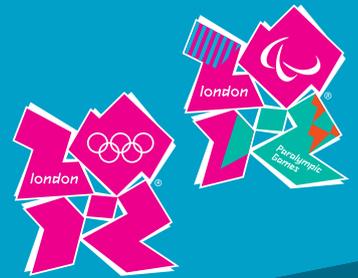


Learning legacy

Lessons learned from planning and staging the London 2012 Games



Sustainable procurement – the London 2012 Olympic Games and Paralympic Games

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Abstract

Procurement was one of the critical elements for delivering the sustainability strategy of the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG). LOCOG attempted to draw on best practices from existing organisations and build them into a bespoke framework.

This case study provides an overview of how sustainability was integrated into procurement methods and processes, and looks at the lessons for future events and businesses generally.

Recommendations for future projects and organisations include the need for sustainability to be integrated into procurement methods and processes from the beginning.

Contract management should not be underestimated and should be considered alongside the development of any procurement strategy. Roles and responsibilities for supplier oversight should be clear. Overall, LOCOG demonstrated that sustainability can be cost-effective.

Ultimately, procurement was the single biggest sustainability intervention that LOCOG made.

Background

Unlike its sister organisation, the Olympic Delivery Authority, LOCOG was largely privately financed and was not subject to EU procurement rules. However, an explicit commitment to sustainable procurement was made in the London 2012 Candidature File¹. It was also obliged by the Joint Venture Agreement² to operate a fair and competitive procurement process with due regard to environmental, social and ethical considerations.

Acquisition of goods and services has the potential to have significant impacts, but if managed correctly it can be used to make positive contributions to a business's sustainability strategy. In LOCOG's case, delivery of its objectives and target areas was heavily dependent on its sponsors, suppliers and licensees. Ultimately, procurement was the single biggest sustainability intervention that LOCOG made.

This was no easy task given that LOCOG's procurement activity involved hundreds of individual purchases from a wide range of suppliers in a short but intensive time period. Although procurement had been ongoing since the organisation came into being in 2005, in volume terms the build-up commenced in late 2009 and peaked during 2011.

As a temporary organisation, LOCOG was unique in that it largely had a fresh supply chain to develop, which on the face of it represented a significant and unrivalled opportunity in respect to sustainable procurement. However, it faced significant challenges including sponsorship rights, the sheer diversity and volume of its supply chain, its inability to offer repeat business and, of course, time constraints.

This case study examines how systems and processes were developed and implemented and looks at the lessons for future event organisers and businesses generally. There are several other micro-reports, case studies and research summaries covering a range of topics of relevance to Games sourcing, procurement and contract management on the Learning Legacy website.

LOCOG's supply chain

LOCOG needed to raise £2 billion to stage the Games from various sources including sponsorship, broadcast rights, and sale of merchandise and tickets. As such the London 2012 brand was a key factor in enabling these funds to be raised.

As LOCOG's procurement focused on the needs of the Games, it covered a wide range of goods and services from temporary venues, sports equipment, catering services and furniture through to retail operations and transport services. These goods and services originated via one of the following routes:

- Cash and/or goods and services 'in kind' provided by marketing partners (sponsors)
- Direct procurement of goods and services (direct suppliers/contractors)
- Products, such as London 2012 merchandise, produced under licence (licensees)

Despite the deterioration in the economic climate, LOCOG's commercial programme delivered its £700 million domestic sponsorship target. Sustainability was a key factor in sponsorship deals both in terms of managing risk to LOCOG and leveraging the value of commercial partnerships to support the delivery of its sustainability programme.

There were also a number of sponsors with worldwide marketing rights. These were appointed by the International Olympic Committee (IOC) and International Paralympic Committee (IPC) – LOCOG had no involvement in their appointment.

A proportion of LOCOG's revenues were generated by licences granted to provide companies the legal right to produce and sell a range of items carrying the London 2012, Team GB and ParalympicsGB brands, in order to deliver revenues in the region of £100 million.

Directly contracted suppliers delivering goods and services made up the majority of the supply chain and resulted in spend in excess of £1 billion.

There was no ‘baggage’ of established processes and hierarchies to overcome.

