London 2012 Food Vision and leave a strong, sustainable legacy for London and the UK by nurturing commercial and educational partnerships	The ground-breaking Food Vision was published in December 2009 , and was reviewed by the Commission in 2009 <sup>32</sup> . An exemplary programme is in place to deliver it.
5	To optimise sustainability through procurement, licensing and sponsorship deals	The third edition of the Sustainable Sourcing Code was published in July 2011 <sup>34</sup> and there is clear evidence of its use. We published our review of LOCOG's procurement in January 2010 <sup>35</sup> and merchandising in October 2011 <sup>36</sup> . Problems occurred in 2011 with ethical sourcing breaches directly associated with the supply chain for the Games which are being resolved. Commentary on wider sponsor related issues can be found elsewhere in this report.

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

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

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

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

36 <http://www.cslondon.org/downloads/Sustainably-Sourced-2011.pdf>

6	To embed sustainability in the planning and delivery of LOCOG venues and operations	Test events have gone well with challenges still to resolve as expected. Clear evidence that venues are aware of the need for sustainability to have a high priority and the importance of the venue sustainability assurance role.
7	To deliver the LOCOG Diversity and Inclusion Strategy and host the most inclusive Games to date by promoting access and celebrating diversity	The Strategy was published in Feb 2008 <sup>37</sup> , followed by the Business Charter <sup>38</sup> in October 2009. This area was reviewed in our Inclusion and Healthy Living Review <sup>39</sup> . LOCOG are currently on track to achieve their objectives.
8	To deliver the LOCOG Employment and Skills Strategy and provide individuals with a work and life experience that they can use to enhance their personal and professional lives once the Games are over	This area was reviewed in our Inclusion and Healthy Living Review <sup>40</sup> . LOCOG are currently on track to achieve their objectives.
9	To influence behaviour and promote sustainable living through outreach initiatives and leveraging the power of commercial partnerships	LOCOG is emerging as a significant influence in the markets in which it operates through procurement and relationships with partners. Some sectors such as waste, merchandising and broadcast are proving to be challenging. This report comments on the way in which the Games experience will encourage more sustainable behaviour. Outreach programmes like Get Set and other community initiatives are influencing behaviour of young people.
10	To create a knowledge legacy for sustainability in event management through comprehensive knowledge management transfer and transparent sustainability reporting	Good evidence that LOCOG is complying with IOC obligations, has published a comprehensive GRI compliant report (A standard). Commitment to a learning legacy plan similar to the ODA but no output to date. Our legacy review covers this in more detail.

12.10 LOCOG has set the following specific targets:

- 20 per cent of Games-time electricity to be from new local renewable sources (subsequently amended when it was evident this would not be achieved);
- Zero Games-time waste direct to landfill with 70 per cent to be reused, recycled or composted;
- Recruit six sustainability partners;
- Reasonable endeavours to reuse or recycle at least 90 per cent, by weight, of the material arising from the installation and deconstruction of its temporary venues and overlay;

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

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

39 <http://www.cslondon.org/downloads/Fit-for-purpose-2011.pdf>

40 <http://www.cslondon.org/downloads/Fit-for-purpose-2011.pdf>

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- A fleet average of 120g CO<sub>2</sub>/km for passenger vehicles;
  - Target zones relating to the diversity of its workforce and 22 shortlisted service delivery projects;
  - Food targets set out in the “Food Vision”.

12.11 The BOA and the British Paralympic Association (BPA) are responsible for Team GB and Paralympics. Both are considering the environmental impact of their activities and have developed plans to minimise these impacts, setting an example to other teams. The BPA has a plan to reduce the environmental impact of their activities. In particular they are using technology and know-how to drive down the energy consumption at training camps. The BOA is engaged with the One Planet Pavilion in the Athletes’ Village and in using athletes to encourage the wider public to adopt more sustainable behaviours.

### Governance process

12.12 LOCOG’s Programme and Risk Management Strategy sets out the overall governance for the life of the organisation. This process will incorporate sustainability issues as appropriate. LOCOG has established a governance framework aligned to its strategic priorities: Games operations, organisation, communications and engagement, and enabling delivery of legacy. Three committees are aligned to these strategic objectives: the Games Operations Committee, Organisation Committee and the Communications and Engagement Committee.

