

# Making Events More Sustainable

A Guide to BS 8901



*Phil Cumming and Fiona Pelham*



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Phil Cumming and Fiona Pelham



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by

BSI

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Given it was his chance conversation that made BS 8901 a reality, it seemed only fitting that David Stubbs of LOCOG should write the foreword.

We hope we have acknowledged everyone that needed thanking by name but if we've forgotten anyone it's not intentional!



We hope you find this book useful and it helps you to adopt more sustainable ways of doing business and planning your event. We wish you all the very best in your BS 8901 journey.

Thanks all!

*Phil and Fiona*

## Foreword

It all started with a chance encounter over a glass of red wine. The occasion was a London 2012 bid promotion to business leaders in the City of London at the Mansion House one day in 2004. Seb Coe and Mayor of London, Ken Livingstone, were up front making the pitch. Other bid team colleagues and I were working the rest of the room.

And so I came across Arnold Pinder of the BSI. Well what do you say to a standards man about bidding for the Olympic and Paralympic Games? If it had been any of my other colleagues, probably not a great deal. However, I had a bee in my bonnet about making events more sustainable, but I was stymied by the then lack of any formal systems or standards that applied in this field.

The concept of sustainability applied to the Games was relatively new. The London bid team felt this was a potential area of differentiation, going beyond the basic notion of 'Green Games'. We were determined to find innovative ways to make the distinction against rival bids. But competition aside, the essential point at the time was that there was no official framework for addressing sustainability in its full sense for events.

Yet it was pretty obvious that events – especially mega events such as the Olympic Games – engender significant environmental, social and economic impacts. They require bespoke, accessible venues; people have to travel to them; they need entertaining, accommodation, food and security; that requires energy and other resources; waste is produced and local communities are affected. At the same time events attract attention – from the media, from sponsors and the visiting public.

So, on the one hand we have some pretty hefty potential impacts, while on the other we have a special platform from which to communicate about sustainability to new audiences. That is an important opportunity to be seized. Most conventional sustainability campaigns do not have such reach.

However, it is not just an issue for big events. When you think about it, the difference between large and small events is simply a matter of scale. They all broadly involve the same activities and processes and therefore have similar types of issues and impacts as well as opportunities for promoting sustainability and creating positive legacies at their respective scales.

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Collectively, the event industry is huge. It is a multi-billion dollar industry world-wide. And while high-profile events (sporting or cultural) may be hugely popular, with large crowds and TV and press coverage disseminating to a wider fan base, it does not absolve organizers from delivering the events in a responsible way. Indeed, the larger events have arguably an even greater responsibility in this respect.

There is also a strong business case for managing events sustainably. The efficiencies and cost savings derived from a sustainable approach are significant. In addition, most events seek sponsorship and the commercial world is increasingly sensitive to brand reputation issues associated with sponsorship. If done well, an event can secure important additional revenue through sustainability partnerships.

The supply chain is a vital part of this. We are already seeing ample evidence of event industry companies adopting sustainability as part of their business model. This is making them more competitive and able to win business in difficult market conditions.

Of course this does not happen by itself. To achieve proper recognition for genuine sustainable initiatives, you need to have a credible basis for demonstrating your performance in this area. This is where a good management system comes in.

The cyclical nature of events presents a particular challenge. Unlike a steady-state operation (for which most conventional management systems have been developed), the world of events is all peaks and troughs. An organizing committee will generally start from scratch. It will build up slowly at first and then grow rapidly over a short time before the event. Decommissioning is brutally quick. There is no scope in this life cycle for continual improvement – not until the next event, if there is one. Nor is there much chance of knowledge transfer and spreading best practices.

My musings about sustainable events that night at the Mansion House obviously struck a chord with Arnold and the BSI. After we won the bid to host the 2012 Games, my dialogue with the BSI continued and I was obviously delighted with their interest in this field, which led to the subsequent development and launch of BS 8901, in November 2007.

I am even more pleased that Phil Cumming, a pivotal member of my team at London 2012, and Fiona Pelham, Chair of BS 8901, have come together to write these supporting guidelines to the 2009 revised version of BS 8901. They are a

formidable team, two experts in this emerging field, and in this document they have captured the essence of the standard and presented a thorough and accessible step-by-step guide to its implementation.

The clear guidance and supporting case studies offer a first-class insight into how to comply with the standard and how to make positive sustainable choices.

At London 2012 we are proud to have inspired BS 8901. We also look forward to its international successor, ISO 20121. But standards alone are one thing. People implementing them and making a positive difference is the real goal. These guidelines are part of making that a reality.

*David Stubbs*

*Head of Sustainability, London Organising Committee of the Olympic Games and Paralympic Games (LOCOG)*

*July 2010*



## About the authors

Both authors are members of the Technical Committee that produced the new BSI standard for developing a sustainability management system for events, BS 8901, and are working on the development of the standard at an international level.

**Phil Cumming** is the Corporate Sustainability Manager for the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), the privately funded body responsible for preparing and staging the 2012 Games. He is responsible for developing and overseeing the implementation of the sustainability management system for the Games and programme managing all sustainability-specific and cross-functional sustainability work streams. His programme responsibilities have also included managing the development and planning for two major Games operational areas: Cleaning & Waste Management and Catering & Food Services.

Prior to joining LOCOG in June 2006, Phil spent nearly 10 years working in the environmental consultancy sector. After a brief spell at Schumacher College in 2001 he developed a passion for finding more sustainable business solutions. A Chartered Environmentalist, a Chartered Waste Manager and an IEMA Registered Environmental Auditor, as a consultant he provided the complete delivery of a range of projects, within the sustainability field including compliance, management systems and audit, waste management, and appraisals of policies and projects, across a diverse number of industrial sectors for major private and public sector organizations, at home and overseas.

Phil is a member of the Global Reporting Initiative (GRI) Working Group responsible for developing the Event Organizers Sector Supplement and since January 2010 he has been Head of the UK Delegation to the ISO committee responsible for developing ISO 20121.

**Fiona Pelham** is the managing director of Sustainable Events Ltd, a company which provides expertise on the implementation, measurement and monitoring of sustainability within the event industry.

In 2004 Fiona launched Organise This ([www.organisethis.co.uk](http://www.organisethis.co.uk)), a Manchester-based event management company. Organise This was the first event management company to be third party certified compliant to BS 8901 in September 2008.

## About the authors

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The Organise This team and client base continues to grow and all events are delivered in a way which is BS 8901 compliant and where sustainability is a key focus.

In 2005 Fiona was part of a group which set up the not-for-profit education project Positive Impact ([www.positiveimpacetevents.co.uk](http://www.positiveimpacetevents.co.uk)) which now delivers education on sustainability to the event industry across the world through in-house, online and open education workshops.

As the growth of sustainability within the event industry continued Fiona and her team launched Sustainable Events Ltd to provide unique support for the implementation of sustainability within the event industry ([www.sustainableeventsltd.com](http://www.sustainableeventsltd.com)). The Sustainable Events Ltd team have worked on the implementation and measurement of sustainability within large-scale international events and strategies including Google EMEA Conference, England 2018 World Cup bid and GRI for the Event Organizers Sector Supplement. Since June 2009 Fiona has been the technical adviser for the environment for the England 2018 World Cup Bid.

Since January 2010, Fiona has been Co-Chair of the ISO committee for the development of ISO 20121.

## Author income

Phil was a panel member and Fiona was Chair of BS 8901. Phil and Fiona have approached the writing of this guidance with the aim of communicating in a clear and practical way how to implement BS 8901. They are donating 100 per cent of any author income from the sale of this book to be split equally between the following two charities:

- The British Olympic Foundation (BOF), which aims to create learning opportunities for young people through sport and education to encourage personal development, fair play and personal excellence. With a variety of initiatives from sports camps, workshops, conferences, international exchanges to education packs, the BOF aims to touch the lives of young people, from primary through to university level students, with the Olympic dream.
- The British Paralympic Association (BPA), brand name ParalympicsGB, is a registered charity which is responsible for selecting, preparing, entering, funding and managing the United Kingdom's team at the Paralympic Games and Paralympic Winter Games.

# 1. Introduction

## The story of BS 8901

In July 2005 it was announced that London would be Host City for the 2012 Olympic Games and Paralympic Games. Sustainability was a key theme throughout the bid but it was clear to the London 2012 Sustainability team that a management system framework, which supported the consideration of sustainability at every stage of the event, did not exist. A chance conversation with a representative from BSI set in motion the idea for a bespoke sustainability standard for the events sector.

Existing management systems were not suitable because of their focus on environmental concerns rather than sustainability and the fact that they did not necessarily reflect the unique cyclical nature of events.

In 2006 a panel of volunteers from the event industry, standard industry and certification industry was brought together to work on the development of a management system standard which would be suitable for the event industry. The panel drew on existing resources and best practice in this area for the event industry.

The standard was created to be suitable for all types of event – from a village fête to the Olympic and Paralympic Games and for all types of event supplier – from a venue to an audio-visual (AV) supplier. As a management system the standard does not provide a list of steps which should be taken but instead, when implemented, provides a framework which allows the person implementing it to address their own significant issues.

There are pros and cons to a checklist approach and the BS 8901 framework can be used to support the implementation of a checklist style standard but it is important to recognize that BS 8901 provides flexibility to allow users to address their own issues and rigour to ensure the issues addressed are relevant to its business and its stakeholders.

Originally launched in November 2007, the uptake and interest in the standard was high from the start and within months there were examples of best practice case studies from companies who were implementing the standard.



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Within a year there was evidence of the standard being implemented globally and in September 2009 the revised version of BS 8901 was published and the process started for it to become an international standard. The standard was also awarded the London 2012 Inspire mark.

Over the next few years as sustainability becomes an inherent factor in all industries, not just the event industry, this standard will provide the event industry with an opportunity to lead.

On an individual level, at a time when numerous standards are entering the marketplace, BS 8901 is an independent standard which provides a framework which can be used by all members of the event industry. As a management system standard this means BS 8901 does not and should not cut across other standards and schemes (e.g. BREEAM In Use, Green Tourism Business Scheme, Industry Green, Investors in People, or Diversity Works for London), quite the opposite; if correctly implemented it will serve to complement their delivery. Indeed such schemes could serve as objectives to address specific issues identified as part of implementing BS 8901.

Every step, however small, which you take towards the implementation of a more sustainable way of working will make a great difference. BS 8901 is a framework which can help you with those small steps in terms of understanding what to do, when and how.

Sustainability is about more than just BS 8901 but if you are looking for a framework to use for a business within the event industry this one is suitable.

If you are interested in the creative, economic and personal opportunity which sustainability brings then this guide is for you. It draws from experiences of organizations specifying and using the standard – several of the examples are from the original version of the standard which was published in 2007.

## About this book

This is a guide to support your implementation of a sustainability management system for events; it can be read alongside the standard but should not be read instead of the standard. This guidance is suitable for those who will be working to implement BS 8901 either in your business as a supplier to the event industry or for a specific event.

**What is this guidance?** The idea for this book came from the BS 8901 panel who recognized that the language of standards may be unfamiliar to the event industry and it could be a good idea to write guidance which would provide some translation on the standard in the form of case studies, examples and best practice advice.

**Who should read this guidance?** If you work in the event industry or supply to the event industry and are interested in implementing the BS 8901 framework and would like advice and ideas of the steps to take, this book is for you.

**What is sustainability?** The definition that BS 8900 uses for sustainable development is derived from the Brundtland Report (World Commission on Environment and Development, 1987) but sees a broader scope. It is:

An enduring and balanced approach to economic activity, environmental responsibility and social progress.

Simply put, sustainability is about making positive and lasting changes in the way we use natural and human resources to improve quality of life for all; now and in the future.

**What do we mean by sustainability in the context of an event?** Depending on the event context there is not necessarily a right or wrong answer to this however by a taking a more sustainable approach it would typically:

- provide an accessible and inclusive setting for all
- provide a safe and secure atmosphere
- have minimal negative impacts on the environment
- encourage healthy living
- promote responsible sourcing
- leave a positive legacy
- deliver excellent customer experience and
- encourage more sustainable behaviour.

**Why should I be thinking about sustainability?** It could be said that staging an event is inherently un-sustainable. However, with the right framework in place you can control and influence your resource use and make changes to your business practices to reduce your impacts. For example, with accelerating landfill costs, cutting down on resources also means cutting down on financial overheads. Clients are beginning to expect sustainability credentials from their suppliers. It is essential to stay ahead of the game and exploit sustainability

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advantages in a demanding market. An event is also often a great platform to communicate sustainability to a new audience and change behaviour. Finally, as this issue becomes more important to individuals, staff engagement, motivation and retention will be recognized as closely linked to the business' sustainability credentials.

**Do I need to implement BS 8901 to implement sustainability?** There are many steps which can be taken to become more sustainable and each step no matter how small is valuable. BS 8901 provides a framework to support the event industry with the implementation of sustainability but there are other schemes and tools which may be useful for you, some of which are identified in Appendix A.

**How is BS 8901 different from these frameworks?** BS 8901 is concerned with sustainability and the organization of events. Many of the current frameworks that exist have a strong environmental focus.

BS 8901 is a management system; this means that it provides a framework to influence your way of working. It is not a list of things which must be done, instead it provides a set of requirements which if implemented will support you in understanding what your key sustainability issues are and how to address them. It is quite possible that BS 8901 will complement the delivery of other schemes and tools. For example, such schemes and tools could serve as objectives to address specific issues identified as part of implementing BS 8901.

**What is a management system?** A management system is a term used to describe the framework of policies, procedures and processes used to ensure that an organization can fulfil all tasks required to achieve its objectives. Most organizations will have a management system otherwise they would not be in business; it just might not be written down or thought of in these terms.

**Who developed BS 8901?** A panel of people including individuals from the event, certification and standards industry worked together to create the standard. The development of the standard included a period of public consultation so that members of the event industry could contribute their feedback to shape the standard.

**My organization is already certified to ISO 9001, ISO 14001 and/or BS OHSAS 18001, why should I also consider BS 8901?** Organizations that already have ISO 9001, ISO 14001 and/or BS OHSAS 18001 are well positioned to achieve BS 8901. All management system standards follow a similar

framework and organizations with ISO 9001/ISO 14001/BS OHSAS 18001 will have a number of elements in place such as a clearly defined organizational structure, operational controls, auditing and management review processes which can be used to meet the requirements of BS 8901. The opportunity is to build upon the existing systems in order to achieve BS 8901, rather than develop separate stand-alone systems.

However, it is important to note that BS 8901 goes beyond these traditional management system standards in that BS 8901 requires clarity of purpose and values, more extensive stakeholder engagement and a clear business strategy.

**How long will it take for my organization to put in place a management system which satisfies the requirements of BS 8901?** This is a tough question to answer because it really depends on a number of factors. These factors include whether the organization already has ISO 9001 or other similar management system certification, the size and complexity of the organization, the internal resource and commitment devoted to implementing the system, access to the right expertise and of course the nature of the environmental, social and economic issues.

For example, if an organization already has ISO 9001 or even ISO 14001 for the same scope then they probably have 80 per cent of the system elements in place already. The organization will then need to build the additional requirements for BS 8901. This could be done within a relatively short timescale. However, if an organization has no experience of formalized management systems and have identified a significant number of issues to address it could take longer.

**I think we are already behaving in a sustainable way, do I still need to read this?** This guidance is about the implementation of BS 8901. If you consider your company to already be operating as sustainably as it can and you are a company whose main work is related to events, you may want to consider implementing BS 8901 as a way to communicate to your client and supply chain that sustainability is of genuine importance to you.

This guidance does not tell you how to be sustainable. This guidance demonstrates how to implement a framework which will mean you have a process to understand the steps you need to take to continually improve your sustainability performance.

**I have no idea where to start, will this guidance be too difficult to implement?** This guidance is suitable for those who are just starting on the journey with

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sustainability and those who are looking for ways to take steps to further their commitment.

**I run a small business, won't implementing BS 8901 be too much for me to bear and require lots of paperwork?** An organization wishing to implement BS 8901 will need to have the full buy-in and support of top management. As a result, it is much easier for small and medium sized organizations to adopt and implement BS 8901 than larger ones (contrary to popular belief). It is also important to note that the standard talks about 'appropriate documentation'. This does not mean that everything should be written down and filed away but rather that you learn to decide what is appropriate to document and how it is documented.

**Is BS 8901 for planning and implementing large-scale outdoor events only?** BS 8901 is suitable for events of any size (it has been tested on events as small as a local barbeque). It is also suitable for suppliers to the event industry, for example venues, caterers and AV suppliers. If you are a supplier who mainly supplies to the event industry then this is a suitable standard for you.

**How does BS 8901 compare with other standards such as Green Tourism Business Scheme or the APEX/ASTM standard for meetings?** BS 8901 is a management system which provides a framework for your way of working to support the implementation of sustainability. There are a number of standards including Green Tourism Business Scheme and the APEX/ASTM standard for meetings which provide you with the steps which must be taken. A management system provides you with a framework for 'how' you should work and a checklist standard provides you with information on 'what' you should do. It is worth remembering that all events are different so it is impossible to find a checklist approach which suits every event. Adoption of initiatives like Green Tourism Business Scheme or APEX/ASTM standard should not be seen as conflicting with BS 8901 but as complementary to it – as mentioned previously, initiatives like Green Tourism Business Scheme could be one of your BS 8901 objectives.

**What is ISO 20121?** By 2009, BS 8901 was being used in several countries around the world. At this time a proposal was put forward to standards bodies across the world to ask if they would like to identify experts and create mirror committees to work on the creation of an international standard using BS 8901 as the starting draft. Over 30 countries and four liaison bodies decided to get involved in the development of the international standard.

**What is the difference between ISO 20121 and BS 8901?** BS 8901 was used as the starting draft for ISO 20121. Contributions from the mirror committees from each country and liaison body will amend the standard. ISO 20121 is currently in creation as this book is being written so the exact differences between the standards will not be known until it is completed. However, as BS 8901 was the starting draft it is likely that there will still be a strong similarity between the standards.

**Why should I implement BS 8901 now – why not wait until ISO 20121 is published?** It is not known exactly when ISO 20121 will be published. Any small step which you can take to implement sustainability as soon as possible will make a difference. If you start implementing BS 8901 now you will be in a good position to implement ISO 20121 in the future. There is usually a transitional period when an international standard is introduced and the national equivalent is withdrawn, typically one to two years.

**What is the Global Reporting Initiative Event Organizers Sector Supplement?**

The Global Reporting Initiative is a multi-stakeholder non-profit organization that develops and publishes guidelines for reporting on sustainability performance. The Event Organizers Sector Supplement is the creation of a sustainability reporting framework specifically for the event sector and is due to launch in 2011. Chapter 5 of this book provides further information on this.



## 2. First steps

### Getting started

BS 8901 specifies the requirements of a management system to improve the sustainability of events. This means it outlines the steps which must be taken to implement a way of working to improve the level of sustainability. It has been written to be applicable to all types and sizes of organizations involved in the design and delivery of events.

In keeping with modern management system standards, BS 8901 utilizes the Plan–Do–Check–Act (PDCA) cycle for developing, implementing and improving the effectiveness of an organization’s sustainability management system. The elements of the PDCA cycle as it relates to BS 8901 are set out in Figure 1.

The success of the system depends on commitment from all parts of the organization, especially from top management. Their involvement is required from the outset and their ongoing support is essential if BS 8901 is to be taken seriously by the organization as a whole.

It is important that as the process is developed and embedded in the organization, appropriate evidence of decisions, activities and processes are retained for compliance auditing or appropriate certification against BS 8901 (more will be covered on this later).