The scale of LOCOG’s ‘shopping list’, which exceeded £1bn in value, included:

- Around 1.8m items of sports equipment
- 122km of security fencing
- Mobile apps to help the public engage with the Games
- Catering services to provide more than 15 million meals
- 5,000 flower bouquets for the medal winners
- More than 2,000 buses and coaches to move athletes, officials and VIPs
- 200,000 temporary seats
- 17,000 mattresses
- Nearly 9,000 Olympic and Paralympic torches

Strategic framework

In 2006, when LOCOG started to build its sustainability management system, there was very little guidance on sustainable procurement. The scope of its commitment to sustainability far exceeded past Games^a and LOCOG did not have the luxury of being able to adopt the processes and practices from preceding Organising Committees. Likewise there was very little relevant guidance available in the UK at that time.

Wider research was undertaken, in particular talking with recognised industry leaders in the field and a range of NGOs and other stakeholders. As a new and relatively short-lived organisation that was starting from scratch but had to gear up rapidly, LOCOG wanted to draw on best practices from existing organisations and build them into a bespoke framework. There was no

‘baggage’ of established processes and hierarchies to overcome.

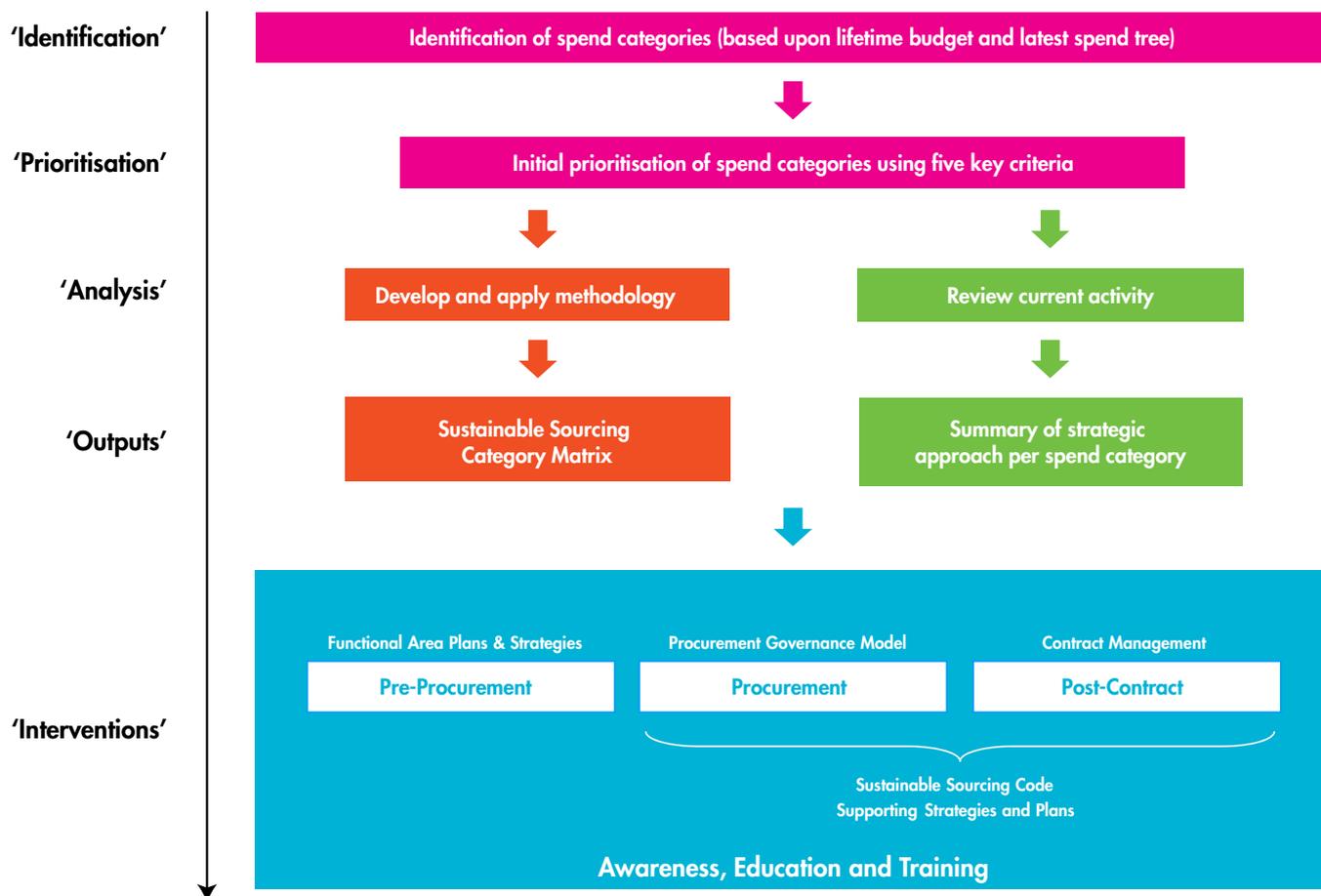
LOCOG established the following objectives to help underpin the development of its approach to sustainable procurement:

