

London Sustainable Development Commission Business Plan 2006-2008

PREAMBLE

The London Sustainable Development Commission (LSDC) was established by the Mayor in 2002 to advise him on making London an exemplar sustainable city. The Commission's first task was to lay the strategic groundwork for incorporating sustainable development into decision-making in London, producing:

- [***A Sustainable Development Framework For London***](#) which has been endorsed by the Mayor to guide his decision-making;
- A guide to decision-making using the Framework entitled: [***Making Your Plans Sustainable: A London Guide***](#); and,
- London's [***Quality of Life Indicators***](#) and two monitoring reports.

The Commission complemented this strategic approach with a focus on embedding sustainable development into Mayoral strategies and plans, specifically by:

- Commenting on draft strategies and plans;
- Providing high level guidance on the development of sustainability appraisal methodologies;
- Steering the implementation of a range of sustainability appraisals; and,
- Commissioning work to support the adoption of an energy and carbon reduction target in the London Plan.

Addressing emerging sustainability issues has also been a key role for the Commission in the past three years. It commissioned groundbreaking research on the impacts of air transport on London in 2004 which assisted the Mayor in developing a position on airport development in and around London.

The Commission was also instrumental in establishing the [**Commission for a Sustainable London 2012**](#) to provide independent assurance over the sustainability of the London 2012 Olympic Games and Paralympic Games.

The Commission is now turning its attention to London's sectors beyond the GLA Group. This business plan reflects this change of focus.

TIMEFRAME

This business plan is a five-year plan spanning 2007-08 to 2011-12. It is accompanied by a more detailed project-based work plan which demonstrates how our priorities will be met on a project-by-project basis in 2007-08.

VISION

Our vision for the 'World Class' London of the future is a place where all Londoners and visitors feel the greatest possible sense of physical, emotional, intellectual and spiritual well-being. Our thinking and decision-making will be long-term, meeting the needs of the present without compromising the ability of future generations to meet their own needs. A Sustainable Development Framework for London

Our sustainable development framework for London sets out a clear vision for a London of the future. Our approach is clear: we believe that change must happen in a holistic way across all the sectors and structures that make London such a thriving city.

We cannot afford to leave anyone behind in this change if we are to live in a London where all residents are fulfilled, respected, and proud to engage as Londoners. The protection and enhancement of our physical environment is crucial to our success in this mission, not just for London but the globe.

GOALS

Of the goals which we must reach in London if we are to achieve a truly sustainable world city, two stand out as mattering above all else:

We must reduce our emissions of CO₂ and other greenhouse gases to a level where our climate is stabilised and the environmental, economic and social systems upon which we rely are able to effectively adapt to this altered but stable climate.

We must reduce the disparity between the most and the least wealthy so that everyone's contribution is well recognised and rewarded.

We will pursue these aims together because we recognise that we cannot achieve genuine change on such a dramatic scale without everyone getting involved at all levels and across all sectors.

TAKING RESPONSIBILITY – HOW WE WILL MAKE CHANGE HAPPEN

OBJECTIVE

We will promote integrated thinking and action as a way of achieving sustainable development in London.

We will benchmark our progress in meeting each of our priorities against five hierarchical principles:

- 1. Challenge – the Commission has made a clear case for change in thinking/practice**
- 2. Engage – the Commission has engaged with stakeholders over its case for change**
- 3. Promote – the Commission has effectively promoted its case for change to the appropriate sectors and stakeholders**
- 4. Facilitate – the Commission has facilitated a change in thinking or practice**
- 5. Embed – the Commission has played its part in embedding changed thinking or practice**

We will ensure that all our priorities are planned in accordance with our sustainable framework for London, which promotes integrated sustainability through four drivers:

- *Taking Responsibility***
- *Developing Respect***
- *Managing Resources***
- *Getting Results***

We have also used our framework to structure this business plan, as follows:

- *Taking responsibility – How we will make change happen***
- *Developing respect – Our priorities***
- *Managing resources – Our priorities, actions, outputs and benchmarks***
- *Getting results – Our success***

DEVELOPING RESPECT – OUR PRIORITIES

OBJECTIVE

We will ensure our priorities are focussed strategically so that they make the most possible difference in achieving our two overarching goals.