Whilst getting started in implementing the requirements of the standard may seem a little daunting, there are number of steps that can be followed to make things a bit easier. These steps are not a mandatory requirement of the standard but are highly advisable and are considered ‘good practice’. These steps are as follows:

- Obtain commitment from top management.
- Establish an implementation team (people that can champion sustainability internally).
- Carry out an initial review.
- Develop a draft sustainability policy.
- Develop an implementation plan to include the actions which will be taken and the date and ownership.



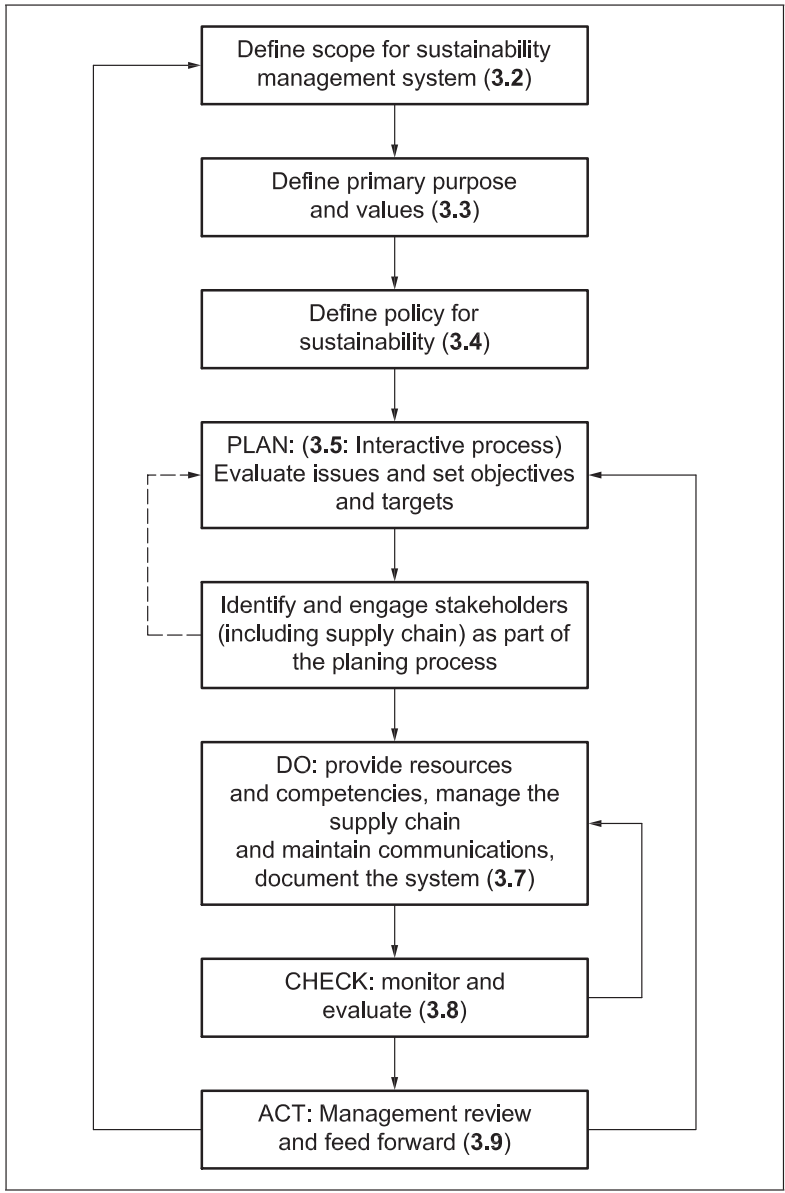


Figure 1 – Road map for implementation of BS 8901

## Obtain commitment from top management

In order for the management system to be successful it has to be flexible and integrated into the event management process and not just regarded as an 'add-on' component. In other words – the business should drive the management system, not the other way around!

Top management commitment is absolutely key to achieving this. This is because you will need to ensure that sustainability is central to any business decisions being taken in the organization. This is often easier said than done. Even in the smallest of organizations a consistent approach will be needed.

Consider the initial drivers that could influence your organization to establish a management system. This may relate to driving cost efficiencies in the business, improving the chances of winning work, or pressure from stakeholders.

When commitment from the top has been secured, make sure everyone appreciates the benefits and successes that come from establishing a management system. Use language and terms that everyone can understand – however remember 'sustainability' is not a posh word for the 'environment'.

### **innovision, UK**

At innovision, the decision to implement a BS 8901 compliant management system came from top-level management. Sustainability was viewed as something which flowed naturally from its respectful and caring company culture.

Shortly before implementation of their BS 8901 compliant management system, it had obtained certification to the ISO 9001 Quality Management Standard. Consequently obtaining commitment from staff throughout the organization was considerably easier than it might otherwise have been. Team members already understood the benefits of operating an effective management system and therefore viewed the additional sustainability management processes as minor tweaks and a formalization of existing processes, rather than a major change in the way they worked.

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The major challenge facing the internal team who implemented the sustainability management system was ensuring that staff understood the underlying principles of operating sustainably, not just the processes of being BS 8901 compliant. Its sustainability champions were keen to embed a genuine passion for sustainability throughout the innovision team. The process of achieving this buy-in is an ongoing process and part of the company's continual improvement. However, a series of workshops, encouraging staff members to think intelligently and creatively about sustainability issues has yielded impressive results and staff are consistently praised for their understanding of broader sustainability issues.

With the profile of sustainability being raised throughout the events industry by London 2012 and the forthcoming release of the ISO 20121 Standard, innovision is excited about the potential for sustainable event management. Its desire is to see clients, suppliers, stakeholders and its internal team increasingly challenged to maximize the positive impact of the events they produce today on current and future generations.

## Establish an implementation team

It is not all about top management; involving individuals across the organization at all phases in implementation will help identify opportunities to drive the management system forward.

It is advisable to establish a representative, cross-functional implementation team which will require some time and effort from key members of staff – this is good to do in a smaller company too. Keep the team manageable and focused – however if you have a large number of individuals involved then sub-groups or task-specific groups can be established to support the implementation team.

At this early stage, begin to outline the roles and responsibilities of those involved in the management system implementation, particularly those in top management and the implementation team. Look at the resources you may need to establish the management system and ensure that this is communicated to and agreed with top management – this does not necessarily mean hiring a consultant to help (although this might be a factor to consider). It is a good

idea to document this in some way, including producing some preliminary organization charts.

### **Manchester United Old Trafford Stadium, UK**

Before starting the implementation of BS 8901, at their Old Trafford Stadium, Manchester United paid significant attention to planning the work required.

The Health, Safety and Environmental Manager took a lead with creating a team across the company who attended an education session to learn about the implementation of BS 8901. This enabled the team to understand the content of the standard, the different clauses of the standard which would require action and the variety of actions which would be taking place at similar times. It also gave the team the chance to identify parts of the standard already being delivered and potential owners for elements which were not.

### **Initial review**

It is highly advisable to carry out a thorough review of your existing management practices and sustainability performance. Think about how your business works and how it interacts with its stakeholders and the supply chain. Whilst you may not have an ISO 9001, ISO 14001, or BS OHSAS 18001 management system in place, most companies will have a management system – it just may not be too formalized or documented. If you are aware of any applicable legal or other obligations, be they environmental or health and safety, make a note of them too. You may even be aware of stakeholder views in respect to sustainability – make sure these are captured as well.

Identify whether there are any initiatives already in place – include all informal or ‘ad-hoc’ things that are done (e.g. some things you have done for an event at the request of a particular client and some things that may already be a matter of company policy). Many companies are surprised at how much is already in place although it may not always have been seen as contributing to the ‘sustainability agenda’.

## First steps

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Identify those business activities that you can control and those you can only influence. These might not always be immediately apparent, so utilize the expertise and knowledge in the implementation team and top management through one-to-one engagement and workshops. This will also help you in setting the scope of your eventual management system and identifying the key business practice 'interventions' that need to be made in the organization. Do not worry if you do not identify everything at this stage, this will be picked up during the actual implementation of the standard.

Look through the requirements of the standard and identify any immediate gaps. Whilst a lot of things may be happening, a lot of things may not be. It is a good idea to develop a simple way of capturing the outputs of the initial review and key gaps that have been identified.

A thorough initial review will provide a good foundation for the management system development and should save time. Try to involve people as much as possible in the assessment. Use of the sustainable development maturity matrix may also help this initial assessment (see Appendix C). However, do not overcomplicate things. Think of this stage as a bit of a 'helicopter view' of the organization – stick to the big issues.

## Develop a draft Sustainability Policy

Organizations that undertake an initial review will find it easier to define their Sustainability Policy. At this stage, however, a draft policy simply helps to provide a focus for the further development of your management system and the document does not have to be seen by anyone outside the organization although it might be a good idea to do this.

You should have identified whether your organization already has policies in place (e.g. Environmental, Health and Safety, Quality, etc.) and made certain commitments as part of the initial review. Remember the Sustainability Policy is an overarching policy but does not necessarily replace other policies that exist. Ensure that there are no potential conflicts and consider whether current commitments are still valid.

At this early stage, begin to think about what the commitments mean to your organization, as these will be the focus for your management system and will need to be upheld through demonstrable actions. Remember the finalized policy (which comes later) will need to be endorsed by top management.

## Earls Court and Olympia, UK

EC&O Venues started to implement BS 8901 as soon as the standard was published in November 2007 and slowly incorporated it into the existing management system that has been successfully supporting events in the venues for many years.

A Sustainability Adviser was appointed to champion the work and a CSR committee made up of heads of departments was created to implement the standard. Understanding the sustainability issues that affect the venues was key to the implementation and to putting together the Sustainability Policy.

Issuing the Sustainable Development Policy, signed by senior directors, to all the stakeholders really underlined its intentions to change the way they work. Writing the policy really helped to focus on what EC&O wanted to achieve and was particularly important to demonstrate to staff that these changes had the full support of the Board.

## Develop an implementation plan

A structured implementation plan not only helps to bring together a potentially large project in one place, it also helps to maintain the original objectives that were agreed with top management.

Drawing on research from the steps outlined above, develop a list of everything that needs to be done – this sounds obvious but can often be overlooked. Identify the actions required to implement a full management system, including any timescales, targets or aspirations for the management system (e.g. obtain third party certification by a certain point in time).

Develop an outline plan showing tasks and timescales and identify any individual roles and responsibilities. It is a good idea to establish any resource and time needs together with an estimation of any costs. The plan should be able to be used in a practical way for managing the management system implementation.

Remember it may take a reasonable amount of time to develop a management system which meets all the requirements of BS 8901. Having a clear and

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documented plan will also help to communicate how long it will take and how far along you are on the process of implementation. This will be useful for top management and your stakeholders, including prospective clients.

## Small steps

It might be that you decide that to go straight into implementing BS 8901 is too much to take on at this stage. Do not be disheartened – there are things that can be done to help you take steps towards implementing BS 8901. For example, it might be helpful to adopt a staged process as follows:

1. Before the event
  - a. identify stakeholders
  - b. identify potential impacts and issues
  - c. define targets, develop action plan and
  - d. deliver actions and record progress.
2. During the event
  - a. measure outcomes and
  - b. communicate achievements.
3. After the event
  - a. document outcomes and
  - b. feedback for continual improvement.

Adopting a staged approach will help you towards establishing a BS 8901 compliant management system. However, this does not mean that full compliance will be achieved so be careful on any claims you make (see Chapter 4). There are also a number of proprietary online tools available which may assist in the process (see Appendix A).

### London 2012, UK

London 2012's commitment to sustainability applies throughout London's Olympiad. This means it is working to ensure that all its events and related activities hosted by or associated with London 2012 are positive examples of sustainability in practice.

The Games in 2012 are subject to a full sustainability management system developed by the London Organising Committee of the Olympic Games and

Paralympic Games (LOCOG) for compliance with BS 8901, which is in turn encouraging (and in some cases requiring) its suppliers to also be compliant. However, throughout the period leading up to the Games there will be numerous corporate and public events associated with London 2012 bearing its identity.

These events will be a conspicuous part of its communications and outreach and will play a major part in projecting its vision for sustainable Games. Therefore LOCOG developed some Sustainability Guidelines for Corporate and Public Events for its organizers of corporate and public events. They are equally relevant to organizations putting on events associated with London 2012.

The types of events the guidelines are intended for include:

- conferences and seminars
- workshops
- road shows
- cultural events
- promotional launches
- open days and
- London 2012 Inspire programme.

The guidelines do not comprise an exhaustive checklist or manual. Every event has its particular circumstances and it is important for organizers to consider the key sustainability issues specific to their event. However, the guidelines include the ten key topic areas which LOCOG consider most relevant to the types of events it will be organizing in the lead up to the Games, as follows:

1. venue and accommodation selection
2. impacts on venue and local area
3. transport and travel
4. sourcing products and services
5. health, safety and security
6. energy consumption
7. catering provision
8. waste and cleaning
9. communications
10. give-aways.



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The guidelines aim to help companies and organizations take the first steps towards establishing a BS 8901 compliant management system. However, adoption of the guidelines in isolation does not mean that full compliance with BS 8901 will be achieved.

The guidelines have recently been updated to include knowledge gained so far and include case studies to illustrate how specific aspects of the guidelines have been implemented.

## 3. Translating BS 8901

### 3.1 Introduction

In this chapter we will use case studies and practical information to explain Clause 3 of the standard. This clause contains all the requirements that need to be met in order to claim compliance with the standard. The case studies are snapshots of some of the steps taken by different events and organizations to implement BS 8901. Some may be suitable for you and others may not match your situation. The point of these case studies is to share examples rather than provide a list of practical steps which need to be implemented.

The terms *shall* and *should* are used throughout BS 8901 – *shall* means that it is necessary to do something in order to comply with the standard and *should* means that something is recommended but it is not necessary to do it in order to comply with the standard.

The following headings in this chapter correspond directly with the clause numbering and structure of BS 8901 to aid the understanding of its requirements.

### 3.2 Sustainability management system scope

The start of your BS 8901 journey is to set your scope.

Setting your scope means to decide the exact boundaries of the work which you will apply your management system to. Determining what will be covered by the management system is absolutely critical and, should you go down this route, will be one of the first questions an independent certifier will ask when they audit you.

Factors that influence the scope include:

- size and complexity of the organization
- needs of stakeholders
- type of activities undertaken by the organization and the extent to which it has control and influence
- materiality (or importance/significance of an issue)
- environment and location in which it operates
- organizational objectives.

## Translating BS 8901

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A large and complex organization may want to start with a manageable scope and grow over a period of a few years. A smaller organization is probably well positioned to include all operations and activities it has control and influence over from the outset. The following table may help you do this.

Operation/activity	Is this relevant (Yes/No)?	Can it be controlled or influenced (Yes/No)?
Access, including perimeter and external infrastructure, temporary roadways, barriers, fencing and facilities for user groups with specific requirements Accommodation, including camping Asset reinstatement, refurbishment, reuse and recycling Communications, including internal and external signage and barriers Concessions Crowd management, including children Fire safety, including fireworks and pyrotechnics Food, drink, water and hygiene controls Furniture, fixtures and equipment Health and safety Information and welfare, including visitor information and VIP services Information technology and telecommunications Licensing and local consultation Logistics Major incident/emergency planning Medical, ambulance and first-aid management Merchandising/promotional items, including materials such as branded banners, drapes, flags, etc. Performers, including children, animals Planning and management Power sources: installation and lighting Press and media		

Operation/activity	Is this relevant (Yes/No)?	Can it be controlled or influenced (Yes/No)?
Publications and other printed material Risk management Sanitary facilities Security Sound: systems, noise and vibration Special attractions, amusements and effects, including promotional displays Sponsorship negotiations Staffing Structures: temporary and permanent Ticketing Transport management, including site traffic Venue, including site selection, preparation, design, construction and management Waste management, disposal and litter picking		

In the context of an event management company, the scope would normally encompass the daily working of the business and the service products it creates. However, an event organizer may also want to limit the scope of the management system to flagship events it organizes. Furthermore, for a business which has more than one venue the scope could include the conference area, meeting rooms and conference team but may exclude other areas of the business portfolio which are not core to its venue operations (e.g. shops and apartments).

Always consider areas which may or may not be in your scope. For instance, you may have a number of existing concessions or contracts which may be up for renewal soon, which means that whilst you may not have control and influence now – you may have in the near future.

You should also consider how your scope applies to client requests.

Clearly write your scope and store this information as part of your management system.

### ***Reed Exhibitions, UK***

The UK office of Reed Exhibitions Ltd manages a portfolio of approximately 40 trade events. As it can be difficult and daunting to implement any new system across an entire business in one step, Reed recognized defining the scope of the management system clearly was key to the success of its implementation. For Reed Exhibitions Ltd it was more practical to start with a section of the business, develop and trial an internal system that complied with the standard for a specific time period and then grow that established system across the business going forward.

Therefore in 2008, The Reed Exhibitions Ltd BS 8901 Event Group was created. This virtual group only included four trial shows at the start but will expand to cover the whole portfolio in future. The group was set up with this future growth in mind. For example:

- The four shows were selected so that all three divisions of the business would be represented, which created a nucleus of expertise and experience in each division for future growth.
- Half of the shows were delivered in the UK and half outside the UK. This reflects their broader portfolio and would give them some valuable geographical differences to learn from.
- Only new documentation and processes that could be applied across the whole business in the future were adopted or developed.
- Guidance notes were written in parallel with the internal system documentation to aid future transfer of knowledge.
- The group could grow annually in agreement with its external certifiers without having to issue new certificates each year.

While only a limited number of events were included, the scope included any aspect of those events. This gave the individual teams delivering the shows the freedom to explore all the impacts of the shows and then choose the most relevant or important to progress and improve year on year.

Over the last few years the scope of the system has continued to grow alongside the level of buy-in and understanding across the business.

### 3.3 Statement of purpose and values

After deciding your scope the next step is to ensure that you have a statement of purpose and a set of values, which reflect your sustainable development principles.

Any successful business will have a clear purpose, which is understood and shared by its employees, customers and other stakeholders. This purpose should be expressed in the organization’s vision and values and should be at the very heart of the organization.

You may be able to find your company’s statement of purpose and values in the following places:

1. Company website.
2. Annual company reports.
3. New starter training guides.
4. By asking your managing director.

Sustainable development principles are more general statements or rules of thumb, which have two advantages:

1. They help to define outcomes in higher-level terms that are more flexible and more widely understandable.
2. They help to apply your strategy of sustainable development in practice by providing reference points for making decisions both at a corporate and at an individual level.

Table A.1 from BS 8901 provides some useful questions to assist in establishing principles of sustainable development:

Principles	Questions
<b>Inclusivity</b>	<ul style="list-style-type: none"> <li>• How do you identify those who could affect or be affected (stakeholders) by your decisions and actions?</li> <li>• How do stakeholders contribute their views, and on a continuing basis?</li> <li>• How do you help stakeholders understand the reasons for the organization’s decisions and the implications of its actions?</li> <li>• How can you be sure that no groups or individuals are disadvantaged or kept in the dark?</li> <li>• Are there interests beyond your immediate stakeholders that should be considered?</li> </ul>

Principles	Questions
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• How do you try to deal with others with integrity?</li> <li>• How is diversity encouraged and developed?</li> <li>• How do you ensure that bribery, abuse, oppression and corruption are avoided?</li> <li>• How do you demonstrate that your decisions and actions are unbiased, and comply with relevant rights, legal obligations and regulations?</li> </ul>
<b>Stewardship</b>	<ul style="list-style-type: none"> <li>• How does this action affect quality of life?</li> <li>• Will organizational decisions lead to irreversible environmental (including biodiversity) or societal change or loss? If so, have alternatives been evaluated?</li> <li>• In any activity, will the use of resources and its consequent impact be considered and monitored?</li> <li>• How are sustainable development management skills developed, shared, applied and recognized?</li> </ul>
<b>Transparency</b>	<ul style="list-style-type: none"> <li>• How do you make certain that relevant and reliable information is available in an accessible, low-cost and comparable way?</li> <li>• How are reasonable views or requests for further information considered and responded to?</li> <li>• How are significant interests, influences or beneficiaries recorded, communicated and managed?</li> <li>• How are decision makers identified and the reasons for decisions recorded and communicated, and to whom?</li> </ul>

By ensuring that your values reflect widely held sustainable development principles you will help to firmly embed sustainability into the culture or DNA of the organization. Given the challenges involved in implementing sustainability when organizing an event this will pay dividends if formalized processes ever break down. This is also particularly important for start-up organizations specifically tasked with organizing a large event, which may not necessarily be mature enough to introduce all management system elements at the early stages of their life as they are constantly evolving as they operationalize.