- To make certain that LOCOG had a set of established sustainability criteria for developing sponsorship, procurement and licensing strategies and plans.
- To assist in the technical assessment, evaluation and judging of proposals received in the sponsorship, procurement and licensing process.
- To minimise exposure to business risks by sponsors, suppliers and licensees which can result in unwelcome media coverage.

LOCOG’s eventual approach to sustainable procurement is shown in Figure 1.

^a Refer to London 2012 Sustainability Plan on the Learning Legacy website for more detail on the scope of London 2012 and LOCOG’s sustainability commitments

Figure 1: Overview of LOCOG's approach to sustainable procurement



For the earliest sponsorship agreements, standard and bespoke sustainability clauses were drafted. Work on these early deals helped to inform the development of what was to become LOCOG's core sustainable procurement framework (see below for examples).

In the spring of 2007 a draft Sustainable Sourcing Code (the Code) was created and used informally in negotiating early sponsorship, licensing and procurement contracts. The first edition of the Code was published in November 2008 and was subsequently updated in December 2009 and July 2011³.

Although it was over three years into LOCOG's lifecycle before the Code was first published, this was well before the main Games procurement period – essentially from mid-2010 through to early 2012 – and was in advance of the Procurement team itself being fully in place. This meant there was scope for amendments and improvements but the first edition served early notice that LOCOG was serious about implementing sustainability through its supply chain.

The Code was predicated on providing a framework for suppliers to follow, rather than a prescriptive set of rules.

The Sustainable Sourcing Code was predicated on providing a framework for suppliers to follow, rather than a prescriptive set of rules.

Sustainability clause in standard terms and conditions

6.3 The Supplier shall comply with any procurement, equal-opportunity, diversity, environmental and sustainability policies of LOCOG (including the Ethical Trading Initiative Base Code, the Code on Conflicts of Interests and the Code on Gifts and Gratuities) that are notified by LOCOG to the Supplier from time to time or published on LOCOG's website from time to time.

LOCOG, Standard Terms of Procurement, Version 1.2, effective from 31 October 2007

Example of sustainability clauses in a bespoke direct supplier contract

3.12 The Supplier shall comply with such practices, procedures and guidelines reasonably required by LOCOG, and shall procure that its Connected Persons do the same. In particular, the Supplier shall conduct its activities pursuant to this Agreement with regard to applicable environmental laws and equal opportunity laws and any equal opportunity, diversity, environmental and sustainability policies of LOCOG as advised to it by LOCOG from time to time (including the Sustainable Sourcing Code), and shall procure that its Connected Persons do the same. The Supplier shall use best endeavours to ensure that the Goods do not go to landfill following the Games.

Schedule 1

SUSTAINABILITY

In performing the Services, the Supplier shall, and shall ensure that any sub-contractors which it engages to provide any of the Services shall:

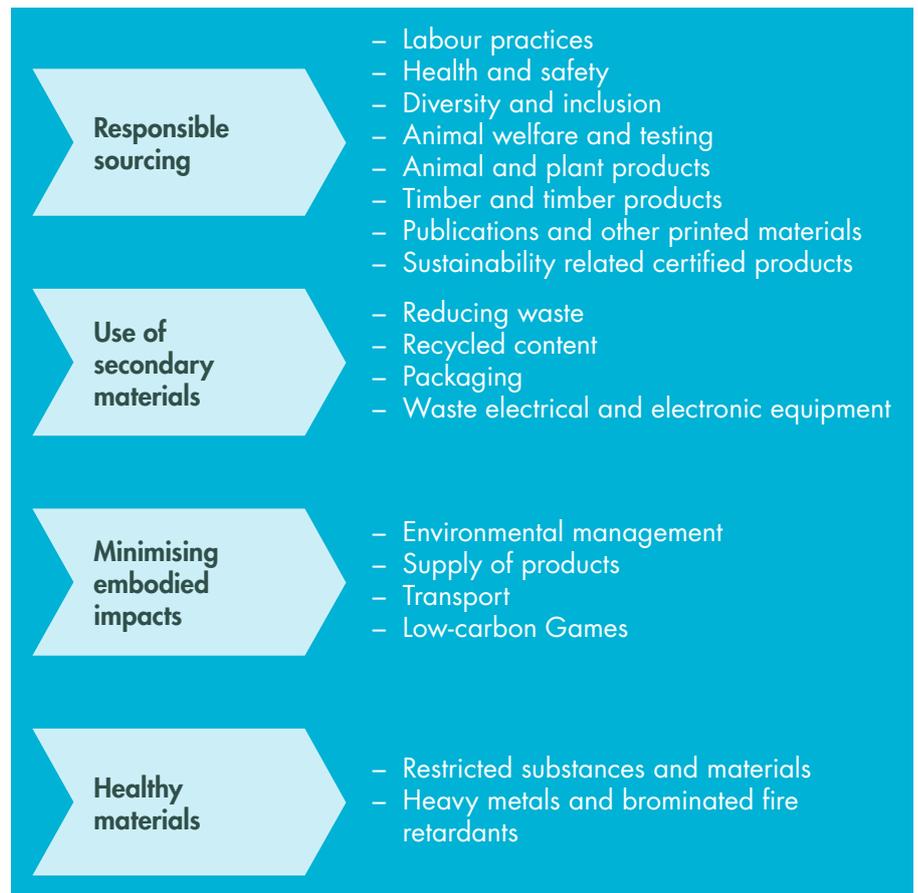
- (a) comply with obligations under clause 3.12 of this Agreement as they relate to sustainability;
- (b) use reasonable endeavours to source products with enhanced sustainability credentials (eg recycled content);
- (c) work with LOCOG to explore the utilisation of alternative sustainable means of service delivery (eg use of rail and waterways);
- (d) make provisions for the appropriate redeployment, re-use and recycling of items supplied in connection with the Services and in doing so the Supplier shall maximise opportunities for reuse and supply a post-Games report on how it has delivered on this obligation; and
- (e) within a reasonable period of the date of the Agreement, prepare appropriate documentation setting out how the Supplier intends to comply with the obligations set out in this clause.

The Supplier shall nominate a designated member of the Supplier Personnel as the Supplier's representative with respect to the Supplier's sustainability obligations under this Agreement.

Sourcing and supply of furniture contract, negotiated in 2010

Importantly the Code was included as a contractual obligation on all deals LOCOG entered into, including sponsorship, licensing and conventional supply deals.

Figure 2: Core principles of the LOCOG Sustainable Sourcing Code



Advice was offered on how the supply chain was expected to respond to the Code, including core obligations on a number of topics such as disclosure of production sites, use of sub-contractors, claims and declarations, and complaints and dispute resolution.

Importantly the Code was included as a contractual obligation on all deals LOCOG entered into, including sponsorship, licensing and conventional supply deals.

Prioritising deals

The scale and intensity of LOCOG's sourcing activities meant that certain areas needed to be prioritised. Elements of the Code were evaluated against anticipated spend categories in 2009, drawing on the approach developed by the UK Government's Sustainable Procurement Task Force⁴.

The categories were prioritised on the basis of five key questions:

- Did the category include branded goods?
- Did the category include the provision of direct labour/ agency staff?

- Was there current activity underway related to sustainability?
- What was the level of reputational risk/stakeholder concern?
- Did LOCOG have the ability to influence the spend category?

The outcome of this exercise was a Sustainable Sourcing Category Matrix which was added as an appendix in the Code. The objective was to understand, for each spend category, which areas of the Code were applicable. This was used to:

- Highlight key Functional Areas that required focus.
- Inform industry and prospective suppliers and licensees of sections of the Code that were likely to apply to them.

For example, in the Furniture and Fittings spend category, 'Timber and Timber Products' was denoted as a high priority section of the Code. Therefore, during any tender process related to this category, the sourcing of timber was a key factor when evaluating prospective suppliers.

A number of supplementary strategies and guidelines were developed to support particular spend categories.