12.13 The management structure for sustainability features a small expert team within LOCOG defining requirements to be delivered through the line with support from the core team. A risk and governance process is used to manage the outcomes. A management system to comply with BS 8901 is in place. During the Games, the LOCOG team will all be assigned Games time roles in sustainability management or communications. The size of the team will grow to 33 staff and specialist volunteers during the Games. GLA City Operations team has drawn on advice and resources from the LOCOG Sustainability Team and more recently from the GLA Sustainable Development team, who seconded a resource to lead the drive to BS 8901 certification.

12.14 LOCOG needs to manage relationships with many partners and there is evidence of sustainability standards being applied through the procurement and commercial programmes and the Cultural Olympiad. There is also evidence of engagement with other partners such as the Olympic Broadcasting Service (OBS) and Royal Parks. Both of these organisations have a significant stake in delivery of the Games but are independent of LOCOG’s supply chain.

### Organisational capacity

12.15 LOCOG, their partners and contractors are now finalising their recruitment of the 200,000 staff, volunteers and contractors to stage the Games. Over 90 per cent of the procurement

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for goods and services to support the Games is now complete. During the course of this review, we interviewed all the key directors and other senior staff responsible for delivering sustainability through a wide variety of functions.

- 12.16 The sustainability team will comprise 33 people during the Games, including expert sustainability volunteers. During our observation of test events in 2011 it became clear that there were some examples of inadequate resources to support sustainability from LOCOG and their contractors. We made recommendations addressing this in our Sustainable Games Preparation Review<sup>41</sup>. Both of these issues are being addressed satisfactorily by LOCOG.
- 12.17 The Head of Sustainability reports to the Director of Strategic Programmes; who takes a strong personal interest in the agenda and now has overall responsibility for the integrated planning of the Games.
- 12.18 The governance arrangements for the functional areas remain substantially unchanged since our last report but the LOCOG organisation will transform to a venue based structure for the Games.
- 12.19 A number of events will take place in London's Royal Parks, equestrian events in Greenwich Park, the triathlon and open water swimming in Hyde Park, beach volleyball in Horseguards Parade and use of the Mall for other events such as the marathon and cycling. The Royal Parks and local authorities will make these facilities available to LOCOG and has resource plans to deal with this.
- 12.20 The BOA and the BPA recognise the need to minimise the sustainability impacts of their elite sports teams and to set an example to other teams. However, they do not have the expertise to do this in-house and are required to use their budgets solely on elite sport development. Both organisations have found creative ways to work with sponsors and other partners to acquire the resources they need to make a difference.

## Reporting

- 12.21 LOCOG has developed programme reporting to manage progress. Information from LOCOG is also used by GOE as part of the risk-based management approach taken by the London 2012 Sustainability Group. With respect to Diversity and Inclusion, reports go to the LOCOG Diversity & Inclusion Board and London 2012 Equality and Inclusion Forum.
- 12.22 Part funded by Defra, LOCOG has worked with the IOC, UEFA and the Governments of Austria and Switzerland in partnership with Global Reporting Initiative (GRI) to develop a sustainability supplement for the events sector which could be used for future Games and other major events. LOCOG is has used this standard to produce the latest sustainability report.

41 [www.globalreporting.org/](http://www.globalreporting.org/)