Write your statement of purpose and values clearly and store this information as part of your management system.

When you start to create your policies, objectives and targets you will need to check that they correspond with your statement of purpose and values.

### Organise This, UK

In 2004, Organise This launched as an event management company with a clear vision of delivering events which were environmentally friendly and community involved. A statement of purpose and values may sound like something only large companies will have created and implemented but for Organise This their obvious purpose (to deliver events in a sustainable way) reflected a number of values which the business was working by. By 2010 the number of employees had grown and the business values were evident from their way of working.

Below are a number of practical examples of how values are reflected in business practice:

- **Integrity:** There is a flexible working policy which means employees are able to work from any location and work flexible hours. Employees do not have to report on where they working or what they are doing but understand that the focus is delivering work to a high standard using the most appropriate ways of working. Employees have a monthly review on their objectives where they rate their achievements.
- **Transparency:** The business accounts are shared monthly with employees so everyone is clear on the income generated and how it is used. As a result of this all employees take responsibility for delivering sales and reducing any overheads as they have a good understanding of how this behaviour will make a difference to the business.
- **Stewardship:** There is a training plan for new starters which is reviewed regularly to ensure training needs are identified and addressed.
- **Inclusivity:** Employees attend a monthly strategy day where ideas are shared on steps which can be taken to: improve the business, show leadership in the implementation of sustainability and decrease any negative economic, environmental or social impact that the business may have. One recent initiative is the tracking of daily travel by each employee to measure the business footprint.



Organise This has three business objectives which are clearly related to the business values and purpose:

1. to lead the implementation of sustainability across the event industry
2. to identify new ways of working to maximize employee potential
3. to build a sustainable financial business model.

### London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK

Vision:

*To use the power of the Games to inspire lasting change.*

Values:

*To achieve our vision we must be **inspirational**.*

*To do this we must be **open** and **respectful**.*

*Only by working as a **team***

*Can we **deliver** something truly **distinctive**.*

The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) is the private sector body responsible for preparing and staging the 2012 Games and the Olympic Delivery Authority (ODA) is the public body responsible for developing and building the new venues and infrastructure for the Games and their use after 2012.

LOCOG has defined its sustainable development principles as inclusivity, integrity, accountability, stewardship and transparency. LOCOG and the ODA share a common vision and set of values.

The London 2012 vision is to use the power of the Games to inspire lasting change – in the level of sport participation around the UK, in attitudes towards diversity, disability and sustainability, as well as in people's lives and in the physical landscape of east London.

London 2012 has defined six values which act as ‘guiding principles’ and a frame of reference for the way in which the two primary delivery bodies operate and how their employees behave.

The following table outlines how the values map to LOCOG’s principles of sustainable development.

Sustainability principles	Values					
	Inspirational	Open	Respectful	Team	Deliver	Distinctive
<b>Inclusivity</b>	✓	✓	✓	✓	✓	✓
<b>Integrity</b>	✓	✓	✓	✓	✓	✓
<b>Accountability</b>	✓	✓	✓	✓	✓	✓
<b>Stewardship</b>	✓	✓	✓	✓		✓
<b>Transparency</b>	✓	✓	✓		✓	✓

### 3.4 Sustainability policy

The Sustainability Policy is what should drive the whole of the management system and when finalized it becomes a publicly available declaration of your intentions and commitment to improving your sustainability performance. In many ways it is a ‘contract’ made between the organization and its stakeholders. If you followed the steps in ‘Getting started’ on page 9 of this guide you will find it easier to develop a Sustainability Policy.

A typical Sustainability Policy should be between one and two sides of A4. It should include the broad sustainability commitments and intentions. Ensure your policy truly reflects what you are doing and what you intend to do. The management system that you are creating is how your policy will be delivered.

The Sustainability Policy should include the following elements:

- Commitment that you are prepared to take a lead with the implementation of sustainability in an event context (e.g. to implement new ways of working which may be different to the majority of the industry).
- A line about your company's purpose, mission and values (see 3.3 of this guide).
- A commitment to comply with applicable legal requirements (i.e. what are the legal requirements which your business should be complying with) and with other requirements to which the organization subscribes.
- A commitment to continual improvement (e.g. aiming to seek ways of being more sustainable).
- Significant sustainable development issues (see 3.5.1 of this guide) (e.g. areas of focus which could include some commentary about related objectives – see 3.5.4).

Avoid using jargon or statements that you cannot substantiate (e.g. avoid using the term 'environmentally friendly'). Try and keep the policy general enough to avoid the need for frequent alterations and re-issues.

When you are writing your policy remember to think of how the following may impact your work:

- Your supply chain.
- The event management cycle, from the start of the concept through planning, implementation and final evaluation and review.
- Other company policies.

The Sustainability Policy should be signed off by top management and dated.

The Sustainability Policy should be communicated to relevant stakeholders, including those working for or on behalf of the organization and the supply chain (see 3.5.3 of this guide).

## Organise This Ltd Sustainability Policy

*Organise This Ltd understand that our event management operations and processes impact both positively and negatively on the environment, social and economic issues. Our purpose and mission is to promote and support the development of sustainability in the event industry.*

*We are committed to show sustainability leadership within all of our event management operations and processes.*

*Our core principles and values are honesty and integrity, professionalism, leadership, a collaborative approach, positivity and pro-activity. We are committed to upholding these principles and values in all of our event management operations and processes. We strive to continually improve and develop to leave a positive legacy.*

*We recognize that event management can have positive, long-term social, environmental and economic impacts and therefore sustainability is core to the foundation of all of our event management operations and processes, including products and services.*

*We will ensure that this policy is communicated to all of our stakeholders and supply chain with regards to our event management operations, products, services and processes which includes the whole event life cycle from event conception to post-event review.*

*We will ensure we listen and record any feedback from stakeholder engagement and our end users.*

*Organise This Ltd will ensure that we adhere and comply with all applicable legal and other requirements to which Organise This Ltd subscribes.*

*Organise This Ltd Sustainable Objectives are:*

- *to grow income levels to allow sustainable growth*
- *to provide unique leadership for the implementation of sustainability*
- *to develop our way of working structure to maximize potential.*

*These objectives address our key issues of: business growth and improving industry training.*

*This policy is available to all staff, clients, suppliers and other interested parties and will be reviewed annually.*

*The nominated sustainability champion for Organise This Ltd is Fiona Pelham.*

*Signed: Fiona Pelham, Managing Director*

*Date: 15/01/2009*

*Last reviewed: 28/06/2010*

### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

For London 2012 the governing framework for sustainability is the London 2012 Sustainability Policy (first issued July 2006 and updated December 2009) and the London 2012 Sustainability Plan (Towards a One Planet 2012), which was published in November 2007 and updated and reissued in December 2009.

These documents were produced jointly by the constituent members of the Olympic Board, representing the Government, the Mayor of London, the British Olympic Association and London 2012 itself, comprising the Olympic Delivery Authority (ODA) and the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG).

The documents take a programme-wide approach covering all three of the key phases: preparation, Games and legacy and build on the commitments set out in the London 2012 Candidature File which was formally submitted to the International Olympic Committee in 2005 and more recent publications.

In addition to complying with all applicable legal requirements and whilst London 2012 will address all elements of the diverse themes which make up sustainability, it believes it can make the biggest impact and achieve the most beneficial outcomes by focusing London 2012's sustainability efforts upon five headline themes:

- Climate change.
- Waste.
- Biodiversity.
- Inclusion.
- Healthy living.

Within the delivery organizations, sustainability is being incorporated into internal management systems each taking a different approach to reflect the unique nature of their organization in the context of the Games. For example, LOCOG is an event management organization.

Development and review of the London 2012 Sustainability Policy and Plan is the responsibility of the London 2012 Sustainability Group, which comprises senior representatives from London 2012 and the London 2012 Stakeholders, together with other relevant Government departments and the British Paralympic Association.

Independent, outcome-based assurance on the sustainability of the London 2012 programme is provided by the Commission for a Sustainable London 2012, which has been established specifically for this purpose.

### 3.5 Planning

Effective sustainable development is built on the foundations of ongoing stakeholder engagement and clarifying key issues and prioritizing them. Both are ongoing processes.

Without these two areas operating well it is likely that sustainable development will be difficult to target and embed throughout the organization.

BS 8901 is a management system. It is a process, not a list of actions, which you should take to become more sustainable.

The following clauses of BS 8901 cannot be tackled in an isolated manner. Issues cannot be identified and evaluated solely by an internal team. Any organization has impacts of varying sizes on those who work directly and indirectly with it and cannot take a view of its sustainability issues without involving the perspectives of relevant stakeholders.

### 3.5.1 Issue identification and evaluation

Issue identification and evaluation is the stage in the process where you decide (based on your situation) what the key issues are and how they should be addressed using the BS 8901 process.

Issues arise in relation to activities. Issues, including risks and opportunities, should be identified according to the agreed scope of the management system. At this stage it may be useful to consider your company's goals and main activities planned for the next few years. What are the potential environmental, social and economic impacts in pursuing these goals? What resources will be used? What are you already doing to address this?

A key question to ask is the extent to which an organization has control and influence over a particular issue. For example, an event organizer will generally only have control over the items it brings into a venue, not necessarily the venue itself. If you have control over something you will have a greater capacity for change rather than if you can only influence. Remember to consider the control and/or influence which you have over your supply chain.

In order to identify your sustainability issues, it is important to create a procedure that you will use regularly to identify and evaluate the significance of your issues. Feedback from relevant stakeholders should be considered wherever possible. Stakeholders will also play a key role in helping to identify and legitimize emerging issues.

If your company has implemented other standards (for example ISO 14001 or BS OHSAS 18001), you may have already gone through this process to a certain degree in respect to evaluating aspects and impacts, however bear in mind that BS 8901 extends beyond other standards.

Your company may already have a procedure for determining risks so you may be able to use this – just make sure it covers the elements you need.

If you are not sure where to start to identify your issues, Appendix B provides some examples of potential sustainability issues in event management. There are also a number of guidelines and resources which may help (refer to Appendix A). However while these tools and guidelines may help you identify your key issues, they will not help you in determining significance, neither is it likely that they will identify all the issues that may be relevant to your organization.

It is a common misconception that the right approach to identifying your issues is to follow a list which has been created by someone else. Only you will know your issues as they should relate specifically to your unique situation. Your supply chain will also be able to support you with the recognition of those issues as they are familiar with your unique situation. While the use of checklists, including those resources identified in Appendix A, will help you they should not by any means be viewed as exhaustive.

When determining the significance of sustainability issues, you should ask yourself:

- What sustainability issues are important for my organization to manage and monitor?
- How far does my responsibility for sustainability issues extend?
- Where in the event life cycle should my organization focus its sustainability efforts?

Although these questions seem reasonable they represent the most difficult area for a lot of companies to get completely right. Whatever method is chosen for identifying your issues, it should be as consistent as possible and be clear on how evaluation took place. Points to consider may include:

- What is the scale, severity and duration?
- What are the applicable legal requirements?
- What are the concerns or views of internal and external stakeholders?
- Do you have control or influence over the issue?
- Is it an actual or potential issue?
- Is the issue positive (beneficial) or negative (adverse)?
- Does the issue result in a permanent or temporary impact?
- Is the issue of local or global significance?
- How probable is it that the issue will occur?

It is easy to get carried away when identifying issues; remember to take a step back every now and then to ensure you are not missing the obvious, or focusing on an issue which is not material (i.e. it is of little significance).

The results of your issue identification and evaluation procedure should be written down, regularly updated and shared with stakeholders.

A commonly asked question about companies who self-declare their compliance to BS 8901 is how anyone can be sure that they are addressing their most



significant sustainability issues. If the process of stakeholder engagement in relation to sustainability issues is implemented correctly, the stakeholders will have an opportunity to feedback on the issues being addressed and therefore check that the significant issues are being addressed (see 3.5.3 of this guide).

### **England 2018 bid to host the FIFA World Cup, UK**

The England bid to host the FIFA World Cup in 2018 or 2022 used the BS 8901 framework from the start of the bidding process in 2009.

The procedure for identifying issues related to the hosting of a FIFA World Cup needed to go beyond identification of current issues existing in 2009 as the event was to be delivered in 2018 or 2022.

The procedure developed included:

- A review of issues identified within previous similar events (using case studies, reports, meeting with the event organizers, etc.).
- A review of sustainability issues recognized by those including academic experts and government opinions of issues which will likely exist in England in 2018 or 2022.
- A review of the event to identify any issues potentially unique to a FIFA World Cup in England.
- Meetings with stakeholder groups to identify and evaluate issues. These stakeholders included potential host city groups, academics, sustainability experts, non-governmental organizations (NGOs) and the organizers of other large-scale events.

Issues were evaluated using a range of criteria including potential seriousness of issue, likelihood of issue and potential level of influence/control of the event over the issue.

The technical adviser on environmental sustainability was responsible for the identification and evaluation of issues and worked closely with the bid team's Head of Legacy Development. Education was provided for bid team members on sustainability and this process was regularly reviewed and updated throughout the bidding process.

England’s bid to host the FIFA World Cup in 2018/2022 included a list of targets set to address the issues identified and a strategy for constantly reviewing the procedure for identifying issues. These were grouped under three core themes of leadership through action, best practice and commercial opportunity. A snapshot of two of the themes is as follows:

	Leadership through action		Commercial opportunity	
<b>Target/ objective and endorser</b>	100% of organizing committee staff have sustainability within their job responsibilities	At least two stakeholder outreach opportunities a year	Local supplier use policy	At least one sustainability related legacy per Candidate Host City
<b>Issue being addressed</b>	Lack of experience of sustainable events in the international event industry	Relatively low education and awareness levels across key stakeholder groups including the supply chain	Ensuring benefits from event reach local community	Sustainability initiatives surviving post-event

Crucially, all targets were agreed and committed to by all parties who would have responsibility for key areas of the event.

### London 2012 Bid, UK

London began its formal bid for the 2012 Olympic Games and Paralympic Games in the summer of 2003. Even before that time work had been going on to assess the potential for a London bid and to examine some of the critical aspects of the bidding process. Sustainability considerations formed part of this early analysis.

There were two main considerations: first the growing emphasis on environment within the Olympic movement. Research for the possible London bid during the 1990s and early part of this century involved attending International

Olympic Committee (IOC) conferences on sport and environment and observing the Sydney 2000 Olympic Games, which were pioneering the green agenda in this sector.

The second driver was the then Mayor's insistence that the bid be centred on East London so that it could be a catalyst for long-term sustainable regeneration of some of the most deprived parts of the city.

When the bid process began in earnest it was already clear that environment would be a critical focus – the formal requirements of the IOC Candidate File made sure of this. But the London 2012 team felt that this theme needed to develop into a more dynamic and holistic view of sustainability in its full sense. Only in this way could the theme move on and become part of London's differentiation against the other candidate cities.

Top-level commitment was a given from the outset: the Mayor was focused on sustainable regeneration and forced the subject by issuing 'The Mayor's Green Compact' in the autumn of 2003. Within the bid team it was appreciated that London was starting from behind in the race, so every potentially winning angle was followed.

The identification of key issues came from two perspectives: first the learning from Sydney 2000 and the wider dialogue of greening the Games. The second perspective was more London-focused and drew from the array of sustainability strategies that were being developed by the Greater London Authority (this was during the first Mayoral term, 2000–2004).

A vital part of Olympic bidding is to gain public support in the candidate city and country. To do this for London's bid required a huge amount of stakeholder discussion. Early on, however, a number of key NGOs agreed to come to the table and work with the bid team to develop its sustainability proposals. Among these were WWF and BioRegional, the proponents of the 'One Planet Living' concept, which was adopted into the bid under the title 'One Planet Olympics'. This theme provided London 2012 with a sustainability narrative, something which was lacking from the other rival bids, and helped set London's case apart.

### 3.5.2 Legal and other requirements

The organization will need to establish and maintain a procedure to ensure it has access to legal and other requirements of relevance to sustainability.

Legal requirements may include pieces of legislation, permits or other forms of authorization, and planning conditions or other orders issued by regulatory agencies. An organization may also be subject to other requirements, for instance agreements made with customers, non-regulatory guidelines, requirements of trade associations, public commitments made by the organization, and agreements with community groups or NGOs.

If your company has implemented other standards (for example ISO 14001 or BS OHSAS 18001) you may have already gone through this process to a certain degree in respect to determining how legal and other requirements apply to your organization, however bear in mind that BS 8901 extends beyond other standards. The organization should ensure that relevant obligations are taken into account in developing the management system.

Several sources can be used to help identify and maintain up-to-date information about applicable legal and other requirements. Sources include Government (e.g. NetRegs), industry associations or trade groups, commercial databases and publications (e.g. ENDS Report, Pollution Control Handbook, Tolley's Health and Safety at Work Handbook) and professional advisors and services. Membership of a trade or professional association may also provide you with updates and educational opportunities related to legal requirements.

Remember you may already have a legal procedure but it may not be clearly defined and documented.

#### **Earls Court and Olympia, UK**

EC&O Venues, take all the legal aspects very seriously as they host busy and often complicated events that range from a straightforward trade show for 2,000 people to sold-out performances of London International Show Jumping with dressage, show jumping, entertainment and often other animals stabled on site. So they already have a list of legal legislation that they keep up to date to ensure that as new legislation comes out they not

only meet, but often exceed the requirements. EC&O have been signed up to NetRegs for some time and find this a useful tool for understanding the changes in legislation as they are launched.

One of the ways EC&O then pass on the legal requirements to organizers is through a comprehensive handbook. Over the last year, three of the UK's largest venues, EC&O Venues, NEC and ExCeL, have put together an online resource, 'The E Guide', which is available to all organizers and gives the most up-to-date information on what is expected from them, to keep both them and their venues compliant with the law at all times. EC&O have also put a list of applicable legislation together for all UK venues, which they should be aware of for this standard. This is available from the Association of Event Venues (AEV).

### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

The Freshfields law firm is the official legal services provider to LOCOG. This includes advising on sustainability related legal matters where required. In collaboration with Freshfields, a sustainability obligations register has been developed. The document summarizes, in tabular form, the key pieces of legislation which are potentially of relevance to LOCOG on a themed basis. A matrix has also been developed to enable LOCOG Functional Areas to determine whether they need to be mindful of certain obligations.

### 3.5.3 Stakeholder identification and engagement

The closer the engagement you have with stakeholders, the healthier and more robust your sustainability management system is likely to be. Without stakeholder support it will be difficult to deliver your sustainability objectives as your stakeholder groups have the potential to support you greatly. BS 8901 provides a suggested list of stakeholders – but in essence stakeholders include anyone who touches your company or your event.