Prospective sponsors, licensees and suppliers would have been in no doubt of the significance of sustainability to LOCOG.

The key requirements or objectives of these strategies were communicated to prospective suppliers ahead of the actual tendering process commencing. The London 2012 Food Vision⁵ (see separate micro-report) is an example of a plan that was developed to support the procurement of catering services for the Games.

Opening up opportunities

It was critical that when bidding for a contract with LOCOG, all companies were competing on a level playing field. The company with the proposal that offered LOCOG the best value for money would be the one awarded the contract. LOCOG intentionally did not discriminate towards or against any groups.

Transparency was important so that, as far as possible, prospective suppliers would understand how the process operated and the rationale behind sourcing decisions. The CompeteFor web portal was a key tool for LOCOG in this regard and for meeting its diversity and inclusion objectives (see Learning Legacy website for more detail). CompeteFor^b was used to invite responses from the market to our contract opportunities. It was a single point of contact and using this system alone meant that our messaging was clear and consistent.

Sustainability requirements were flagged up in advance, not only in the tender documents but generally through broader communications, publications and on LOCOG's website. Prospective sponsors, licensees and suppliers would have been in no doubt of the significance of the subject to LOCOG.

Sharing information in a proactive fashion

It was important to be on the front foot and pushing out useful information – both within LOCOG but, more importantly, to supply markets and external stakeholders. The benefit of this approach is that the earlier information is shared, the better prepared more organisations will be to bid for a contract.

The London 2012 website provided a key tool, including a 'Business'

section that presented key documents in the procurement process, legal terms and conditions, and an up-to-date schedule of future contract opportunities. LOCOG also sent out many email 'Bulletins' to a large and varied distribution list of key stakeholders.

In conjunction with the Nations and Regions team, the Procurement team attended presentations to business networks to promote forthcoming sourcing opportunities, and to provide an overview of LOCOG's governance process. They also hosted industry days for major spend categories to ensure a fair and open communication of sourcing initiatives, which gave potential suppliers access to a common and consistent level of detail.

In January 2012, LOCOG held a Suppliers Conference, which was attended by more than 400 delegates, including many senior executives from partners and suppliers. In part the conference served to motivate and focus everyone on the final months of delivery towards the Games but it was also heavily themed on sustainability, and diversity and inclusion.

Procurement governance

While the Code was an important public document that stated LOCOG's intentions in this field, on its own it would have had limited application. Crucial to its success was the work done to embed sustainability within the organisation's governance arrangements.

Sponsors and licensees were already being appointed as a result of a competitive tender process which was managed by specialist teams. Directly contracted suppliers delivering goods and services made up the majority of the supply chain and there needed to be a clear strategy in place. This started in earnest in the latter half of 2009 when the Procurement Strategy⁶ was compiled. The strategy considered five principal action areas. These were essentially the building blocks for the success of the programme:

1. Agreeing and communicating objectives
2. Defining value for money

^b CompeteFor is a free service that enables businesses to compete for contract opportunities linked to major public and private sector buying organisations: www.competefor.com/business

Early engagement with both internal and external stakeholders was an essential part of achieving acceptance and understanding of the approach.

3. Operating a fair and transparent procurement process
4. Working effectively with external bodies
5. Sharing information proactively

In common with several other LOCOG strategies, early engagement with both internal and external stakeholders was an essential part of achieving acceptance and understanding of the approach. Internally the strategy served to challenge people to consider their role, and ensured alignment and focus further down the road when challenges inevitably arose.

Probably the most important development was the establishment of LOCOG's Procurement Governance Model in which sustainability was firmly embedded as an intrinsic part of the definition of value for money (see Figure 3 below). The model was not simply a methodological tool; it was also set up as a means to deliver in excess of £75 million savings against budget and had full support from senior management.

The understanding of what represented a 'good deal' for LOCOG was therefore taken across a broad set of considerations and not simply a commercial perspective. Each of the elements was considered throughout the core process, from 'Kick-off Project' right through to 'Mobilise Contract' with the preferred supplier. The Model helped to ensure that targets for the project were captured and agreed early in the

process. All procurements over £20,000 in value had to follow this procurement process.