In developing and implementing our priorities, we will ensure that they address three fundamental tiers of operation:

- **Working in the context of national sustainable development priorities;**
- **Working in the context of regional partners' priorities; and**
- **Working with the Mayor to influence, advise, promote and challenge sustainable development priorities for London.**

We will achieve our priorities through our working sub-group structure as follows:

- **The Executive Sub-Group**
- **The GLA Sub-Group**
- **The Promotions Sub-Group**
- **The Planning and Development Sub-Group**
- **The London Leaders Sub-Group**

OUR PRIORITIES

We have four kinds of priorities over the next five years:

- 1. Identifying and promoting cutting edge sustainability approaches – we believe our new programme 'London Leaders' will take London to a new level of sustainability practice;**
- 2. Tackling climate change and inequality at source through the single biggest issues that will make the most difference – we believe these are sustainable consumption and production and the 2012 Games and legacy programme;**
- 3. Ensuring we are best placed to understand the sustainability issues that London faces – we believe we need to do this in two ways, through understanding the technical opportunities that exist, and through acting as a beacon for emerging sustainability issues; and**
- 4. Maintaining our role as an effective independent advisor to the Mayor and the GLA Group – we already have a long established series of mechanisms to enable us to do this well.**

1. Cutting edge sustainability approaches - London Leaders Programme

- **Our research has shown that groundbreaking change for sustainable development requires three fundamental elements:**
 - **Leadership;**
 - **Cross-sectoral and cross-societal partnerships;**

- **An integrated approach to sustainability which recognises that social, environmental and economic factors are intrinsically linked.**
- **We believe that if London is to become a truly sustainable world city, we must create the space for new ways of working so that the impact of existing initiatives can be maximised, and new projects can be transformative in dealing with trenchant issues.**
- **Our commitment is to create this space for new ways of working. Our first priority will be London Leaders by inviting Londoners to lead on resolving sustainability issues.**
- **We will bring people together who are make sustainable change happen in London. Our London Leaders programme will attract Londoners from all walks of life to work with others on issues that matter to them. We will support key projects and provide an effective on-line resource to make it easier for CEOs, canteen workers, media personalities, sports-players, city workers, school teachers and anyone else who has the commitment to take on a challenge to making London a better place to live and work. We will publicise their stories to inspire others to join this programme.**

2a. Tackling climate change and inequality at source - Sustainable Consumption and Production

- **The main arena where climate change and inequality are inextricably linked is through the production, consumption and disposal cycle of all goods and services in London. As a city with a significant service industry, consumption and production cycles are often highly complex, involving international suppliers and trends.**

- **Consumption and production must also be a focus for ways to narrow the gap between the least and the most wealthy in society. We know that exclusion from the supply side economy and barriers to responsible consumption are significant factors in inequality of all types (eg health, housing, income and social inequality). A sustainable focus on sustainable consumption and production means that we must address the social and economic issues inherent in this cycle in conjunction with a focus on the environmental impacts. Issues such as living wage, diversity of suppliers, opportunities for BAME and excluded social groups, and healthy living are all crucial in this context.**
- **The Commission's study on measuring the social, economic and environmental impacts of policies, plans and projects (see under 3a) will assist in understanding the impacts of production and consumption cycles on those most disadvantaged in London.**
- **We know from our research that sustainable consumption and production is an area where there is a lot of activity, but not necessarily a clear picture of results. There is a clear need for a strategic overview of sustainable consumption and production in London.**
- **We will identify the key opportunities and barriers to implementing sustainable consumption policies and pathways in both the public and private sectors in London.**
- **We will promote what works and lobby national and regional partners where structural barriers exist.**

2b. Tackling climate change and inequality at source - London's 2012 legacy and the regeneration of East London

London was successful in winning the bid for the 2012 Olympic Games and Paralympic Games on the back of important commitments to link the Games programme to the regeneration of East London, and to place diversity and sustainability at the heart of the development, staging and legacy programme. It is no coincidence that the regeneration of East London should receive such attention as part of the 2012 programme. The levels of relative and absolute poverty, health inequality and lack of access to jobs, services, leisure and transport that are experienced in most of East London are a national shame.