The reasons for engaging with your stakeholders include:

- To help you identify significant or emerging issues – and potentially take a step back and see the bigger picture as your stakeholders can provide a different perspective.
- To get their feedback and input on the issues which you have evaluated as being most significant.
- To get their feedback and input on how the issues that you are addressing (or proposing to address) may affect them.
- To get their buy-in and support which may lead to them spreading your sustainability messages more widely.
- To get unique expertise and experience which may not exist within your company.

It is important to develop a relationship with your stakeholders which reflects your willingness to:

- listen and take account of the views expressed
- explain why some input is acted upon and other input is not
- educate stakeholders about your plans, opportunities and limitations
- maintain an ongoing relationship.

Many organizations identify their stakeholders by category as there are many potential different groups, e.g. staff, NGOs, local community and customers, but this may not always be realistic as many individuals either may not fit into any category or may overlap into a number of different groups. Although you may need to think of different ways to communicate with your stakeholder groups, if you do bring them together in many instances stakeholders will see the perspective of others and assist in coming to a consensus, or at least agree on a best way forward.

It may be impossible to engage with every group of stakeholders, so to identify your key ones you could ask the following questions:

- Which stakeholders have the most influence on your business addressing the key sustainability issues?
- Which stakeholders have the most expertise in your issues?
- Which stakeholders support the daily business functions and do you work with the most?

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The following table provides an indicative list of stakeholder groups.

<b>Business</b>	<b>Government</b>	<b>Societal</b>
<ul style="list-style-type: none"><li>• Top management</li><li>• Employees</li><li>• Unions</li><li>• Shareholders and investors, including sponsors</li><li>• Clients (including participants)</li><li>• Consumers</li><li>• Suppliers and contractors</li><li>• Trade associations</li><li>• Competitors</li></ul>	<ul style="list-style-type: none"><li>• Local authorities</li><li>• Emergency and security services</li><li>• Regulatory agencies and authorities</li></ul>	<ul style="list-style-type: none"><li>• Residents</li><li>• Local community interest groups</li><li>• Non-governmental organizations (local and global)</li><li>• Research institutions</li><li>• Press and media</li></ul>

The first stage of engagement is to focus on identifying key issues, before moving on to possible solutions and a way forward. It may not be immediately apparent what the issues might be, particularly as each stakeholder group will have a different perspective and set of priorities. For example, a particular issue which is considered of utmost importance to a stakeholder may not be in your control or influence to address. This may be best achieved through cross-stakeholder group discussions or through specific stakeholder education.

Be mindful of tokenism – significant damage can be done by apparently superficial engagement, resulting in greater cynicism and less potential for engagement in the future.

Whatever approach is used to identify and engage with your stakeholders, it is important that this is documented in some way. It is important to remember those stakeholders who may have a legal right to be consulted.

Further guidance on stakeholder identification and engagement is available in BS 8900:2006 and AA1000 Stakeholder Engagement Standard (AA1000SES).

## Meeting Professionals International World Education Conference 2009, USA

MPI has used an array of stakeholder engagement techniques over the past few years to both inform its stakeholders of the importance of sustainability within the event and to encourage them to participate in the identification and prioritization of sustainability issues. Stakeholders (identified as members, attendees, speakers, suppliers, sponsors, partners, volunteers, sustainable event professionals, MPI management and the community in which the conference is to be held) can mostly be reached through well-established communication channels. These channels include the website, social media such as Twitter, specific conference communications such as e-brochures and a weekly electronic newsletter, magazine, emails and personal communications. For hard-to-reach stakeholder groups including the community in which MPI hold conferences; research into specific personnel is needed.

For the World Education Congress 2009 (held in Salt Lake City) MPI took steps to expand stakeholder engagement. MPI sent a survey by email, tailored specifically to each stakeholder group identified above. The survey was also sent out in pre-event emails and the link was hosted on the website for easy access. The survey asked key questions to help MPI identify sustainability issues and concerns related to the conference and the community of Salt Lake. Because it is easily sorted and archived, this method will also allow MPI to compare issue identification over time and among different events.

It is always a challenge to engage stakeholders. However, as techniques have diversified, MPI are noticing an increasing amount of engagement around sustainability. Some of this engagement may be due to the anonymity guaranteed by an on-line survey. MPI are learning to be more creative with communication methods, more targeted with messaging and more diverse in the media used to generate meaningful engagement.



### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

Effective stakeholder relations are essential to the delivery of the Games. LOCOG has developed a Stakeholder Engagement Strategy which sets out the framework through which it engages with all external organizations and structures involved in delivery of the Games.

After undertaking a detailed review of its engagement mechanisms with sustainability stakeholders, LOCOG has put two main streams of engagement work into operation:

- Reactive programme – system to handle questions and enquiries relating to sustainability issues.
- Proactive programme – complementary mechanisms to facilitate dialogue and engagement with stakeholders to involve them in the delivery of sustainable Games and to share best practice.

LOCOG is also committed to working with specialist organizations and individual experts to help develop technical guidance and strategies for the sustainability programme. This is achieved through a number of specific groups and forums as follows:

- Carbon Technical Advisory Group – advise London 2012 on technical and strategic aspects of carbon footprinting and climate change mitigation.
- Waste and Resource Management Technical Advisory Group – advise and support LOCOG in development and implementation of the Waste and Resource Management Strategy and related strategies and action plans.
- Temporary Materials Forum – advise and support LOCOG and other delivery organizations in respect to assessing, sourcing and specifying temporary materials in respect to sustainability.
- Food Advisory Group – advise and support LOCOG in development, implementation and promotion of the Food Vision and related strategies and action plans.
- Active Travel Advisory Group – advise and support London 2012 in development and implementation of walking and cycling initiatives for the London 2012 Games.
- Biodiversity Working Group – advise and support LOCOG in development and implementation and promotion of biodiversity conservation initiatives.

- Changing Places (a programme of community-based projects surrounding London 2012 venues to improve local environmental quality and to build a sense of involvement in the Games)
  - Management Group – to steer the direction of the programme, help allocate the budget and aid decision making
  - Stakeholder Group – to act as an informal advisory and liaison body for the programme and bring new ideas from outside the management group.

The Sustainability team participate in other groups which convene on a periodic basis as needed to deal with particular work streams or topics, for example relating to venues, town and country planning, community relations and Nations and Regions events, industry and supplier engagement days and the Culture and Education programme (e.g. Inspire Programme, Open Weekend, etc.).

### 3.5.4 Objectives, targets and plan(s)

In order to create a road map which will support your implementation of sustainability it is important to create objectives and targets and plans for how they will be achieved.

At this point in the implementation process you will understand:

- Your purpose and values – see 3.3 of this guide.
- Your sustainability aspirations – see 3.3.
- Your sustainability policies – see 3.4.
- Your key sustainability issues – see 3.5.1.
- Your legal requirements – see 3.5.2.
- Your stakeholder feedback on your issues (this should include any supply chain issues) – see 3.5.3.

Objectives should be set across all levels of the organization where activities are carried out which are important in meeting the overall sustainability aspirations and draw from the information listed above.

The additional information which you should consider when deciding your objectives and targets is now considered.

- How you can monitor and measure your objectives, target and plan(s) (see below).
- Technological options (e.g. determining the most appropriate technology for dealing with a particular issue, such as vehicle emissions).
- Your company's financial, operational and business requirements.
- Legacy potential (e.g. what legacy opportunities exist – be they 'soft' such as developing a new standard, or 'hard' such as donating unwanted event items to the community).
- Consideration of alternative options for improved sustainability to the best overall solution (i.e. ensure a number of different options for addressing an issue are considered and their relative merits determined in respect to sustainability).
- The greatest improvement practically possible within the objective's timescale and the organization's capacity to address (i.e. the organization should strive to set higher performance targets for those objectives that it has the greatest capacity to address).

An objective can be expressed by performance or in a general manner and further defined by one or more targets. Where targets are set, they should be measurable and ideally include a specified time frame to be delivered.

Objectives and targets can apply across an organization or be specific to a site or individual event activity. It is also possible for different parts of an organization to contribute via different actions to the same overall objective. In such instances the contributions of different areas of the organization should be clearly identified.

Performance indicators may also be used to track progress in achieving objectives and targets.

Once your objectives and targets have been determined, it is important to create a plan for how they will be achieved.

Your plan should include:

- who is responsible for achieving each of the objectives and targets
- what their function is and level in the company
- how will the objectives and targets be achieved
- the timeframe under which they will be achieved.

Your plan may be your business strategy, specific to an issue, departmental specific or a combination of all three. You may also wish to integrate the delivery of objectives and targets into other organizational processes that are in place (e.g. internal programme management processes).

Whatever approach or approaches are chosen it is important to ensure that the plan(s) are clear to all individuals involved in tracking delivery, i.e. both in terms of the plan itself and the wider management system.

Over the next few years external reporting will become more important, so when you develop your objectives, targets and plan(s) consider how easy it is communicate them externally should you wish to do so (see Chapter 5). Your objectives, targets and plan(s) will gather information which you can communicate in your report.

Remember that someone should be responsible for regularly reviewing this plan(s) and it may need to be amended to ensure the optimal solution is delivered.

### **The Barbican, UK**

The Barbican is Europe's largest multi-arts and conference venue, combining events and exhibitions, major concerts, theatrical productions and film events with corporate events, such as meetings and conferences.

After identifying their sustainability issues the Barbican started work to set specific, measurable, achievable and realistic objectives and targets to address those issues. The team that worked to define the objectives included representation from across the company.

The following objectives were set for a 12-month period:

- To measure and reduce the waste produced by events and exhibitions. (The Barbican recognized that waste is an area where there is potential for improvement and the first step to understanding how much improvement is being made is to measure.)
- To reduce and minimize the carbon emitted and energy consumed by events and exhibitions. (The Barbican has worked hard over the last few years on reducing energy consumption across the building, however setting this objective provided a focus on event and exhibition energy use.)

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- To ensure that future capital projects use the most efficient technology available. (The Barbican is keen to try new technology which can support the achievement of the objectives.)
- To measure the impact of staff, business travel and Barbican contracted supplier transport. (The Barbican wanted an objective which would be relevant to all employees. The potential legacy of this objective could be a change in business culture.)
- To educate and influence on minimizing transportation impacts. (The Barbican's operational requirements meant transportation impacts were unavoidable but recognized that the provision of education could inspire change within the supply chain.)

For each of these objectives the following was considered:

1. the opportunities for improvement
2. the challenges to these changes
3. the actions required for improvement.

From this process several targets and a plan for each objective were created; these ranged from benchmarking current waste levels to developing relationships with suppliers and reducing delivery mileage. The next step was to ensure that where relevant each employee understood their responsibility and what they needed to do to deliver the objectives.

### Reed Exhibitions, UK

Issue	Objective	Opportunity for improving this area	Challenge	Action required to improve	Key performance indicator
Waste	Benchmark the waste generated	Accurate measurement for total waste amounts and measurement of categories of waste landfill/ recyclable/ recycled	Limited measurement and waste-handling capabilities depending on venue	Communicate expectations to venue and encourage better measurement	% recycled onsite incl. set up and break down

This chart is a snapshot of a document used by Reed Exhibitions Ltd as part of their sustainability planning.

This document is used to assign each objective to a team member and track its progress throughout the show cycle. It may be that the objective is relevant for an entire team; in this case the objective is assigned to the team leader. The document also includes a column for when the relevant actions will be taken, how and by whom. During the process of working towards objectives they may identify a different, more effective way to reach an objective and that change in plan will also be detailed on this document.

This document is available in a central area so that staff can access it at any time to review and update the content. The document clearly states which team and/or staff member are responsible for which action and it is these individuals who are responsible for updating the plan.

The objectives, targets and plans are created with reference to the sustainability aspirations of Reed Exhibitions parent company, their core business and their issue identification process (which includes stakeholder engagement).

Reed Exhibitions Ltd is constantly looking at how it can operate in a way that has a lower negative and greater positive economic, social and environmental impact.

This document, monitored by the sustainability champion but added to by the entire team, provides a snapshot of progression towards that goal and highlights areas where there is the capacity to make further positive changes. This document has been incorporated into regular team meetings where the sustainability champion will check that the actions are being taken in the time frame required, by the people responsible for them.

### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

LOCOG has developed its own Sustainability Strategy which identifies a number of priority objectives for it to focus on; these draw directly from the London 2012 Sustainability Plan which is a programme-wide document.

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These priority objectives are as follows:

- To implement a sustainability management system in accordance with BS 8901.
- To deliver a Low Carbon Games and showcase how the Games are adapting to a world increasingly affected by climate change.
- To deliver a Zero Waste Games, demonstrate exemplary resource management practices and promote long-term behavioural change.
- To deliver the London 2012 Food Vision and leave a strong, sustainable legacy for London and the UK by nurturing commercial and educational partnerships.
- To optimize sustainability through procurement, licensing and sponsorship deals.
- To embed sustainability in the planning and delivery of LOCOG venues and operations.
- To influence behaviour change and promote sustainable living through outreach initiatives and leveraging the power of commercial partnerships.
- To create a knowledge legacy for sustainability in event management through comprehensive knowledge management transfer and transparent sustainability reporting.
- 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.
- To deliver the LOCOG Diversity and Inclusion Strategy and host the most inclusive Games to date by promoting access and celebrating diversity.

Strategies and plans exist, or are being developed, to support the delivery of these priority objectives. These may be strategic (i.e. enterprise wide) or tactical (i.e. Functional Area or work stream specific) and take different forms to account for the unique nature of the organization.

Objectives, targets and plans including timelines and roles and responsibilities are maintained by the Sustainability team. Progress is tracked and reported as part of the monthly and quarterly process administered by the Planning and Programme Management team.

### 3.5.5 Dealing with modified activities, products or services

Sustainability is still very much an emerging discipline so whilst it is easy to feel a little complacent about your issues, always expect the unexpected. Whilst you might think that something is well and truly covered something may suddenly change (e.g. the location of a temporary generator at one event may present different issues at an equivalent location at another). Furthermore, for large events which are years in the planning it is reasonable to expect new issues to emerge all the time.

You should have a process in place to anticipate and prepare for new or changed requirements so that appropriate action can be taken to either maintain the delivery of your objectives, targets and plan(s) or introduce new ones.

#### **ENWORKS, UK**

On 25 March 2010, ENWORKS, working with event management company Organise This, hosted a one-day conference, 'Obvious in Hindsight: A strategic insight into successful environmental business support', at Manchester Central Convention Centre.

The event was designed to share a decade's worth of experience in delivering environmental business support, to provide the opportunity for delegates to contribute to the debate on key issues, and to showcase some of ENWORKS' interactive tools and systems.

When the initial visit to Manchester Central took place, the decision was taken to hold the conference in one of the main conference suites with break-out rooms for the workshops. At the time of viewing, the venue was undergoing construction work to expand its facilities but the completion date was due to be before the proposed ENWORKS conference.

One week before the conference was due to take place, the venue provided information that the builders were running over schedule and it was clear to



Organise This that the noise of the building work would have a negative effect on delegates' experiences. An alternative space was offered at the opposite end of the building, which would cater for the event requirements and would avoid any disruption for the delegates.

The process in place to deal with this modification to event location included additional meetings with the venue, catering and audio visual suppliers to rearrange the logistics, including entrance areas and room layout and to reschedule staffing and timing plans. On the day of the event, the delegates were unaware of the changes which had taken place and the objectives for the event were delivered to create a seamless and informative day.

### **3.6 Performance against principles of sustainable development**

The key to sustainable development is recognizing that it is a holistic concept and therefore a range of measures is necessary to produce an overall, reliable picture.

At this point it is important to look at how you currently evaluate your business performance.

Does your current process of evaluation include evaluating economic, environmental and social results?

If so it may be that your current process of evaluation will be suitable for evaluating how you are doing in relation to the management system that you are creating as part of the BS 8901 process.

If your current process of evaluation focuses only on one element, for example financial, now is a good time to review your evaluation process so when you get to the management review stage (see 3.9 of this guide) your evaluation process will reflect your principles of sustainable development (see 3.3).

BS 8901 suggests that a maturity matrix approach is used to evaluate performance against your principles of sustainable development; however you are free to come up with alternative approaches. Appendix C provides some further guidance on how a maturity matrix might be approached.

### **Quadrant Media & Communications Ltd, UK**

Quadrant is a corporate communication company with a portfolio of clients including many from the public sector. As these clients increasingly began to ask questions surrounding its sustainability credentials, Quadrant decided that BS 8901 was the best path forward for them.

When creating the system it was clear that there were several principles and practices that already guided the company – these were developed into its principles of sustainable development:

- Inclusivity – communicating with all parties involved in the event management process.
- Dynamic and Forward Thinking – being creative and actively seeking to improve delivery services.
- Adaptable and Responsive – being flexible to clients’ needs and finding the best solution.
- Transparency and Integrity – being open and honest in dealings with staff, clients and suppliers.

To ensure that as its business moved forward Quadrant improved performance against each of these principles, a maturity matrix was created which progress could be charted against. For each of the four sustainable development principles Quadrant considered what actions minimum involvement, improved commitment and full engagement would require. All of this information was captured on a maturity matrix against which annually they assess their position.

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Below are the performance criteria it defined for its first sustainable development principle:

<p><b>Inclusivity</b></p>	<p><b>Communicating with all parties involved in our event management process</b></p>	<ul style="list-style-type: none"> <li>• Minimal communication</li> <li>• Liaison with just the client</li> <li>• A one-way-prescriptive approach</li> </ul>	<ul style="list-style-type: none"> <li>• Increased channels of communication</li> <li>• Two-way communication</li> <li>• Response and suggestions from stakeholders feed back into system</li> </ul>	<ul style="list-style-type: none"> <li>• Working with all stakeholders including the supply chain</li> <li>• Taking a lead, being the focal point within the supply chain</li> <li>• Clear briefing on the stakeholders wider role within the chain</li> <li>• Everyone feels fully engaged</li> </ul>
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If upon the annual review Quadrant feel that they have progressed to the final column of full engagement on any of the principles, then they will push the boundary further and come up with new ways to improve performance against the sustainable development principles.

## 3.7 Implementation

### 3.7.1 General

BS 8901 is a framework which supports you in the implementation of sustainability within your way of working.

In the implementation section you will ensure that sustainability features in all the key process of your organization and/or event.

These processes will include:

- deciding who does what and who is responsible for what (see 3.7.2 of this guide)
- making sure you have implemented a way of working which will achieve your objectives (see 3.7.3)
- ensuring your team have the right resources including training and budget (see 3.7.4 and 3.7.5)

- working with and managing your supply chain to achieve your objectives (see 3.7.6)
- putting in place appropriate arrangements for internal and external communications (see 3.7.7)
- recording what you need to, when you need to, in a suitable way (see 3.7.8).

A natural reaction that people have to developing and implementing a process is that it takes a lot of time and paperwork and ultimately detracts focus from the delivery of the event or business. In fact the business should drive the management system, not the other way around!

In this part of the guide we hope to show you some good examples where attention to process has led to a stronger business and therefore greater positive social, economic and environmental success.

It is also important to note that the standard talks about 'appropriate documentation'. This does not mean that everything should be written down and filed away but rather that you learn to decide what is appropriate to document and the way in which it is documented. You may not realize it but most businesses will have a documentation process and implementing BS 8901 will help you consider if your current process could be amended to produce better results.

### 3.7.2 Roles and responsibilities

At this point you know your scope (see 3.2).

Within your scope, who is responsible for doing what in the context of your sustainability aspirations and objectives?