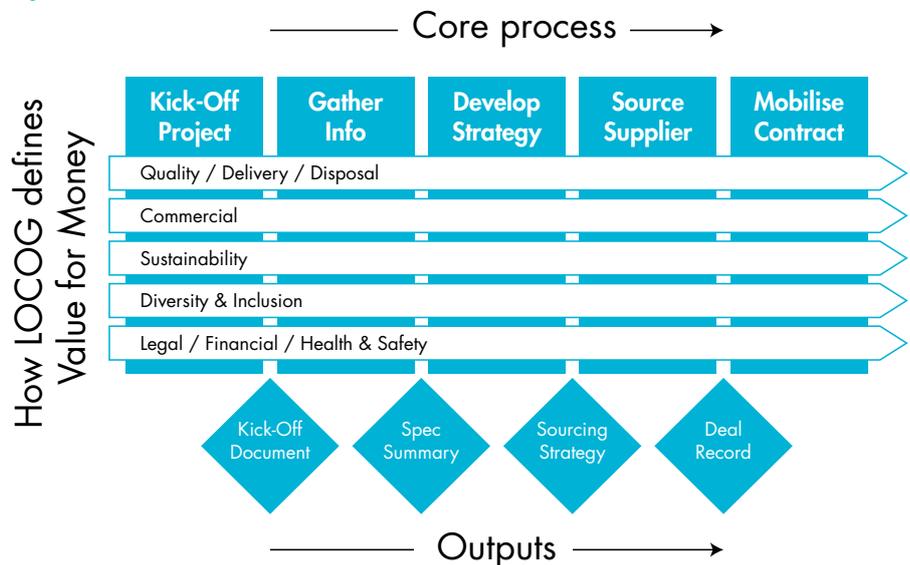
The Procurement Governance Model was underpinned by a wealth of supporting documents. For example, there were 'Output' documents to track progress, 'Checklists' to ensure that the correct actions had been taken and 'Templates' to support consistent delivery of value for money. It was integrated with other systems and tools, such as iProcure (internal procurement system), CompeteFor, the Code and a web-based eTendering system.

All major procurements started with the LOCOG Evaluation Group (the LEG). This was a cross-functional group including the buying department along with Procurement Managers and members of the Sustainability and Legal teams. The LEG established the key requirements and issues and ensured that the tender specifications adequately reflected all five strands of the Procurement Governance Model.

General sustainability questions were always included as a matter of course in tender specifications. For certain categories, additional specific questions were included.

Importantly, the evaluation of tender submissions was not based on notional weighting. Sustainability (as well as health and safety and diversity and inclusion) aspects were rated Red, Amber or Green. This is a much clearer 'go/no go' approach.

Figure 3: LOCOG Procurement Governance Model



Sustainability was embedded throughout all stages of the sponsorship, licensing and procurement process and every buying department was fully aware of the importance the organisation attached to this.

Where issues arose, the LEG team was able to review the matters of concern, open dialogue with the potential suppliers and reassess. If agreement could not be reached, then the issue would be escalated to one of LOCOG's governance committees. The evaluations informed a Deal Approval Sheet (DASH) which was required for all major spends including sponsorship and licensing. All deals over £250,000 in value, or those with significant considerations for LOCOG (eg reputational risk), were presented to a Director-level Deal Approval Group (DAG). Not only did each DASH contain information on sustainability, but the Head of Sustainability was a member of DAG. 'Amber'-rated bids – the majority – were accepted if

follow-up responses were acceptable and the bidder agreed to a set of contractual improvement/risk reduction conditions. The decision to proceed with a 'Red'-rated bidder would need approval in writing by senior management although these instances were extremely rare.

In this way, sustainability was embedded throughout all stages of the sponsorship, licensing and procurement process and every buying department was fully aware of the importance the organisation attached to this. It was rare that prospective deals were rejected at DAG level on account of sustainability, as the teams had already worked through most issues, but the threat was always there – in effect a useful 'backstop'.

Evaluation response	Definition	Implication	Actions required
GREEN	Supplier proposal is acceptable	Willing to sign off contract award to this supplier	None
AMBER	Issues with the supplier's proposal, but these can be resolved	Willing to sign off contract award to this supplier, subject to specific conditions being met	Detail the conditions that must be met by the supplier (eg clarification, provision of further evidence, required changes prior to contract start date)
RED	Significant and insurmountable issues within the supplier's proposal	Not willing to sign off contract award to this supplier	Provide rationale for the 'Red' evaluation response, referencing specific details of the supplier's proposal that have raised concerns

Contract management was the principal way of ensuring that sponsors, suppliers and licensees delivered on their sustainability obligations.