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## Findings

- 12.23 Compared to the total number of people delivering the Games, LOCOG has a relatively small expert team to cover such a broad agenda. However, there is clear evidence of knowledge transfer to the various functional teams and their directors, all of whom are able to articulate sustainability issues, objectives and targets. This is a significant improvement from previous annual reviews where we expressed concern about LOCOG's capacity to achieve this. There is clearly much to do to deliver but LOCOG should be congratulated on their progress to date.
- 12.24 During the course of our sustainable Games preparation review we identified a resource issue related to expertise in energy conservation and a lack of coordinated action on it. We recommended **“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 has appointed a consultant to assist with this task and has enlisted the help of their energy sponsor. We have reviewed the first draft of the plan which needs much more work. We have yet to see a credible energy management programme and we are concerned that this has been left too late to be effective. If this is the case we will consider this a significant failure by LOCOG in that they failed to deliver 20 per cent renewable electricity in late 2010 and elected to reduce carbon through an energy management programme.
- 12.25 In our previous annual reviews we were highly critical of the GLA City Operations team for their lack of progress in developing a sustainability plan and apparent lack of commitment to do so. In our last annual review we recommended **“That City Operations urgently develop a clear set of targets, objectives, plans and procedures to comply with BS 8901 and to meet LOCOG's sustainability standards. If it is not practicable to meet specific targets this should be clearly justified and an alternative, suitably challenging target should be set”**. We are now pleased to give credit where it is due and congratulate the GLA City Operations team for achieving full certification to the BS 8901 standard. This recommendation is complete.
- 12.26 In 2008, we recommended that **“All users of the London 2012 Brand should be required to demonstrate how they will contribute to the London 2012 Sustainability Plan and relevant objectives”**. This point was re-iterated in our review of LOCOG procurement. We have evidence of this happening through the procurement and commercial processes, through functional sustainability targets and with partners such as existing venue operators. The cultural Olympiad programme has shown some progress and there is evidence that sponsors and commercial partners are making increasing contributions to the sustainability agenda. Examples of this would be support for the food vision and sustainable sourcing code, significant improvements in workforce diversity, Cultural Olympiad events addressing sustainability, provision of low emissions vehicles and vehicles for disabled volunteer drivers.

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12.27 The Olympic Broadcast Service (OBS) is an agency of the IOC and has responsibility for most of the broadcast content of the Games. We are pleased to see a responsible approach to disposal of materials after the Games and an excellent student placement scheme which will see over 1,000 students offered the opportunity to have professional experience of the Games. In our last report we commented that the broadcast industry can be very energy intensive and we would like to see more engagement with rights holders to find ways to manage energy consumption during the Games. We have seen no evidence of this. LOCOG and their partners maintain that there is little base data from which to forecast energy demand. There is anecdotal evidence that the demands of HD TV place additional energy demands on energy consumption from additional equipment, lighting and air conditioning to deal with the impact of the increased energy consumption. OBS correctly state that LOCOG is responsible for energy supply but appear unwilling to take responsibility for managing demand.

### ■ Recommendation 2

That LOCOG ensures that benchmarks are available for future Games to facilitate more responsible energy use.

12.28 During the course of the review we noted that OBS are not carrying out any Diversity and Inclusion monitoring despite being a significant employer during the Games with over 5,000 staff. This is being addressed with LOCOG.

12.29 In our Sustainable Games Preparation review we were not able to see evidence of effective control over the use of HFC coolers on site, we recommended **“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”**. This leads us to be concerned that the assurance of other aspects of the sustainable sourcing code such as timber and PVC may be lacking. We have been advised that over 160 operational contract managers have been appointed by LOCOG and that their responsibility is to ensure compliance with all contractual requirements, including the sustainable sourcing code. These resources are supplemented by experts from the procurement and sustainability teams. We have seen some good progress in this area with tracking systems being set up by the Venues and Infrastructure sustainability team to manage HFC, PVC and timber use. The recommendation continues to remain open until we have collected evidence during the Games.

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# 13 Governance – Legacy

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## **Olympic Strategic Objective 3**

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

## **Olympic Strategic Objective 4**

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

## **Government legacy plan 2010**

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

## **Mayor's Commitment 4**

Social, economic and environmental sustainability is at the heart of the London 2012 Games and the future plans for regenerating East London. The Games provide a perfect opportunity to demonstrate, through construction and legacy, how we can change behaviours and manage our resources to ensure a better quality of life for everyone now and for future generations.

The Commission for a Sustainable London 2012 will independently assure London's 2012 pledge to host the most sustainable Games to date.

## **Overview**

- 13.1 Our recently published legacy review covers this subject in depth so we will address only the salient recommendations in this review.