It is likely that you may already have job descriptions, project plans and staffing structures which highlight people's responsibilities but it is important that at this point you consider if these documents overlook any new responsibilities which relate to activities of relevance to meeting your sustainability objectives. For example, if you have an objective to measure something, is someone responsible for that measurement?

Top management shall be ultimately responsible for the implementation of the sustainability management system.

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However, it is usual for top management to nominate an individual(s) or team(s) with sufficient authority, awareness, competence and resources (refer to 'Getting started' on page 9 of this guide) to:

1. establish, implement and maintain the sustainability management system at all applicable levels of the organization
2. report to top management on the performance of the sustainability management system and opportunities for improvement.

The sustainability champion(s) or team(s) would also generally take the lead with stakeholders on issues relating to the sustainability management system. However, this does not mean that other parts of the organization should not engage with stakeholders on sustainability, far from it; just make sure that any engagement or communications activities are joined up (see 3.7.7 of this guide).

Of course the sustainability champion(s) or team(s) may have other responsibilities within the organization. Indeed in a smaller company, the Managing Director may perform this function.

For sustainability to be properly embedded throughout the organization, responsibilities should extend to other areas such as operational management or procurement. Top management should provide the necessary resources to enable key areas of the organization to fulfil their responsibilities in respect to sustainability (see below). You should define and communicate the responsibilities and authorities of individuals working for you or on your behalf where their work relates to sustainability.

### **MeetGreen<sup>®</sup>, USA**

MeetGreen<sup>®</sup> is a meeting management company specializing in sustainable solutions who took the approach that although top management supported the implementation of BS 8901 it was the responsibility of all staff to deliver.

MeetGreen<sup>®</sup>'s approach to defining roles and responsibilities including collaborating internally to pull the best elements of all managers' approaches into a singular project management status report, including timelines, stakeholder contact databases and action plans. The form was

refined using elements of BS 8901 to ensure staff were able capture project scopes, objectives, issues, and stakeholder engagement.

This meant that each staff person took responsibility for the implementation of sustainability and feedback to top level management.

A post-project report component was added to benchmark indicators consistently for all projects. The resulting tool was uploaded to an interactive company wiki created, owned and used by all team members, worldwide.

This new approach has come through its first season of use and users have regularly been logging ideas to improve the process on the company wiki resulting in three generations of refinement. The greatest challenge has been ensuring documentation is completed by staff, while not making the forms too onerous to update. The greatest benefit has been clarifying a critical path for projects to ensure sustainability is reflected and consistent services are delivered, while helping managers review all projects at a glance.

### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

In LOCOG, overall accountability for ensuring that sustainability is embedded within the organization and key objectives are met rests with the Chief Executive Officer.

The Head of Sustainability is responsible for reporting to the LOCOG Directors and Heads of Function on the performance of the Sustainability Management System (SMS) including recommendations for improvement. They report to the Director of Strategy, Stakeholder Relations and Planning.

The LOCOG Corporate Sustainability Manager is accountable for developing and overseeing the implementation of the SMS for the Games and programme managing all sustainability-specific and cross-functional sustainability work streams.

Relevant job descriptions also include responsibilities for sustainability management.

The Head of Sustainability and the Corporate Sustainability Manager are supported by a specialist team responsible for coordinating and supporting the delivery of key aspects of the SMS. The Sustainability team operates as a central resource within the Strategy, Stakeholder Relations and Planning Department. Delivery of tactical sustainability objectives, targets and plans is largely through operational projects/programmes and partner organizations.

To facilitate this dissemination of activities, a number of members of the Sustainability team are being embedded within other LOCOG teams and integrated into key work streams, such as Procurement, Venues and Villages, Transport, Logistics, Catering, Cleaning and Waste, Torch Relay, Showcasing, and Look and Feel.

### 3.7.3 Operational control

It is possibly easier to think of operational control in terms of what ‘interventions’ are needed to ensure you meet your policy commitments, achieve objectives and targets, compliance and manage significant issues.

Take a step back and look at your organization and the activities that take place within it across the entire event management cycle. There will be many controls already in place through your everyday working – for example, purchasing, sales, delivery of event services, and marketing, etc.

Ask yourself three key questions:

1. Are existing controls or ‘interventions’ adequate?
2. Does an existing control or ‘intervention’ need to be modified?
3. Does a new control or ‘intervention’ need to be made?

You should also consider how your supply chain might affect your ability to manage sustainability issues (e.g. do you need to introduce sustainability clauses into standard terms and conditions and tender documentation templates).

Controls may take the form of documented procedures, work instructions, contracts or supplier agreements, or use of trained personnel. This will depend on factors such as the skills and experience of people carrying out an activity, its complexity and how significant the activity is.

There is no single approach to establishing controls. It is about:

- deciding the best approach for your company or event to achieve your objectives
- creating a process so that your colleagues know to take the same approach
- making sure your colleagues understand how to take the same approach
- making sure you regularly review this approach as the optimal approach may change.

Controls do not necessarily need to be documented but remember to be mindful of the risk of not doing so if there is a sudden change in personnel, supplier, or other circumstances (e.g. venue-specific requirements).

Do not forget situations which might lead to an incident and require appropriate mitigation and response actions.

### **Meeting Professionals International, UK**

In 2008 MPI held a three-day European Conference in London which was attended by over 800 attendees. As this was the first time that sustainability objectives and targets had been set for a European MPI conference, it was recognized that to ensure this new way of working was actually delivered some measures of intervention may be required.

Two of the objectives for the event were:

1. education of stakeholders on the meaning of sustainability within an event
2. measurement of the event footprint.

Both objectives required action to be taken on site and one operational control action was to form an on-site sustainability team who would be responsible for checking the delivery of the objectives. Sustainability objectives were a new consideration for the on-site team so there were no existing controls during the on-site process. It therefore made sense to bring in additional resource.



The on-site sustainability committee, managed by Organise This, delivered the following:

1. Recorded delegate travel mileage.
2. Undertook audits to record material usage.
3. Checked waste management plans.
4. Gathered measurements from the supply chain.
5. Led tours for conference attendees to highlight sustainability steps being taken.

The existence of a sustainability team desk on site also provided one location to collect documentation, direct questions and manage ad hoc issues, for example collection of unwanted event materials which were then donated to local community groups.

### 3.7.4 Resources

By implementing a more sustainable way of working and working towards your objectives, you may find that you need additional resources.

This might include the need for:

- additional staff
- staff with specific expertise
- staff to be trained to understand actions which need to be taken
- infrastructure
- specialist consultancy services
- technology to achieve your objectives
- a budget for any training, infrastructure, staffing, etc.

It is important that there is evidence that the company is taking the implementation of sustainability seriously and this can often be seen by the amount of resource which is provided. However, while there may need to be an initial investment to get the sustainability management system under way, this does not necessarily mean that there will be significant ongoing costs – quite the opposite if the right approaches are taken and the system is properly implemented.

When allocating resource and understanding if sufficient resource is being provided, consider the following:

- What percentage of your business activities are affected by this?
- What type of business activities are affected by this?
- How often will these resources be needed and for how long?
- What is the cost of allocating these resources?
- What is the potential benefit?
- How does the cost work with the cash flow and other business priorities?

Regardless of whether an organization feels resource constrained or not, a number of strategies can be adopted to help in implementing a more sustainable way of working:

- Consider cooperative strategies with other organizations and suppliers to share technology and knowledge.
- Contact your trade association(s) to establish forums with other members to define and address common issues, share experiences, facilitate technical development, use joint facilities and engage external resources.
- Leverage free or subsidized Government resources for advice, training and awareness (e.g. Business Link, Waste & Resources Action Programme (WRAP), Carbon Trust, Sustainability at Work, etc.).
- Establish whether your organization is eligible for any grants.
- Establish links with professional associations (e.g. the Institute of Environmental Management and Assessment (IEMA)), universities or other research centres.
- Review existing event industry specific sustainability educational initiatives including case studies, webinars and workshops.

### 3.7.5 Competence and training

You need to ensure that relevant employees are trained and competent in their role in respect to the sustainability management system.

You should ensure that all individuals working for you or on your behalf are aware of the importance you place on sustainability.

Anyone involved in activities that you consider to be most important in respect to the sustainability management system should be competent to do so (e.g. managing significant sustainability issues, stakeholder engagement, internal auditing). For example, one of your objectives may relate to measuring the carbon footprint of your event and the staff member responsible for this may need training in carbon measurement.

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Competence is based on appropriate education, training, skills and/or experience. The competency of contractors and other suppliers should also be considered when you select them.

There should be a process in place which reviews the training undertaken and potential future training needs to ensure the staff are being given the right training support to develop in the new areas they may be working in.

### Zurich, UK

In 2008, Zurich decided to commission an education session from Positive Impact to further the event team's understanding of sustainability. This initial group education session gave everyone a basic understanding of the meaning of sustainability and generated ideas on the practical starting steps which could be taken.

Zurich identified that the event, 'Together Strong', could be a suitable time to implement sustainability measures and reviewed the commitment and competence in sustainability within the team. Zurich's commitment to sustainability was clear but the team also recognized that the existing skill set did not include any sustainability expertise, so they looked to Sustainable Events Ltd to provide specific BS 8901 training and on-site measuring and monitoring support.

The goal was to train at least one event manager, who was identified as the sustainability champion. They were responsible for ensuring that the targets set from Zurich's objectives were considered at each stage of the event planning process and received weekly training sessions and support on each clause of BS 8901. A proprietary on-line tool ([www.eventsustainability.com](http://www.eventsustainability.com)) was also used to help track progress through each part of the implementation of the management system.

After a review of the training received on sustainability, Zurich decided to incorporate sustainability education as part of the entire team's performance development goals.

### **innovision, UK**

At an early stage innovision recognized that its people were the key element in delivering its events more sustainably. While BS 8901 provides a useful framework for delivering events more sustainably, the responsibility lies with the delivery teams to ensure that a genuine effort is made to act in this way. Rather than treating BS 8901 as a box-ticking exercise, steps were taken to train and encourage the staff to abide by the spirit of the standard.

The process for engaging staff in sustainable event management focused upon three key elements; implementing efficient management processes, training staff in the practical implementation of these processes and giving staff an in-depth understanding of broader sustainability issues.

Although the first two stages were important to the implementation of a robust management system, the development of a deeper understanding of sustainability as a whole was viewed as crucial to ensuring that it continues to build upon the framework that BS 8901 provides and acts as sustainably as possible.

As part of an ongoing process, each team member is challenged to think intelligently about individual sustainability issues and develop creative methods for improving the overall sustainability of its events, rather than viewing the sustainability management system as 'just another process'.

### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG)**

Since the start of 2009 all new LOCOG staff and secondees have been required to attend a 30-minute Sustainability Induction Module which is an official and mandatory part of the LOCOG HR process. The LOCOG Sustainability team liaise with the HR team and maintain a record of all attendees.

The induction provides an overview of sustainability, its context in the Olympic and Paralympic movement and its importance to London 2012 and its relevance to attendees.

In respect of existing staff, the Sustainability team undertook a series of 'Department Roadshows' in 2008 and 2009.

### 3.7.6 Supply chain management

Procurement is probably one of the most significant areas where you can make a difference with regards to sustainability. Your expenditure on products and services has the potential to have significant impacts, but if managed correctly it can be used to make significant positive contributions towards your sustainability objectives and targets.

A more sustainable approach to procurement brings added value benefits, it reduces risk and enhances your company image and brand. Externally it demonstrates to a wide audience that you are engaged with the consequences of your operations and activities.

The objectives and targets that you have established and the plans that you have created will be relevant to certain suppliers.

In respect to BS 8901 it may affect a supplier in three ways:

1. A supplier can choose to implement BS 8901 in its own right (e.g. if it considers that the event sector represents a significant part or focus of its business).
2. A supplier is contractually obliged to either implement BS 8901 by a client, or is contractually obliged to provide its products and services with certain sustainability considerations in mind (e.g. it is critical in delivering on a client specific sustainability objective).
3. A combination of the above, i.e. it has implemented BS 8901 and the client also requires it to do certain things.

Follow these steps:

- Decide which objectives, targets and elements of your plan(s) are relevant to your supply chain.
- Communicate with your supply chain to find out if they are able to support you.

If you have an existing long-term supplier relationship you may feel you are limited in what you can ask – but do not be afraid to do so, particularly if you

give them a lot of work. Remember if you are engaged with a supplier who is not willing to help you meet your sustainability objectives they will probably not be sustainable in the long term.

Whether you have a formalized tender process when selecting suppliers or keep it relatively 'light of touch' make sure that the criteria upon which you choose your supplier includes sustainability and in particular the ability to support your objectives.

Remember to include sustainability clauses in your standard terms and conditions. Bear in mind that even if a supplier provides you with an excellent tender response in respect to sustainability this will not be contractually binding unless it is referred to in some way in a contract. So your standard terms and conditions may need to be amended to reflect this.

You should also consider what you will do if certain requirements or commitments are not delivered by the supplier.

Finally include sustainability as a factor which you review your supply chain on. This should include post-event reviews where you consider the performance of the supplier.

Annex B of BS 8901 provides some very useful guidance which can be applied to supply chain management. A new Guidance Standard BS 8903 'Principles and framework for procuring sustainably' was published in 2010.

### **Reed Exhibitions, UK**

In 2009, Reed Exhibitions ran a series of sustainability workshops with not-for-profit education provider Positive Impact. The education sessions which covered topics including waste, water, energy, carbon, community involvement, measuring return on investment, were tailored to the needs of the supply chain.

More than 10 of their regular suppliers attended the workshop series and for many it was their first insight into the concept of sustainability. Over the workshop series Reed Exhibitions Ltd took a proactive approach and shared their approach and objectives so the supply chain became clear what they

should be considering and how the client and supply chain could support each other in the future.

As this quote from one member of the supply chain demonstrates this approach to supply chain management did make a difference:

*'We really enjoyed the sessions, finding them informative and refreshingly "open" – that's to say not preaching to us but engaging us in the process of identifying manageable targets and helping us put them into practical, everyday use. We've changed the way we operate.'*

After the workshop series Reed Exhibitions Ltd used more traditional communication methods to engage with stakeholders. New suppliers are asked to provide information on their sustainability initiatives and where relevant to targets, the supply chain are asked to provide measurement information. The supply chain is not contractually obligated to implement BS 8901 specifically. However, they are made aware of the importance of sustainability to Reed Exhibitions and more general sustainability text is included in terms and conditions and contracts.

### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

Although as a private sector organization LOCOG is not subject to EU procurement legislation, it adopts fair and sustainable procurement principles and processes. This is delivered through a Procurement Governance Model which is administered by the Procurement team, working with key enterprise leads including the Sustainability team.

LOCOG has also produced a Sustainable Sourcing Code (now in its 2nd edition). The Code sets out its requirements in detail. It is not intended to be prescriptive; it sets a framework to enable it to consider the relevant issues and make informed choices by applying a set of core principles throughout.

These are:

- responsible sourcing
- use of secondary materials
- minimizing embodied impacts
- healthy materials.

Put simply, its approach to sourcing sustainable products can be based on the following five key questions:

1. Where does it come from?
2. Who made it?
3. What is it made of?
4. What is it wrapped in?
5. What will happen to it after the Games?

On occasions when it is sourcing services which involve labour, it uses the Ethical Trading Initiative (ETI) Base Code as the required standard that suppliers should be achieving.

The Code also contains a number of core obligations of suppliers and licensees including the requirement to integrate it into their management processes, obligations around community benefits, supply of information including LOCOG's right to audit, use of subcontractors and third parties, claims and declarations and dispute resolution procedures.

In partnership with other teams in LOCOG, the Sustainability team has also undertaken a review of all the spend areas. This is included in the Code and is intended to provide prospective suppliers and licensees with LOCOG's view on the priority areas of sustainability within their industry or sector. The Code includes an indicative list of spend categories that will be procured by LOCOG and, for each spend category, the prioritization given to different sections of the Code. Where an area is flagged as high priority, this means that LOCOG will assess this aspect of sustainability during the tender process.

Commercial partnerships are managed by the Commercial Negotiations team which is a separate part of the Commercial team. However, whilst this



is managed separately, a competitive tender process is followed. The Code applies to these types of contract. The Sustainability team provide advice and support to the Commercial Negotiations team on all deals.

Merchandise licensing arrangements are handled by a Licensing team which is a separate part of the Commercial team. A competitive tender process is followed, using the Code. The Sustainability team also provide advice and support to the Licensing team on all deals.

Commercial deals of at least £250,000 in value, or which are considered to result in a significant relationship, are decided by a Deal Approval Group. This is chaired by the General Counsel and attended by the Head of Sustainability.

Default sustainability clauses have been introduced into all sponsorship, supply and licensing contracts and agreements. These are supplemented by specific clauses where appropriate.

Following award of a contract, LOCOG monitors a supplier or licensee's practices to ensure they are being carried out as agreed in the tender process. This is done using a range of tools including Management Plans, the Supplier Ethical Data Exchange (Sedex) and independent audits. For priority categories, LOCOG requires suppliers and licensees to become members of Sedex if they are not already.

### 3.7.7 Communication

You need to make sure you have appropriate arrangements in place to communicate internally and externally on sustainability related matters – this is often easier said than done because the subject matter can be incredibly complex to communicate.

Reasons for internal and external communication include:

- reinforcing your commitment to sustainability and promoting your efforts to improve your sustainability performance
- raising awareness and encouraging dialogue in respect to sustainability
- receiving and responding to enquiries, concerns or other inputs.

If your company has implemented other standards (for example ISO 14001), you may have already gone through this process to a certain degree. It may also be that you already have processes for communication in place, in which case it should just be a case of undertaking a review and making a few modifications.

It is advisable to develop a communications strategy and plan for your organization which is revisited and revised on a regular basis.

You may also find it useful to review ISO 14063 which deals with Environmental Communication. ISO 14063 does not dictate how you should communicate but offers guidance on what should be considered in developing a communication programme.

Subclause 3.7.7 of the standard may be best broken down into internal communications and external communications.

### *Internal communications*

Effective internal communication is very important to the success of the sustainability management system. You should also encourage feedback from individuals throughout the organization.

You should also provide relevant information to those working on behalf of your organization, such as contractors or suppliers.

Results of sustainability management system monitoring, audits and management reviews should also be communicated to appropriate individuals.

There are number of ways of doing this and include minutes of meetings, intranet, internal newsletters, internal roadshows, suggestion boxes/schemes, email, committees and internal competitions.

### *External communications*

To a certain extent you will already have identified who your stakeholders are and should have engaged with them on some level.

You should as an absolute minimum have arrangements in place to receive and respond to communications with external stakeholders.

Regular communication with stakeholders can be extremely beneficial but it can be incredibly time consuming and expensive. However, not all stakeholders either want or need to be engaged all the time. You therefore need to determine

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the best way of communicating with different stakeholder groups and allow them to contribute to your sustainability efforts in a manner that is commensurate with their interests.

Communications should include the following (where considered appropriate):

- what the aspirations or goals for the event are
- any steps that must be taken to achieve a greater level of sustainability
- issues, objectives, targets (see 3.5.1 in this guide and 3.5.4)
- any steps that must be taken to achieve the objectives
- who is responsible for what (see 3.7.2)
- key contacts
- feedback and/or update on how the implementation of sustainability is going and any impact on performance.

Whatever your decision it is advisable to document it in some way.

There are number of ways of externally communicating, for example informal discussion, supplier industry days, focus groups, community events, websites, newsletters, press releases, periodic reports, etc.