Certifying excellence

One of the key objectives defined in the Procurement Strategy was to achieve certification to the Chartered Institute for Purchasing and Supply (CIPS) Standard by the end of 2010.

CIPS Corporate Certification^c assesses how organisations operate their procurement and supply function against globally respected standards. In this case it demonstrated effective processes, strategies, policies and procedures. For LOCOG this was an important target for the Procurement team and to be able to demonstrate across the organisation and externally that we had a robust, high quality, fair and transparent system in place.

The certification process was kicked off in late 2010 and the award was confirmed early in 2011. This was part-way through the main procurement phase and allowed a detailed review of policies and procedures in action, but also with the prospect of making any necessary modifications before peak procurement had passed. Achieving the CIPS Certification standard involved responding to more than 500 questions and submitting 98 documents during data gathering. In particular, CIPS recognised that LOCOG's policies on sustainability were 'in a class of their own'.

Procurement of directly contracted suppliers at LOCOG was split into eight main categories:

1. Artists, performances and events
2. Sports (including medical)
3. Security
4. Technology
5. Services
6. Transport and logistics
7. Facilities management and catering
8. Venues and infrastructure

This allowed for specialist procurement teams to be set up in different parts of the organisation, with one manager in the central Procurement team responsible for coordinating the whole programme. The embedded approach enabled a closer relation with and understanding of the procurement needs of the buying departments – and tenders tailored to the sectors in question – while the central coordination and Governance Model ensured consistent and correct processes.

Contract management

Contract management was the principal way of ensuring that sponsors, suppliers and licensees delivered on their sustainability obligations.

This represented a huge task for the organisation and one not just limited to ensuring sustainability matters were

addressed. Deloitte were engaged in late 2010 to develop an operating model, process and resource plan for contract management. It was originally proposed that Contract Managers would be in place in the Functional Areas and that more would be recruited in 2011. The role of the Sustainability team was to continue to act in an advisory and assurance capacity, developing tools and resources to support the supply chain in meeting their sustainability obligations and supporting Contract Managers in their roles where appropriate.

Due to organisational budgetary pressures it was decided that responsibility for operational contract management and commercial contract management should be separated. Operational contract management resided with the Functional Areas and commercial contract management resided with the Procurement team. LOCOG essentially moved to a reactive and risk-based contract management model rather than the more proactive model originally envisaged.

The Sustainability team was forced to become more interventionist, performing contract management tasks that should have been the responsibility of others. Priority sustainability contracts were continuously reviewed to further prioritise how best to deploy resources. Of the completed

^c More details on CIPS Corporate Certification can be found here: www.cips.org/products-services/Certification/

More than 70 per cent of unique suppliers were Micro, Small and Medium-sized enterprises.

contracts, 352 (or around 40 per cent) were identified as being a sustainability priority based on risk and opportunity.

A range of sustainability tools and resources was utilised and developed to further support LOCOG and its supply chain in the management of risks and opportunities. These included the use of Management Plans, use of the Supplier Ethical Data Exchange (Sedex)^d system to manage factory disclosures and audit information, site-based audits of direct and extended suppliers, the Diversity Works for London tool^e, and an innovative supply chain complaints and dispute resolution mechanism and a factory worker hotline in China. All of these tools are outlined in more detail in supporting micro-reports, case studies and research summaries.

Any issues that could not be resolved were escalated through existing governance mechanisms such as the Deal Approval Group.

Achievements

LOCOG understood that sustainability was an essential part of achieving value for money. It accepted that the key elements could not be treated separately and discarded when inconvenient, but had to be addressed in an integrated way. Value was not merely a commercial calculation but involved a balanced approach across a range of key criteria.

Real value embraces risk mitigation, reputation enhancement, forward thinking and recognition that sustainability will not lead to significant cost increases if the requirements are made clear at the outset.