## **Findings**

- 13.2 In our legacy review we recommended **“That key East London organisations including LVRPA, LLDC, 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”**. It is too early to report progress against this objective but we are pleased to report that the majority of stakeholders are supportive of the recommendation and we hope to see a more collaborative approach to legacy going forward.
- 13.3 In our legacy review we recommended **“That LLDC/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”**. We are pleased that the LLDC has now published its environmental sustainability strategy and has set up governance structures to embed consideration of cross-cutting issues within the organisation.



Leaving legacy for London's young people.

Photo: Jonathan Turner

- 13.4 We have always believed that the legacy of knowledge is of equal importance to other more tangible legacy outcomes. To this end we congratulate the ODA for the launch their learning legacy website in 2011 and the efforts of bodies such as the UK Green Building Council and the Institution of Civil Engineers to disseminate the lessons learned.
- 13.5 In our legacy review we recommended **“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”**. Whilst we have seen LOCOG openly sharing their standards and requirements and we have been assured by LOCOG management that this will be done, we have observed no action to date to replicate the work of the ODA in this area. The recommendation remains open until after the Games.
- 13.6 In our legacy review 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”**. Despite a commitment by government in late 2010 to explore how the ODA standards of sustainability might be embedded in government procurement we have seen much worthy effort but little evidence of it actually happening, with the notable exception of the Crossrail project. We will follow this up in our final review after the Games.

# 12 Information gathering

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

Name	Organisation
<b>Simon Cooper</b>	GLA sport
<b>David Jackman</b>	CSL
<b>Robert Vaughan</b>	DEFRA
<b>Fiona O' Reilly</b>	FCC Elliott UK Ltd
<b>Jonathan Pauling</b>	GLA
<b>Elliot Treharne</b>	GLA
<b>Neale Coleman</b>	GLA
<b>Dan Hawthorn</b>	GLA
<b>Fiona Fletcher-Smith</b>	GLA
<b>Jeff Jacobs</b>	GLA
<b>Alan Bucknall</b>	GOE
<b>Robie Kamanyire</b>	Health Protection Agency
<b>Phil Cumming</b>	LOCOG
<b>Nicola Francis</b>	LOCOG
<b>Sue Hunt</b>	LOCOG
<b>Bill Morris</b>	LOCOG
<b>Felicity Hartnett</b>	LOCOG
<b>Greg Nugent</b>	LOCOG
<b>Andrea Wilson</b>	LOCOG
<b>Anita Chandler</b>	LOCOG
<b>Heather McGill</b>	LOCOG
<b>Liz Ward</b>	LOCOG
<b>David Stubbs</b>	LOCOG
<b>Chris Townsend</b>	LOCOG
<b>Gerry Walsh</b>	LOCOG
<b>Laurie Neville</b>	LOCOG
<b>Simon Lilley</b>	LOCOG
<b>Doug Arnott</b>	LOCOG
<b>Jean Tomlin</b>	LOCOG

Name	Organisation
<b>Nigel Garfitt</b>	LOCOG
<b>Richard George</b>	LOCOG
<b>Jackie Brock-Doyle</b>	LOCOG
<b>Paul Williamson</b>	LOCOG
<b>Julian Linfield</b>	LOCOG
<b>Charles Rudgard</b>	LOCOG
<b>Toby Hiles</b>	LOCOG
<b>Sara Donaldson</b>	London 2012 Ceremonies
<b>Keith Hawkswell</b>	NAO
<b>Nick Williams</b>	Newham Council
<b>Amanda Auckett</b>	OBS
<b>John Rowlinson</b>	OBS
<b>Paul Mason</b>	OBS
<b>Keltie Egan</b>	OBS
<b>Holly Knight</b>	ODA
<b>Niall McNevin</b>	LLDC
<b>Colin Naish</b>	LLDC
<b>Lawrence Waterman</b>	LLDC
<b>Mark Evers</b>	TfL
<b>Lucinda Turner</b>	TfL
<b>Charles Buckingham</b>	TfL





COMMISSION FOR A  
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