### **The Tall Ships Races 2010, Hartlepool Borough Council, UK**

The Tall Ships Races are a sailing competition for young people organized each year by Sail Training International and held during the summer in European waters. For the 2010 Races, Hartlepool won the opportunity to act as host destination of the final leg of the Races.

Hartlepool Borough Council set about organizing a large weekend regatta event to welcome between 60 and 100 sailing ships in August 2010. The Council realized that the large scale of the event, up to 1 million expected visitors and the diversity of attractions, from the ships themselves to large pop concerts each night, meant that BS 8901 could offer huge support in managing the event's impacts.

With so many stakeholders involved in such a large-scale event it was clear from the beginning of the BS 8901 journey that engagement and communication with all of these was imperative.

The starting point was the consideration of each of the different stakeholder groups and determining which methods of communication were best to engage with each. A communications plan was then drawn up to ensure that BS 8901, The Tall Ships Races and sustainability issues were communicated effectively to each stakeholder group.

To ensure that each stakeholder had a clear channel to communicate back their concerns, questions and ideas, a wide variety of communication delivery methods were used including email, face-to-face meetings, community and neighbourhood groups, local press, internal staff meetings and a website.

It was also important to The Tall Ships Races that the knowledge gained in implementing BS 8901 for The Tall Ships Races would have a lasting legacy on the region's sustainability performance – and by introducing sustainability into forums such as local community groups it is hoped this will be achieved.

### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

LOCOG has developed a Sustainability Communications & Stakeholder Engagement Strategy which sets out its approach for communicating and engaging with stakeholders in respect to sustainability. This sets out the approach to:

- maximize opportunities to tell the London 2012 sustainability story
- manage the interactions with the vast and wide range of stakeholder groups actively interested in this area.

The strategy is supported by a rolling Sustainability Communications & Stakeholder Engagement Plan which links closely with the work of other relevant Departments (e.g. Communications & Public Affairs, Commercial and Brand & Marketing).

Dissemination of the sustainability message is both direct and embedded in other communications.

Internal communications channels include posters, information boards, training materials, the intranet and face to face (e.g. all staff meetings, training and induction). To support its staff engagement activities, London 2012 also runs a Sustainability Week whereby each day is themed and includes participatory activities.

External communications channels include its website, press releases, specialist workshops and topic working groups, online publications, reports and embedding sustainability into other programmes, e.g. Sport, Culture, Education and Inspire. LOCOG has also recruited official Sustainability Ambassadors/Champions (e.g. Olympic rower James Cracknell) and in partnership with the Olympic Delivery Authority and other key stakeholders publishes a Sustainability Newsletter and hosts an annual London 2012 Sustainability Conference.

### 3.7.8 Documentation and record-keeping

A certain amount of documentation is required to ensure that your arrangements are understood and operating effectively. This should ideally build on what already exists in the business, particularly if an organization is already certified to ISO 9001 and/or ISO 14001.

Although this is a key part of the standard and it makes sense to be able to provide evidence for the work that you are involved in, this section does not mean that you have to document every conversation, decision or occurrence. The extent of documentation will therefore clearly differ from one organization to the next.

When deciding how to approach this part of the standard you might like to ask yourself the following key questions:

- If someone independent of the organization came in to review your arrangements, would they be able to tell that the management system is in place and working effectively?

- If individuals responsible for key areas of the management system were suddenly unavailable for work, would their successors be clear on what needed to be done?

Getting the right balance between documentation and other demonstrable actions is tricky and is something that will emerge over time. Whatever the approach taken, documentation and records will inevitably be located in different locations around the business – be it hard copy or electronic. It is therefore extremely advisable to summarize your management system arrangements in the form of a manual. This can provide an overview of the sustainability management system and provide signposting to related processes and documentation, or indeed summarize arrangements where documentation does not formally exist elsewhere.

Given the fast-paced nature of an event it is likely that decisions will be taken to not document a particular issue, process or procedure. This is usually fine (unless it relates to an issue of great significance) as long as adequate communication and training is provided to relevant individuals.

Documentation can take any form (e.g. paper, electronic, photos, posters, etc.) as long as it is useful, legible and easily understood and accessible to those needing the information. Keeping information electronically – aside from its sustainability advantages – will make it easier to update documents, controlling access and ensuring that all users have the most up-to-date versions (make sure that the information is sufficiently backed up, though!).

The following are key things to document:

- any documents or records which the standard stipulates you should have
- any documents including records, which you consider necessary to ensure the effective planning, operation and control of processes that relate to your significant sustainable development issues.

The above documents may include legal documents, statement of purpose and values, sustainable development policy, stakeholder engagement results, roles and responsibilities, operating procedures, resources, training documents, supply chain documents, audit and review documents and anything else which refers to how you are implementing sustainability and working towards your objectives.

### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

The LOCOG Sustainability team developed a Sustainability Management System Manual which summarizes how sustainability fits into LOCOG's internal management systems and how sustainability actions will be implemented.

The primary audiences of this document are:

- LOCOG Sustainability team, who have responsibility for supporting the implementation of sustainability across the organization.
- LOCOG Strategy, Risk and Resources Committee, which has overall responsibility for ensuring sustainability is embedded in governance structures.
- LOCOG Risk Assurance, which examine this document as part of their regular internal assurance programme.
- The Commission for a Sustainable London 2012 (CSL), which examine this document as part of their regular external assurance programme.

LOCOG's document management system architecture comprises an Electronic Document Retrieval Management (EDRM) solution known as 'The Source' which is a bespoke version of the Livelink platform.

All records generated in respect to strategies and plans, stakeholder engagement, risk registers and data captured during monitoring and assurance activities are maintained on 'The Source'. Master schedules and issues of significance are maintained on 'The Plan' (Microsoft Project Server).

### **3.8 Checking and corrective action**

The final section of this chapter relates to the 'check' and 'act' elements of the sustainability management system and possibly represents the biggest challenge to the event sector given how fast paced and pressurized things can be.

Checking involves the measurement, monitoring and evaluation of your sustainability performance. Action should be taken to prevent possible problems before they occur, whereas corrective action can be used to correct problems. Periodic

audits of the system will help the organization determine whether the system is operating according to plan. All of this will support the evaluation of your performance and whether any changes to your arrangements need to be made.

### **Manchester International Festival, UK**

The inaugural Manchester International Festival ran from 28 June to 15 July 2007 and was used to trial BS 8901 before its launch in Autumn 2007.

The Head of Creative Learning was the nominated sustainability champion for the festival, a role which included developing improvements in environmental, community and economic sustainability issues and taking a lead on checking and taking corrective action. Manchester International Festival worked with Sustainable Events Ltd who provided pre-event, on-site and post-event support including advice on changes which could be made to deliver an even greater level of sustainability.

One practical example of how this was delivered was a group workshop held with representatives across the festival to discuss material types being used, identify potential alternative materials and potential waste streams. This meeting was held with the aim of avoiding the use of any materials which could not be recycled or reused. The catalyst for this meeting was the discovery that some of the performance pieces of the festival had unique material requirements, which had not been known to the festival team at the time of identifying sustainability issues.

Since 2007, Manchester International Festival has continued to deliver and advocate for improvements in event sustainability and was independently certified as compliant with BS 8901 in May 2010.

### 3.8.1 Monitoring and measurement

You need to put in place appropriate arrangements to regularly monitor and measure the key areas of your organization that affect delivery of your policy, objectives and targets.

Inevitably some records will be required in order to effectively track performance, how effective operational controls are and how you are doing in respect to



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meeting your objectives and targets. You should plan what will be measured, where and when it should be measured and what methods will be used. Ideally you should focus efforts on key processes or activities that provide the most useful information.

Again if you are already operating an ISO 9001, ISO 14001 and/or BS OHSAS 18001 system you should have a lot of things in place. Similarly you may have other organizational processes in place (e.g. internal programme management processes which result in regular management reports).

When monitoring and measuring, remember to:

- record any information which relates to the performance level you are achieving
- record any relevant steps you have taken to achieve your objectives, e.g. key milestones, number of staff trained, etc.
- monitor whether you are on track to meet objectives and targets, e.g. key performance indicators is one method that can be used.

You should be able to see the steps which are working and those which are not achieving the desired results (see below).

It is important to note these lessons learned and where appropriate use this information to help you in the planning of future events.

If this information would be of benefit to others it should also be shared in a practical way.

If you are using equipment to gather your data, it should be up to date and in full working order. Records of how the equipment is kept in full working order (e.g. calibration records) should also be kept. One of the simplest ways to do this is to hire the necessary equipment and make sure you check certain details (e.g. certification to any approved monitoring schemes, such as the Environment Agency's MCERTS scheme).

## **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

Risks, opportunities, issues and progress towards objectives and targets are tracked and reviewed both corporately and tactically through the process administered by the Planning and Programme Management team.

Sustainability progress is also reported as part of the monthly and quarterly Programme Reports which are prepared for Key Stakeholders. The quarterly report includes an enhanced sustainability section. These reports are compiled by the Planning and Programme Management team in collaboration with the Sustainability team.

LOCOG publicly reports on its sustainability performance through the annual London 2012 Sustainability Report which provides a comprehensive account of progress on the commitments and challenges detailed in the London 2012 Sustainability Plan.

LOCOG takes part in official reviews undertaken by the International Olympic Committee (IOC) and International Paralympic Committee (IPC). These comprise Coordination Commission reviews which take place twice a year and Project Reviews which take place twice a year. Sustainability is generally included as part of these reviews. The IOC also occasionally undertakes more detailed Sustainability Technical Reviews.

On occasion LOCOG is asked to participate in London Assembly Committee meetings and Parliamentary Select Committees. These may also relate to sustainability matters.

The Commission for a Sustainable London 2012 provides independent assurance and scrutiny on LOCOG's sustainability performance.

LOCOG has prepared the London 2012 Sustainability Guidelines for Corporate and Public Events. These include the requirement for reporting on achievements and lessons learned wherever possible.

**ENWORKS conference, UK**

On 25 March 2010, ENWORKS hosted a one-day conference, ‘Obvious in Hindsight: A strategic insight into successful environmental business support’, at Manchester Central Convention Centre. The event was attended by key stakeholders involved in environmental business support, representing a range of regional and national bodies including government departments and NGOs, and high-profile guest speakers.

The conference was designed to share a decade’s worth of experience in delivering environmental business support, to provide the opportunity for delegates to contribute to the debate on key issues, and to showcase some of ENWORKS’ interactive tools and systems. It seemed fitting to deliver this event in a BS 8901 compliant way.

One of the aims of the event was to minimize its environmental impact, for example by choosing a city centre venue with good public transport links to minimize car mileage, using tap water instead of bottled, arranging for guest speakers to be transported by train, arranging for the caterers to source locally produced food wherever possible and minimizing waste creation.

To support these objectives, Organise This gathered measurements during the event preparations, on site and after the event itself, to monitor waste creation and resource minimization outcomes. This involved liaising with the supply chain and providing measurement sheets for on-site data capture (for example, to monitor the number of water jugs used or the means of transport used by delegates to reach the venue).

Organise This also provided dedicated event staff on the day to take a range of measurements which were subsequently analysed and reported back to the client.

Mode of transport	Total mileage	No. of people travelling	CO <sub>2</sub> emissions/tonne
Train	5,272	32	0.3174
Car	991	12	0.2024
Bus	34	3	0.0036

Mode of transport	Total mileage	No. of people travelling	CO <sub>2</sub> emissions/tonne
Tram	26	2	0.0023
Bicycle	24	3	0
On foot	16	4	0
<b>Total</b>	<b>6,363</b>	<b>56</b>	<b>0.5257</b>

Using the data above it was calculated that 83 per cent of miles travelled to the conference were on public transport, by bicycle or on foot, as opposed to travelling by car. All measurements were based on return journeys for delegates and event staff. The data below shows the actions that were taken to reduce the amount of event waste generated and the measurements gathered to monitor waste creation.

Resources monitored	Total amount
Food waste minimization initiatives included: <ul style="list-style-type: none"> <li>• Ordering accurate quantity of food for the delegates.</li> <li>• Ordering refreshment items in bulk, e.g. sugar/milk for teas and coffees</li> <li>• Using on-site caterers who could offer a locally sourced, healthy menu to meet a range of dietary requirements</li> </ul> Total amount of food waste going to landfill	0.015 tonne
Water minimization initiatives included: <ul style="list-style-type: none"> <li>• Tap water rather than bottled water</li> <li>• Re-filling jugs only when empty</li> </ul> Total water consumption at the event	0.067 m <sup>3</sup>
Paper and print minimization initiatives included: <ul style="list-style-type: none"> <li>• Online registration system for delegates instead of printed invites</li> <li>• Generic, reusable signage, pop-up stands and banner stands</li> <li>• Reusable gobos for audio-visuals instead of printed logo boards</li> <li>• Avoiding printing event documents such as delegate packs/agendas by displaying them on screen during the event sessions</li> </ul>	

Resources monitored	Total amount
<ul style="list-style-type: none"><li>• Collecting name badges for reuse</li><li>• Online feedback surveys rather than printed forms</li><li>• Avoiding production of new printed marketing materials</li><li>• Giving re-usable USB sticks to delegates rather than goodie bags</li><li>• Showing case studies via DVD rather than printed format</li></ul>	
Amount of paper waste collected post-event and recycled.	0.0006 tonne

This data was captured using a proprietary online tool ([www.eventsustainability.com](http://www.eventsustainability.com)) and a post-event report was created.

### 3.8.2 Evaluating compliance

You need to put in place appropriate arrangements to regularly evaluate your compliance with legal and other requirements.

Evaluation of legal compliance can be integrated with other activities, including management system audits, periodic document reviews, health and safety assessments or venue inspections. You may also already have arrangements in place if you have been certified to ISO 14001 or BS OHSAS 18001.

In respect to compliance with other organizational commitments it may be simplest to combine this with your management review process (see below) or other evaluation processes.

### 3.8.3 Nonconformity and corrective and preventive actions

A nonconformity occurs when your management system fails to perform or when an action you had planned did not achieve the desired outcome.

Sometimes nonconformities can happen early in the planning process and sometimes not until the day of an event.

This part of the standard is about trying to find areas where your management system or other related actions might not be achieving their desired result and taking action to:

- review your management system and related actions and decide if anything does not or may not in the future achieve the desired result
- decide on action which could be taken to prevent any potential failures occurring
- correct the implications of any failures
- find out why the desired result is not being achieved (what are the causes)
- decide how the management system and related actions could be changed in the future to achieve the desired result.

Examples include:

- failure to establish objectives and targets
- failure to define key responsibilities, for example individuals responsible for achieving objectives and targets
- energy reduction targets are not achieved
- supplier vehicles do not meet agreed emissions standards.

Nonconformities can be identified as part of management system audits, through other monitoring and measurement arrangements or indeed throughout by individuals. It is important that you create a process for dealing with this, including deciding who is responsible for what. Your supply chain may also need to contribute to this process.

You should also ensure that any actions are appropriate to the nature and scale of the nonconformity.

If any actions result in changes to the management system, then all relevant documentation should be updated.

Top management should be fully engaged and ensure that corrective and preventative actions have been implemented and are effective.

### Carbon Trust Wales, UK

The Carbon Trust is a not-for-profit company with the mission to accelerate the move to a low carbon economy. With this mission in mind the regional offices organize events to educate businesses and the public sector on how to reduce their carbon impact.

The Carbon Trust supply chain includes an event management company, suppliers and a range of different venues across Wales, so it became apparent when creating a BS 8901 system that a clear methodology for monitoring nonconformities was required.

The first step was to clearly designate a responsible person and an accepted methodology for each of our specified targets. This ensured that each target was continually being worked towards and it was clear to the appropriate person(s) to raise any issues as soon as they appeared.

Carbon Trust Wales implemented the use of a proprietary online tool ([www.eventsustainability.com](http://www.eventsustainability.com)) to capture their performance and any nonconformities on an event-by-event basis. After each event a wash-up meeting took place where the tool report was reviewed and any immediate nonconformities dealt with.

The annual review process involved both an internal audit and a full top-level review of performance in all areas of the standard.

By having these three tiers in place to monitor nonconformities Carbon Trust Wales ensured the capture of day-to-day operations, event by event and annual nonconformities.

### 3.8.4 Management system audit

It is probably fair to say that audits are generally regarded with disdain and something to be avoided at all costs. However, they should be looked at as something that adds a lot of value to the organization. A good management system audit is a great tool for your organization to determine whether your system has been properly implemented, maintained and is effective in

delivering against the sustainability policy, objectives and targets. It will also help identify opportunities for improvement.

If your company has implemented other standards (for example ISO 9001, ISO 14001 or BS OHSAS 1800), you should already have an internal audit programme in place. Indeed, even if you have not, you may still have arrangements in place. It should then be a matter of modifying existing arrangements to accommodate the requirements of BS 8901.

If you have not, you need to establish an audit programme to direct which areas of the system need to be looked at – not necessarily the entire system as long as the audit programme ensures that other elements are periodically audited over time. The results of any previous audits will help in determining priority areas to look at.

You also need to consider:

- timing (i.e. when an audit should be undertaken)
- frequency (i.e. how often audits need to be undertaken)
- event management cycle (i.e. audits need to span planning, implementation – including the actual event – and review)
- scope (i.e. both in terms of the scope of the management system itself and the scope of areas or activity)
- suppliers (i.e. if a supplier is critical to delivering on aspects of the management system)
- method/criteria (i.e. is it an audit of an internal process, or is it of a technical area which requires external expertise)
- roles and responsibilities (i.e. who is commissioning the audit, who is the auditor and who is required to be available to interview)
- top management (i.e. how will audit outcomes and recommendations be communicated).

Individuals asked to conduct an audit should be objective, impartial and competent to perform the task that they are being asked to do. For example, you may wish to consider training individuals in internal audit techniques who have not been directly involved in developing the management system. A further consideration is whether to engage external technical specialists to support aspects of the audit programme.



## Translating BS 8901

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You may also find it useful to refer to ISO 19011 'Guidelines for quality and/or environmental management systems auditing' when developing your management system audit programme.

The findings and recommendations of a management system audit should be provided in a report and used to:

- help correct or prevent nonconformities
- meet one or more objectives of the audit programme
- provide input into the management review.

### Reed Exhibitions, UK

Before the implementation of BS 8901 auditing was not a skill-set possessed by the Reed Exhibitions event team. It made sense to train about six staff members on how to audit so they could provide internal audits on the BS 8901 system (basically to ensure the system was running as it should be).

It is important that an audit is undertaken by someone in a neutral position so Reed Exhibitions ensure that team members do not audit the system for exhibitions that they have worked on.

Reed Exhibitions have created documentation for use within the auditing process and provide training updates.

## 3.9 Management review

The implementation of sustainability is a continuous process.

At regular times, a management review should be scheduled. Your management review should take place at a time when you will benefit the most from the review process. For example, post-event you will have all the information you need for the review as opposed to trying to undertake a review before the event has taken place.

A management review should include discussion of the following:

1. The results from your monitoring and measurement process (see 3.8.1 of this guide).

2. The information you have from evaluating your compliance (see 3.8.2 and 3.8.3).
3. The results from your internal audit (see 3.8.4).
4. How your communication plan worked.
5. Feedback from stakeholders and potential changes in their expectations/way of working that you have seen.
6. An overview of whether your objectives and targets were met.
7. A summary of the actions which were taken to correct actions which were not delivering the desired results.
8. A summary of the actions that were taken, which may not have been planned, to ensure the desired results were achieved.
9. A list of ideas on how you could improve on your way of working in the future.
10. Follow-up actions from previous management reviews.
11. An overview of how you are doing in relation to your principles of sustainable development.