There have been many achievements as a result of the procurement methods and processes put in place. Fundamentally, procurement was critical to the delivery of most of LOCOG's sustainability objectives and targets. High-level achievements can be summarised as:

- More than 70 per cent of unique suppliers were Micro, Small and Medium-sized enterprises^f
- More than 95 per cent of total spend was within the UK
- More than 350 opportunities were posted on CompeteFor, to which more than 15,000 responses were received
- About 20 per cent of LOCOG suppliers employed fewer than 10 people
- Companies in every nation and region of the UK were awarded contracts (in part due to CompeteFor but also to the efforts of LOCOG's Nations and Regions team)
- Just under half of LOCOG UK suppliers were outside of London and the South-East

Key lessons learned

As a result of building the procurement method and processes from scratch in a highly pressurised environment, a number of key learnings have been identified. Most have relevance to all organisations regardless of whether they are permanent or temporary.

Tender evaluation

Tenders were not scored based on a notional weighting – sustainability would undoubtedly lose out in such instances. Instead, tenders were rated as Red, Amber or Green, which proved to be a much better approach. While evaluation criteria did exist, it could have been more formalised to ensure that proposed ratings were consistently determined when different members of the team performed the assessment.

Contract award

There was no formal mechanism for the Sustainability team to verify that bespoke sustainability requirements had been incorporated into supplier contracts (ie to supplement standard clauses) prior to contracts being signed. In practice this rarely became an issue because the team were in continual dialogue with the Legal team and enjoyed an excellent working relationship with them. This may not always be the case

d The Supplier Ethical Data Exchange (Sedex) is a secure online platform for sharing and viewing information on labour standards, health and safety, the environment and business ethics: www.sedexglobal.com

e Diversity Works for London is a Mayoral programme that encourages and supports businesses to realise the competitive advantage of diversity and offers an interactive website with an online self assessment tool, supplemented with practical guides and case studies: www.diversityworksforlondon.com

f Value of work won by SMEs was approximately 26 per cent

Ensuring that suppliers fully understand contractual expectations and requirements is crucial.

The popular view is that achieving sustainability adds cost, although in practice LOCOG saw little evidence of this.

elsewhere and is an important consideration for other organisations.

Contract management – strategic and tactical

Getting things into contract is easy compared to making sure that the supply chain actually delivers what it is contracted to do.

The approach to contract management should ideally have been considered alongside developing the actual procurement strategy – both high-level and category-specific.

The Sustainability team provided hands-on support to Procurement Managers, Licensing Executives and other members of the Commercial team but given the scale of the project there should have been additional dedicated resource to carry out the role. This would have paid dividends in terms of managing organisational opportunities and risks.

Despite the strain on resourcing due to the volume and speed of the programme, the close working relationship between the Sustainability, Procurement and Licensing teams was an important success factor in what was achieved. In many businesses this is not always the case and leads to missed opportunities. The tactical choice by LOCOG to focus so much sustainability effort on procurement was definitely the right one.

Contract management – roles and responsibilities

The relatively late change in direction to proposed contract management arrangements led to a lack of clarity over roles and responsibilities for managing sustainability requirements from suppliers. Some Contract Managers were very clear that they were responsible for ensuring the supplier fulfilled their obligations and would seek advice from the Sustainability team where required. Others were under the impression that the Sustainability team were primarily

responsible for supplier sustainability compliance. Whatever the approach, roles and responsibilities around contract management should be clearly defined.

Ensuring that suppliers fully understand contractual expectations and requirements is crucial – particularly as it is common for the bid and operational delivery teams to consist of completely different individuals. Orientation or induction sessions should be provided to all priority suppliers. These should include a summary of their mandatory obligations and any relevant timelines for deliverables.

Without ongoing communication, monitoring and support between Sustainability and Contract Managers, and Contract Managers and suppliers, there is a risk that suppliers who are not fulfilling contractual sustainability conditions are not identified or managed in a timely manner.

Value for money and business barriers

The popular view is that achieving sustainability adds cost, although in practice LOCOG saw little evidence of this. It was quite common for the most commercially advantageous deals also to be favourable on sustainability grounds. There were of course tough choices and there were also examples where LOCOG deliberately spent more money to meet an objective – for example, particulate filters for temporary diesel generators (see separate case study). Nevertheless, LOCOG was able successfully to integrate sustainability into its procurement process and deliver the Games within its £2bn budget.

Another common complaint is that sustainability policies act as a barrier to small business. Again LOCOG disproved this and found that SMEs were often better equipped to meet sustainability requirements than many larger suppliers.

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