The aim of a management review is to:

- decide what you will do to improve next time
- decide what changes you need to make to your way of working to achieve improvements next time
- start to consider what your future objectives and targets could be.

The action points after a management review could include decisions on:

- the management system itself and whether changes need to be made
- whether further resources are required to support delivery
- actions relating to changes to the policy, objectives, or targets.

You should decide who participates in the management review. Typically the individual(s) or team(s) who have been delegated to lead on the management system will prepare any necessary information to present and discuss. Other attendees would include other key managers and top management itself.

Records from a management review may take the form of copies of agendas, presentation materials or handouts, minutes of the meeting or reports.

The implementation of BS 8901 does not stop after the management review. It is important to show how you will continue to move forwards to a more sustainable future. This ongoing journey should be guided by your company

principles of sustainable development. One method you can use to demonstrate this is the maturity matrix (refer to Appendix C for further guidance on this approach).

### **Organise This, UK**

Organise This undertake their management review annually and all team members are expected to attend. The team participate in a monthly meeting where the current objectives of the company are reviewed. So throughout the year suggestions for potential change are collected.

The first part of the management review is to remind the team where the business was a year ago when the last review took place. A maturity matrix tailored to the business mission and vision of Organise This is used to outline the point where the business was and the point where the business was aiming to get to within 12 months.

The team then review if the business has reached the point it was aiming for and if not identify the reasons why. The team look for evidence that demonstrates the objectives have been met which could be shown to a third party. For example in 2007 a business objective was to measure the company carbon footprint. A piece of work was undertaken by the University of Lancaster and Organise This put the final carbon footprint report on their website.

As the implementation of sustainability is an ongoing process, the team use the review process to consider the sustainability objectives for the next year's management system. Some issues may be dealt with in one year so they are less important the next year (for example the carbon footprint report answered the need for measurement), whereas other issues may remain, for example the need to demonstrate leadership with the implementation of sustainability.

Practical elements are also considered and the previous management reviews undertaken by Organise This have seen the following results:

- slimming down and tailoring the documentation process
- changing staff roles and responsibilities
- changing communication methods to take into account new technology.

The management review is now a regular event established within the Organise This team, which creates a point of focus and an opportunity to address new objectives with a renewed enthusiasm.

### **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK**

LOCOG undertakes a Sustainability Management Review on a six-monthly basis to review the continuing suitability and effectiveness of the sustainability management arrangements to determine any risks and opportunities, needed improvements or resource needs.

The objectives of the LOCOG Sustainability Management Review are to check progress against stated values, strategies, performance objectives and targets and to ensure appropriate and timely changes are identified.

The Corporate Sustainability Manager undertakes a six-monthly review of the LOCOG Sustainability Programme in collaboration with the rest of the Sustainability team and other Functional Areas as appropriate. This review considers the results of internal audits and reviews by external parties, performance against objectives and targets, update of issues and risks, stakeholder comments and complaints, incidents and accidents, and recommendations for improvements.

A summary of the LOCOG Sustainability Programme Review is prepared which includes recommendations for improvement, be it of a strategic or a tactical nature. This is presented to the Head of Sustainability and the Director of Strategy, Stakeholder Relations and Planning who determine the most appropriate distribution.

The outcome of the review and how the various actions are assigned is communicated to the Strategy, Risk and Resources Committee (the highest committee in terms of organizational governance). Progress towards addressing recommendations is either tracked by the Planning and Programme Management team in their secretariat committee roles and/or locally by the Sustainability team and reported as part of future Sustainability Programme Reviews.



## 4. Claiming compliance

If you have made a public commitment to be in compliance with BS 8901, then it will need to be upheld through demonstrable actions.

There are three main ways in which an organization can demonstrate that it meets the requirements of BS 8901:

- first party (self-determination and self-declaration by the organization seeking compliance)
- second party (confirmation of conformance by parties having an interest in the organization, such as a customer, supplier, parent organization, or trade association)
- an independent third party.

Organizations can only claim compliance with respect to those activities that they are accountable for and that are within the scope of their management system. Where this relates specifically to an event, any organizations with overall accountability for the event can claim that it has been planned and managed in accordance with BS 8901. BS 8901 provides some guidance on how claims of conformance can be made. For instance, a blue chip company may run a lot of events each year but only wants its flagship event to be BS 8901 compliant. In this instance it would appoint a team within its organization to develop a management system compliant within BS 8901 for this flagship event (see section on scope, 3.2 of this guide). In reality it is likely that as they create the management system they will start changing their way of working on all events, as opposed to working in two different ways. This approach has been a significant route to market for this standard. Although clearly extending the scope to cover all event activities will be beneficial to the wider organization in the long run.

In all cases it is about gathering evidence to verify that the system is in place and operating effectively. This often involves following 'audit trails' as well as 'testing' the system. Interviews should employ the use of open-ended questioning techniques to verify that the organization does what it says it does. For example, a response to a question about how significant sustainability issues are determined should be compared with the actual procedure and records that the organization has in place. Any discrepancies found should be investigated further.

## Claiming compliance

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Events can present challenges when attempting to make observations of the management system in action because they may be one-off occasions rather than ongoing activities. This may require some degree of verification during the event to observe the organization operating its management system in the field. One of the issues here is that an event by its nature is an intense and often stressful activity and there is little time for accommodating such verification. This will always be a problem when making observations in the field. Nevertheless, with good planning these problems can be overcome and any external verifiers should understand how to observe on site without impacting on the delivery of the event.

Where organizations have started out on the process of implementing BS 8901 but are not yet in full compliance, a claim may be made as long as it does not overstate the organization's position. Through making such claims public the organization should be prepared to provide evidence if required. For example, if an organization claims that it is taking steps towards implementing BS 8901 it would be reasonable to expect them to indicate when they expect to be in full compliance. It would also be reasonable to expect the company to show evidence of the work done so far, for example their Sustainability Policy. Following the 'Getting started' steps outlined on page 9 will also help to legitimize such claims if asked.

It should ultimately be a matter for the organization and its top management to decide which route they go down, if any.

This section provides a summary of the three primary routes open to organizations and an indication of some of the pros and cons that exist.

## Self-declaration

In self-certification the individual or organization providing the good or service offers its stakeholders some degree of assurance as to claims being made. At its simplest, self-certification is a statement from the organization that it complies with the requirements of the standard.

If you claim to meet the requirements of the standard then you must be in a position to provide evidence if needed. An example of this might be a signed letter from top management on headed paper confirming that their organization is in full compliance together with an indication of the measures that have been

taken. You must also be prepared to be audited by a stakeholder (e.g. client) should the need arise (see 'Second party inspection' below).

Whilst self-certification may be appropriate for small organizations and offers the advantage of being relatively inexpensive, it does come with several disadvantages. For example, the organization should ensure that the individuals used to check conformity are competent and have been relatively divorced from implementing the system. There is also the question of how credible this route may appear to some stakeholders.

### **Second party inspection**

Confirmation of conformance is provided by parties having an interest in the organization, such as a customer, supplier, parent organization, or trade association. It is a route that has been common in several industries (e.g. automotive) and is an interesting one to consider in the context of BS 8901.

For example, a big private or public sector organization sponsoring an event will almost certainly have internal audit capability as well as access to internal sustainability expertise. With the right training such organizations may be in a position to undertake second party inspections of an event or an event organizer. Similarly, an event organizer may wish to audit a venue or one of its suppliers who are making self-certification claims of conformance. A trade association could even develop a scheme and offer an inspection service to its members.

Second party inspection offers a low-cost route to demonstrating compliance with the standard and may also offer further business-to-business opportunities. Disadvantages include variable credibility (it very much depends on how competent the individuals are who carry out the review), other customers may want to conduct their own additional reviews of your system (although this risk may be limited if you have been recently reviewed by a high-profile organization) which in turn may cause difficulties for smaller organizations.

### **Third party certification**

Third party certification involves the independent evaluation of a claim by expert unbiased sources. The key benefit is that it provides stakeholders with a greater degree of confidence that the management system meets BS 8901 requirements.



## Claiming compliance

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Theoretically it should eliminate multiple audits, but in reality with other standards this has not always been the case. In theory there are two routes:

- independent assessment by a competent third party (unaccredited certification)
- independent assessment by a UKAS accredited certification body (currently not available).

At this point it is important to distinguish between accreditation and certification as there is no such thing as a third party accredited management system. Accreditation is the basis by which an authoritative body, such as the UK Accreditation Service (UKAS), gives formal recognition that a body or person is competent to carry out specific tasks. Accreditation forms the third party assessment that ensures that an organization providing certification services is in conformance with internationally recognized standards.

At this time UKAS accredited certification to BS 8901 is not yet available. However, since the standard was originally launched in 2007 a small but growing number of firms are offering unaccredited third party pre-certification and certification services to BS 8901, including training.

Third party certification needs to be undertaken by competent auditors who have a thorough understanding of the concept of sustainability, considerable insight into the structure, content and intent of BS 8901 and knowledge of the events industry. Very few certifiers have this sort of competency. The greatest concern lies in the lack of understanding about the concept of sustainability. This is often taken to mean 'environment' and both event organizers and certifiers tend to focus on environmental initiatives and management systems. Furthermore, in many ways BS 8901 prescribes a business management system.

This presents a challenge to the industry because organizations need to select certifiers who have the right skills and competencies. To ensure value is obtained from the certification process, the credentials of the certifiers that are actually conducting the assessment need to be checked.

In time we may see accreditation of certifiers by UKAS. This raises further challenges as to be able to accredit certification bodies, UKAS will need to have assessors with the right skills and competencies.

Certification brings a number of benefits to the events industry. As long as the certifiers are competent it also need not come at a significant cost. A good

certifier should be able to ensure that event organizations are extracting all the value out of BS 8901, rather than simply paying lip-service to it. Certification also enables organizations to differentiate themselves in the marketplace by demonstrating that an organization is committed to improving the sustainability of its operations.

### Key lessons so far: a certifier's perspective

Organizations that just want to achieve certification (i.e. the badge) simply because it is a requirement in tender documents will not get the real value out of the standard and ultimately will not achieve the continual improvement required. Organizations should work to see the value in the standard so that adopting it will genuinely strengthen their organization.

BS 8901 has to be integrated into the business – from the organization's mission and strategy down to its operational controls. Organizations that just focus on environmental issues would not achieve BS 8901 certification.

BS 8901 requires a level of formality with respect to the management system that an organization operates. There has to be transparency and consistency in the way the system operates. This will require some level of documentation to be created. Organizations that have nothing written down (i.e. everything is in the heads of the management team) will not achieve certification. Formality needs to be balanced with risk. Where risk is high, then certifiers will expect the system to be more formal.

Organizations need to fully understand the concept of sustainability and management systems. They need to have the full buy-in and support of the top management. As a result, it is much easier for small and medium sized organizations to adopt and implement BS 8901 than larger ones (contrary to popular belief). The most successful organizations are those where the Managing Director understands the business value of sustainability and BS 8901. As BS 8901 has a strategic dimension, it is far more difficult for larger organizations to adopt it as their Boards often struggle to understand the concepts. In large organizations, BS 8901 is therefore often 'bolted on' and disconnected from the mainstream business management processes.

## Claiming compliance

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### London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), UK

An integrated approach to sustainability assurance has been adopted by LOCOG. This aims to review the appropriateness of the design and implementation of the management system to deliver on LOCOG's sustainability commitments as outlined in the London 2012 Sustainability Plan and compliance with BS 8901:2009. The delivery of this approach is carried out by a number of parties, including individual LOCOG Functional Areas.

Internal Assurance is provided by the LOCOG Risk Assurance Functional Area which reports directly to the Chief Financial Officer. Sustainability audit activities are outsourced to a specialist practitioner team provided by auditing firm KPMG. Findings and recommendations are reported as LOCOG Risk Assurance and distributed to the LOCOG Strategy, Risk and Resources Committee which in turn reports to the LOCOG Audit Committee (a subset of the LOCOG Board).

LOCOG has also committed to be third party certified to BS 8901:2009 by 2012.

Independent, outcome-based external assurance on the sustainability of the London 2012 programme is provided by the Commission for a Sustainable London 2012 (CSL), which has been established specifically for this purpose – a Games first. In addition CSL conducts annual reviews of LOCOG and has been carrying out a number of thematic and 'snapshot' reviews of relevance to LOCOG's programme. These are published upon completion on its website.

The following table provides a summary of how the integrated sustainability assurance plan is currently delivered:

Focus	Assurance provider
Annual Review – review of appropriateness of sustainability strategies to meet stated objectives/commitments (publicly reported)	Commission for a Sustainable London 2012
Quarterly Reporting to Olympic Board (internally reported)	Commission for a Sustainable London 2012
Thematic Reviews – review of LOCOG performance against commitments within a specific issue/topic (publicly reported)	Commission for a Sustainable London 2012

Focus	Assurance provider
Snapshot Reviews (publicly reported)	Commission for a Sustainable London 2012
Sustainability Governance and Monitoring Reviews including compliance with BS 8901 – review of) systems to govern, implement, monitor and report on delivery on delivery of key sustainability commitments (internally reported)	LOCOG Risk Assurance
Publicly reported data review – review to determine robustness of the processes and controls over the measurement, collation and reporting of key publicly reported sustainability information (internally reported)	LOCOG Risk Assurance
Sustainability Programme Review (precursor to Management Review) (internally reported)	LOCOG Sustainability
Audit of areas of specific focus as required by LOCOG Sustainability team or organization (internally reported)	LOCOG Risk Assurance

All reports prepared by the Commission for a Sustainable London 2012 are available on its website: [www.cslondon.org](http://www.cslondon.org).



## 5. Beyond BS 8901

BS 8901 represents an innovative and integrated approach to addressing environmental, economic and social issues that are impacting positively and negatively on the events sector.

It aims to help those organizations with sustainability programmes already in place to organize these more effectively and to embed a sustainable approach more securely throughout the organization. For those who are only just considering sustainable development in its wider context, the standard provides a route map to navigate and address current and emerging sustainability issues.

Whilst BS 8901 provides the management system framework which will support your implementation of sustainability within your business, there is more to it than just this standard alone.

In this final section of the book a number of other opportunities are highlighted which, whilst not strictly a requirement of the standard, may support and enhance your journey to becoming a more sustainable business.

### Public sustainability reporting

Drivers for improved accountability and transparency of organizations are increasing all the time. Public reporting is a good way for a company to communicate openly about its values, objectives and performance in relation to sustainability. Sustainability reporting is the practice of measuring, disclosing and being accountable to internal and external stakeholders. This improves trust with stakeholders. Transparency about the sustainability of organizational activities will be of interest to a diverse range of stakeholders, including businesses, employees, NGOs and the public.

Whilst there is as yet no standard approach to sustainability reporting, efforts have been made in recent years by the Global Reporting Initiative (GRI) to achieve greater standardization. The GRI has developed a set of core metrics intended to be applicable to all business enterprises, sets of sector-specific metrics for specific types of enterprises and a uniform format for reporting information integral to an organization's sustainability performance.

In broad terms, the GRI Sustainability Reporting Guidelines recommend specific information related to environmental, social and economic performance. It is structured around a statement by top management, key environmental, social and economic indicators, a profile of the reporting entity, descriptions of relevant policies and management systems, stakeholder relationships, management performance, operational performance and a sustainability overview.

Sector Supplements complement the Guidelines with interpretations and guidance on how to apply the Guidelines in a given sector and include sector-specific Performance Indicators.

Whilst sustainability reporting is prevalent in many industry sectors, there are only a handful of examples in the events sector, particularly in respect to major sporting events (e.g. Germany World Cup 2006 'Green Goal', Euro 2008, Vancouver 2010 and London 2012) and it is still very much an emerging concept.

Therefore in September 2009 the GRI started work on developing events sector specific sustainability reporting guidance in collaboration with its project funders, the Austrian and Swiss governments who jointly hosted the 2008 European Soccer Championships, the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), the International Olympic Committee (IOC) and Union of European Football Associations (UEFA). The GRI Event Organizers Sector Supplement is expected to be available in 2011 ahead of the London 2012 Games.

### **Independent external assurance**

Organizations should ideally develop a relationship of trust and confidence with their stakeholders, which means that they start from a position of trust in the organization rather than mistrust. However, it might be necessary to build a foundation of trust through external assurance.

It is important to differentiate between third party certification and external assurance at this point.

Third party certification is a process that uses a specified set of criteria, principles and standards and is carried out by a competent, independent auditor to confirm that the prescribed requirements have been met (see Chapter 4).

External assurance on the other hand is more focused on the overall outcome than the following of prescribed steps. External assurance is therefore becoming an increasingly important component of credibility.

Third party certification and external assurance are complementary so there is a place for both in an organization. For example, it is good practice for the contents of a sustainability report to be externally assured or 'verified' which would not normally be done by a 'certifier' unless they have been suitably trained – although a certifier may legitimately ask whether the contents of such a report has been externally verified. Furthermore, it may be appropriate to require external assurance on a detailed study of a particular sustainability topic (e.g. greenhouse gas emissions). Following external assurance it is usual for an 'Independent Assurance Statement' by the assurer to be included in any reports that are released to stakeholders. This publicly issued assurance statement summarizes the findings, conclusions and recommendations provided by the assurance provider.

The main external assurance standards of relevance to sustainability in its broadest sense are the AA1000 Assurance Standard (AA1000AS) and the International Standard on Assurance Engagements 3000 (ISAE 3000).

While independent external assurance in respect to sustainability is commonplace in many industry sectors, only a couple of examples currently exist in the events sector, notably Vancouver 2010 (their annual sustainability reports) and London 2012 (the entire London 2012 sustainability programme) (see box on page 92 which outlines the role of the Commission for a Sustainable London 2012).

### **Legacy potential**

Whilst it could be said that putting on an event is inherently unsustainable, the sector has a number of seemingly unique advantages over other parts of industry. An event provides a superb platform to raise awareness of certain issues, establish new ways of working and form new partnerships which if harnessed correctly have the potential to counteract any short-term impacts that may arise. Indeed in many instances the event sector is unique to other industry sectors in that it can touch so many people in different walks of life.

For instance, an event has the potential to enable legacy by:

- Providing benefits to local communities through employment, business, training and volunteer opportunities (e.g. cleaning up areas in the immediate vicinity of event locations).



## Beyond BS 8901

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- Pioneering new and innovative approaches to sustainability which other more 'steady state' industries may not be in a position to do.
- Encouraging behaviour change by promoting more sustainable lifestyles.
- Showcasing or trialling new technologies.
- Influencing the supply chain to adopt more sustainable practices.
- Transferring learning and knowledge in respect to what has been achieved.

Education and outreach initiatives are therefore very important tools to encouraging behaviour change in respect to sustainability. The nature of an event means it has the capacity to inspire change where traditional marketing materials may be overlooked.

## Conclusion

Hopefully this guidance will have provided you with a greater understanding of the detail and practical steps required for the implementation of BS 8901. Any step which you can take to implement sustainability will make a difference, so no matter how small the action or initiative now is the right time to start.

## Appendix A. Further resources

The following outlines a number of further resources of relevance to the events sector which may prove useful to refer to before or during implementation of BS 8901. The list should not be taken to be exhaustive. External links were reviewed at the time of writing. However, the authors are not responsible for the content of these external websites. Some of the external links may be to websites which also offer commercial services, such as online purchases. The inclusion of a link to an external website should not be understood to be an endorsement of that website or the site's owners (or their products/services).

## Advice and knowledge

Organization	Title	Web details
Business Gateway	Provides clear and trustworthy information to businesses in Scotland on a range of topics, including sustainability	<a href="http://www.bgateway.com">www.bgateway.com</a>
Business Link	Provides clear and trustworthy information to businesses in England on a range of topics, including sustainability	<a href="http://www.businesslink.gov.uk">www.businesslink.gov.uk</a>
Carbon Trust	Provide specialist support to business sector to help cut carbon emissions and save energy	<a href="http://www.carbontrust.co.uk">www.carbontrust.co.uk</a>
Environmental Data Services	ENDS Report is a leading monthly journal for environmental policy and business in the UK	<a href="http://www.endsreport.com">www.endsreport.com</a>
Ethical Trading Initiative	Alliance of companies, trade unions and voluntary organizations working in partnership to improve the working lives of people across the globe who make or grow consumer goods	<a href="http://www.ethicaltrade.org">www.ethicaltrade.org</a>
Flexible Support For Business	Provides clear and trustworthy information to businesses in Wales on a range of topics, including sustainability	<a href="http://www.business-support-wales.gov.uk">www.business-support-wales.gov.uk</a>

Institute of Environmental Management & Assessment	Leading professional body for environmental management, auditing and assessment	<a href="http://www.iema.net">www.iema.net</a>
<a href="http://nibusinessinfo.co.uk">nibusinessinfo.co.uk</a>	Provides clear and trustworthy information to businesses in Northern Ireland on a range of topics, including sustainability	<a href="http://www.nibusinessinfo.co.uk">www.nibusinessinfo.co.uk</a>
Positive Impact	Not-for-profit education project set up to educate the event industry on sustainability	<a href="http://www.positiveimpactevents.co.uk">www.positiveimpactevents.co.uk</a>
Sustainable Event Alliance	New initiative for industry stakeholders engaged with sustainable event management	<a href="http://www.sustainable-event-alliance.com">www.sustainable-event-alliance.com</a>
Sustainability at Work	Provides guidance, tools, links and case studies to help you integrate sustainability into your organization's decision making	<a href="http://www.sustainabilityatwork.org.uk">www.sustainabilityatwork.org.uk</a>
Waste & Resources Action Programme (WRAP)	Works with business to prevent waste, increase recycling and develop markets for recycled and sustainable products	<a href="http://www.wrap.org.uk">www.wrap.org.uk</a>
Workplace Law Network	Membership site for UK employers and managers, specializing in employment law, health and safety and premises management	<a href="http://www.workplacelaw.net">www.workplacelaw.net</a>

## Other standards, guides and tools

Author	Title	Web details
AccountAbility	AA1000 Stakeholder Engagement Standard	<a href="http://www.accountability21.net">www.accountability21.net</a>
Accepted Practices Exchange (APEX)/ ASTM	Green Meeting and Events Standards	<a href="http://www.apexsolution.org">www.apexsolution.org</a>
British Standards Institution (BSI)	BS 8900:2006 Guidance for managing sustainable development	<a href="http://www.bsigroup.com">www.bsigroup.com</a>
	BS 8300:2009 Design of buildings and their approaches to meet the needs of disabled people. Code of Practice	
Commission for a Sustainable London 2012	Independent assurance reports and commentary on the London 2012 sustainability programme	<a href="http://www.cslondon.org">www.cslondon.org</a>
COP15 United Nations Climate Conference, Copenhagen	Event Sustainability Report	<a href="http://www.e-pages.dk/visitdenmark/473/">www.e-pages.dk/visitdenmark/473/</a>
Department for Environment, Food and Rural Affairs (Defra)	Sustainable Events Guide	<a href="http://www.defra.gov.uk">www.defra.gov.uk</a>
Environment Agencies	NetRegs	<a href="http://www.netregs.gov.uk">www.netregs.gov.uk</a>
Environmental Protection UK	Pollution Control Online and Pollution Control Handbook (published annually)	<a href="http://www.environmental-protection.org.uk">www.environmental-protection.org.uk</a>

European Festival Association	'Green 'n' Clean' online tool (members only)	<a href="http://www.yourope.org">www.yourope.org</a>
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, Germany	Green Champions – guide to environmentally sound large sporting events	<a href="http://www.bmu.de">www.bmu.de</a>
Global Reporting Initiative (GRI)	G3 Indicators	<a href="http://www.globalreporting.org">www.globalreporting.org</a>
Government Office for the South West	Greener Events: A guide to reducing the environmental impacts of conferences and seminars	<a href="http://www.oursouthwest.com">www.oursouthwest.com</a>
International Organization for Standardization (ISO)	ISO 14063 Environmental Communication	<a href="http://www.bsigroup.com">www.bsigroup.com</a>
Jones, Meegan	Sustainable Event Management: A Practical Guide	<a href="http://www.sustainableeventguide.com">www.sustainableeventguide.com</a>
London Organising Committee of the Olympic Games and Paralympic Games (LOCOG)	Diversity and Inclusion Strategy	<a href="http://www.london2012.com">www.london2012.com</a>
	Diversity and Inclusion Business Charter	
	Employment and Skills Strategy	
	Sustainable Sourcing Code (as amended)	
	Temporary Materials Guidelines	
London 2012	London 2012 Sustainability Plan (as amended)	<a href="http://www.london2012.com">www.london2012.com</a>
	London 2012 'Food Vision'	
	Sustainability Guidelines for Corporate & Public Events (as amended)	

Author	Title	Web details
Manchester City Council	A Guide to Greening Your Event	<a href="http://www.manchester.gov.uk">www.manchester.gov.uk</a>
Raj, R and Musgrave, J	Event Management and Sustainability	<a href="http://www.cabi.org">www.cabi.org</a>
Social Accountability International	SA 8000	<a href="http://www.sa-intl.org">www.sa-intl.org</a>
Tolley's	Tolley's Health and Safety at Work Handbook (published annually)	<a href="http://www.lexisnexis.co.uk">www.lexisnexis.co.uk</a>
United Nations Environment Programme (UNEP)	Green Meeting Guide 2009	<a href="http://www.unep.org">www.unep.org</a>
	Stakeholder Engagement Manual (Vols 1 and 2)	
Vancouver 2010	Annual Sustainability Reports	<a href="http://www.vancouver2010.com">www.vancouver2010.com</a>
Vancouver 2010 & AISTS	Sustainable Sport and Event Toolkit	<a href="http://www.sset-platform.org">www.sset-platform.org</a>
Wilson, NJ and Spatrisano, A	Simple Steps to Green Meetings and Events	<a href="http://www.MeetGreen.com">www.MeetGreen.com</a>

## Proprietary online tools

Scheme	Details	Web details
Event Sustainability Tool	Online tool designed to measure and monitor the implementation of sustainability	<a href="http://www.eventsustainability.com">www.eventsustainability.com</a>
Eventberry	Online tool which takes you through the process of complying with BS 8901	<a href="http://www.eventberry.com">www.eventberry.com</a>
Footprinter	Software tool to help you identify your carbon risk and includes a module specifically for events	<a href="http://www.footprinter.com">www.footprinter.com</a>
MeetGreen® Calculator	Tool to track environmental practices, benchmark the progress and discover areas for improvement	<a href="http://calculator.meetgreen.com">calculator.meetgreen.com</a>
Sustainable Event Management Tool (SEMT)	Tool for planners and suppliers to measure the environmental and social impact of their meetings and events	<a href="http://www.sustainableeventtool.com">www.sustainableeventtool.com</a>
Supplier Ethical Data Exchange (Sedex)	Web-based tool which enables companies around the world to share ethical data within their supply chains	<a href="http://www.sedex.org.uk">www.sedex.org.uk</a>
Sustainable Event Management System (SEMS)	Web-based reporting tool for measuring sustainability improvements, results and innovation in events	<a href="http://www.semssolution.com.au">www.semssolution.com.au</a>



## Other schemes

Scheme	Details	Web details
A Greener Festival	The website has established a system in the UK to assess the sustainability performance of festivals. If they meet their standards, the festival is awarded the Greener Festival Award	<a href="http://www.agreenerfestival.com/">www.agreenerfestival.com/</a>
BREEAM In Use	Scheme to help reduce the running costs and improve the environmental performance of existing buildings	<a href="http://www.breeam.org">www.breeam.org</a>
Diversity Works for London	Helps businesses to harness the benefits of a diverse workforce and supplier base	<a href="http://www.diversityworksforlondon.com">www.diversityworksforlondon.com</a>
Ecologo Events	US scheme for events and tours that minimizes their impact on the environment	<a href="http://www.terrachoice-certified.com/en/">www.terrachoice-certified.com/en/</a>
Green Globe	Environmental management framework designed for organizations in the travel and tourism industry	<a href="http://www.greenglobe.org">www.greenglobe.org</a>
The Green Key	Eco-label awarded to leisure organizations, such as hotels, conference centres and leisure facilities	<a href="http://www.green-key.org">www.green-key.org</a>
Green Tourism Business Scheme	National sustainable tourism certification scheme for the UK	<a href="http://www.green-business.co.uk">www.green-business.co.uk</a>

Industry Green	Certification programme developed by Julie's Bicycle to encourage companies from across the creative sector to reduce their greenhouse gas emissions	<a href="http://www.juliesbicycle.com/industry-green">www.juliesbicycle.com/industry-green</a>
Investors in People	Standard designed to help all kinds of organizations develop performance through their people	<a href="http://www.investorsinpeople.co.uk">www.investorsinpeople.co.uk</a>
Nordic Swan	Official ecolabel for the Nordic countries and implemented by several hotel chains	<a href="http://www.svanen.nu/eng">www.svanen.nu/eng</a>
Yourope 'Green 'n' Clean' Award	Award scheme developed by the European Festival Association for festivals that achieve a defined number of environmental criteria	<a href="http://www.yourope.org">www.yourope.org</a>



## Appendix B. Sustainability issues in event management

Organizations seeking to be compliant with BS 8901 will need to ensure that relevant sustainability issues and stakeholder concerns are identified and addressed in the context of the scope of their management system.

Many issues cut across environmental, social and economic categories. It should also be noted that most will not be tackled as single-issue topics.

The following list should not be considered exhaustive or definitive. There are numerous other sources of information at national and international level including within the event industry (also refer to Appendix A).

ISO 26000 'Guidance on social responsibility', due to be published in 2010, will provide further guidance on many of the topics identified in the table below. Note however that ISO 26000 does not really address economic issues to any significant extent.

Once published, the GRI Event Organizers Sector Supplement will provide a good overview of the likely environmental, social and economic issues of relevance to the event sector in the form of a reporting framework.

Example issues	Examples of questions to ask
Accessibility	<ul style="list-style-type: none"><li>• Are areas or services fully accessible to all potential users (e.g. website, promotional material, accessible access for certain user groups, such as the disabled or the elderly, etc.)?</li></ul>
Air quality	<ul style="list-style-type: none"><li>• Will any activities impact or be perceived to impact on local air quality?</li></ul>
Archaeology and cultural heritage	<ul style="list-style-type: none"><li>• Will sites of archaeological or cultural interest be affected?</li></ul>
Chemical usage	<ul style="list-style-type: none"><li>• Are hazardous chemicals likely to be used (e.g. cleaning applications)?</li></ul>

## Appendix B. Sustainability issues in event management

Example issues	Examples of questions to ask
Climate change	<ul style="list-style-type: none"> <li>• Are there opportunities to avoid or minimize the impacts of climate change?</li> </ul>
Community involvement	<ul style="list-style-type: none"> <li>• Is the local community involved, communicated with and consulted and/or are 'outreach' programmes in place?</li> </ul>
Contaminated land	<ul style="list-style-type: none"> <li>• Are areas of historically contaminated land present and/or could activities lead to further contamination occurring?</li> </ul>
Corporate governance	<ul style="list-style-type: none"> <li>• How is the business run and how are decisions made – do policies exist in respect to anti-fraud, conflicts of interest, gifts and gratuities?</li> </ul>
Ecology, ecosystems and biodiversity	<ul style="list-style-type: none"> <li>• Will ecology or ecosystems be affected or is there an opportunity to enhance biodiversity?</li> </ul>
Economic performance	<ul style="list-style-type: none"> <li>• What direct economic value is generated and distributed, including revenues, operating costs, donations and other community investments?</li> </ul>
Emissions to water	<ul style="list-style-type: none"> <li>• Does a pollution risk to controlled waters exist (e.g. pond, lake, river, canal, etc.) from event activities?</li> </ul>
Employment and skills	<ul style="list-style-type: none"> <li>• Is there an opportunity to invest in local skills and employment?</li> </ul>
Energy consumption	<ul style="list-style-type: none"> <li>• Will a significant amount of energy be required?</li> </ul>
Equal opportunity and diversity	<ul style="list-style-type: none"> <li>• Are there equal opportunities for all, without unfair restrictions or barriers?</li> </ul>
Food and catering	<ul style="list-style-type: none"> <li>• Will food and beverages be available and if so to what extent have sustainability issues been considered?</li> </ul>
Greenhouse gas emissions	<ul style="list-style-type: none"> <li>• Have areas of significant generation of greenhouse gas emissions been identified?</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Are there any issues which may give rise to public health concerns?</li> </ul>
Health and safety	<ul style="list-style-type: none"> <li>• What arrangements are in place to assure the health, safety and well-being of all stakeholders?</li> </ul>

## Appendix B. Sustainability issues in event management

Example issues	Examples of questions to ask
Indirect economic impacts	<ul style="list-style-type: none"> <li>Does the event involve development of any infrastructure and services provided to the public?</li> </ul>
Industrial relations	<ul style="list-style-type: none"> <li>Are certain groups of workers represented by a union?</li> </ul>
Land use	<ul style="list-style-type: none"> <li>Will previously developed land be used (rather than 'greenfield' sites)?</li> </ul>
Materials	<ul style="list-style-type: none"> <li>Is a significant amount of materials required for the event?</li> </ul>
Noise pollution and nuisance	<ul style="list-style-type: none"> <li>Will significant amounts of noise, odour or dust be generated which may lead to health and safety issues or complaints from local residents?</li> </ul>
Refrigerant or fire-suppression gases	<ul style="list-style-type: none"> <li>Are refrigerant or fire-suppression gases likely to be used in connection with equipment (e.g. air conditioning) and if so, what type? (Note: many gases are ozone depleting and/or greenhouse gases.)</li> </ul>
Resource efficiency	<ul style="list-style-type: none"> <li>Will renewable, reusable, recyclable materials and/or materials with recycled content be used?</li> </ul>
Security	<ul style="list-style-type: none"> <li>Could activities give rise to security issues or compromise other sustainability objectives (e.g. human rights, accessibility)?</li> </ul>
Sourcing	<ul style="list-style-type: none"> <li>Will the sourcing of products and services (e.g. event overlay, merchandise, gifts and giveaways, etc.) give rise to issues in respect to human rights (e.g. child labour, forced labour, etc.) or labour practices (e.g. conditions of work and social protection, health and safety, etc.) and/or environmental issues in the value chain?</li> </ul>
Transport	<ul style="list-style-type: none"> <li>What transport modes will be involved (e.g. private vehicles, walking, cycling and public transport)?</li> </ul>
Waste	<ul style="list-style-type: none"> <li>Will significant waste be generated in the course of the event?</li> </ul>

## Appendix B. Sustainability issues in event management

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Example issues	Examples of questions to ask
Water conservation and access to water	<ul style="list-style-type: none"><li>• Will water be used to any significant quantity? Is safe and reliable drinking water readily available?</li></ul>
Workforce standards (including employees, contractors and volunteers)	<ul style="list-style-type: none"><li>• Are there just and decent working conditions and is a safe and hygienic working environment provided in order to protect human health?</li></ul>
Work-life balance	<ul style="list-style-type: none"><li>• Are employees suitably skilled and motivated and productivity levels high or is staff turnover high?</li></ul>

# Appendix C. Sustainable development maturity matrix

## Evaluating sustainable development

As a holistic concept, sustainable development will require a range of measures to produce an overall picture of how an organization is progressing in respect to sustainability. It is unlikely that any one measure will deliver success in terms of monitoring and review.

An organization will not have advanced to the same level across the board. It would be more realistic to see it as more developed in some areas and less so in others. BS 8901 suggests that a maturity matrix approach is used to assess the level of maturity in each area. This appendix provides supplemental advice and guidance on developing and using a maturity matrix. However, the approach to evaluating performance against your principles of sustainable development does not have to be a maturity matrix, it could be achieved through other means developed by your organization.

## Development or 'maturity' matrix

The aim of the maturity matrix is to provide a map or tool to find out where you are, to indicate ways forward and to show what progress has been made. This is a more 'strategic' approach to evaluation than other more 'tactical' aspects of monitoring and measurement prescribed by BS 8901. However, the tactical approaches will inform this more strategic evaluation.

The maturity matrix can be used throughout the process to define and redefine the organizations sustainable development path and determine how engaged it is on the agenda. It will be necessary for you to populate the cells in a way that is relevant to your organization. Although BS 8901 provides an example it should not necessarily be regarded as a template. However, the matrix in the standard does show the sort of gradations or bandings envisaged and the sort of the criteria that if passed suggest progression and higher levels of 'maturity' and engagement (see the table on the following page).



## Appendix C. Sustainable development maturity matrix

### Abstract from BS 8901:2009's example of a sustainable development maturity matrix

Principles and practice		Characteristics of developing organization		
		Minimum involvement	Full engagement 	
Inclusivity	Stakeholder engagement and issue identification			
Integrity	Key drivers			
	Leadership			
	Managing risk			
Stewardship	Sustainable development culture			
	Building capacity			
	Supply chain			
	Environmental assessment			
Transparency	Review			
	Building confidence			

### Method of evaluation

There is no right or wrong way of using a maturity matrix. The following provides some advice on the steps to follow when evaluating a matrix:

1. Provide a score for each banding (e.g. if only the three suggested bandings are used it would be: 1 for minimum involvement, 2 for improved engagement, 3 for full engagement). (Note: you may wish to introduce more bandings – the authors consider that 4 or 5 are more helpful in terms of evaluation.)

## Appendix C. Sustainable development maturity matrix

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2. The evaluation of each line item is best done collaboratively with key individuals or teams in the organization – if this is not possible you can ask individuals or teams to look at those aspects for which they are either accountable or will have a view and provide them to you separately.
3. Consider each line item one by one and mark the band which best describes the status of the organization.
4. Score all the aspects and consider the median score – the half-way score when the scores are written in ascending order.
5. The process will produce a maturity profile and the score obtained describes the current level of maturity of the organization.
6. Key actions should be identified to help progress the organization – particular attention should be given to areas which are identified as weaknesses or potential growth areas.
7. A summary of the process should be written up and form part of the Management Review.

The term 'maturity' should not suggest that if you reach the boxes in the right-hand column you have nothing further to do. Sustainable development is a continuous commitment. The goalposts will be continually moving as technological progress pushes boundaries, scientific understanding causes us to review limits or stakeholder expectations shift policy positions. The matrix is meant to reflect that reality and encourage ongoing learning and evolution.



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# Making Events More Sustainable

## A Guide to BS 8901

It could be said that staging an event is inherently unsustainable. However, with the right framework in place you can control and influence your resource use and make changes to your business practices to reduce your negative impacts and capitalize on positive ones.

*Making Events More Sustainable* provides clear and practical insight into BS 8901, *Specification for a sustainability management system for events*, the internationally renowned framework that helps the event industry to implement more sustainable ways of working.

This guide explains all of the requirements of BS 8901 and gives advice on complying with the standard, illustrating best practice approaches through extensive case studies, examples and templates. For those at the beginning of their BS 8901 journey there are tips on where to start, while for those with a management system already in place, there are suggestions for the next steps.

Whether you are working in event management or supplying to the events industry, you can enhance your understanding of BS 8901 and improve your performance against its requirements with this user-friendly guide.

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