In recognition that the Games programme needed to deliver on its promises to East Londoners and to the rest of the UK, we worked hard to influence the bid team to include a commitment for there to be independent sustainability assurance over the Games programme. Following the announcement that London was to host the Games we

have been instrumental in the establishment of the independent assurance body, the Commission for a Sustainable London 2012, which will provide an independent and credible view about how well the 2012 programme is meeting its sustainability commitments.

We will now focus our role on the legacy benefits the Games and surrounding regeneration work will bring to London and East London in particular. We will do this in three ways:

- **Analyse the proposals for legacy and identify where there are shortfalls, and how the benefits could be maximised;**
- **Provide expert advice and support to Commission for a Sustainable London 2012 in its role in assuring the sustainability of the London 2012 Olympic and Paralympic Games; and**
- **Advocate for and provide expert advice on an optimum sustainable legacy for East London and wider London resulting from the 2012 Games programme.**

3a. Understanding the sustainability issues London faces - our impact and measuring our progress

- **In order for us to be able to measure our success, we need to better understand the impact of joined-up, integrated planning.**
- **We will continue to research, analyse, challenge and promote tools and mechanisms that help London identify the best solutions and approaches to sustainability. Our specific priority in 2007-08 is:**
 - **Trialling Integrated Resource Management as a tool for helping decision-making by assessing the integrated impacts of projects, policies and plans across social, environmental and economic factors.**
- **Our Quality of Life Indicators will continue to provide a barometer of sustainability in London, while our research into specific tools will help improve decision-making in London. Our specific priority for 2007-08 is:**
 - **To review and update the Quality of Life Indicators and to produce the 3rd Quality of Life Indicators report**

3b. Understanding the sustainability issues London faces - the importance of emerging issues

- **As a key source of advice to the Mayor on sustainability issues it is important for us to understand the importance of new issues as they emerge.**

- **We will ensure that the Commission is well-placed to respond to issues as they emerge, and to work effectively with national and regional partners including on pan-London approaches wherever necessary.**
- **Our specific priorities in 2007-08 include:**
 - **Leading a pan-London partnership to embed sustainable development into local decision-making processes via sustainable community strategies and local area agreements;**
 - **Promoting innovation in addressing emerging issues in London via the DEFRA Sustainable Development Innovation Fund.**

4. Maintaining our role as an effective independent advisor to the Mayor and the GLA Group

The Mayor has a huge agenda in London with new powers providing additional opportunities to make London a more sustainable city. We have already worked closely with all bodies within the GLA Group and with the Mayor and his office. Our priorities for the next five years are to:

- **Embed sustainability into the work of the Mayor in relation to his new powers on climate change, health, housing, skills and planning.**
- **Provide advice, expertise and commentary on the Mayor's policies and plans, individual sustainability issues, and on mainstreaming sustainable development into the work of the GLA Group.**
- **Advocate for integrated sustainability to be embedded into the further alterations of the London Plan.**
- **Facilitate a greater degree of knowledge and understanding about sustainable development at senior levels within the GLA Group.**

MANAGING RESOURCES – OUR PRIORITIES, ACTIONS, OUTPUTS AND BENCHMARKS

Priority	Action	Sub-group	Expected benchmark	Expected output	Timeframe
1. Cutting edge sustainability approaches					
Challenge London Programme	To oversee the effective roll-out of the programme during 2007 and early 2008.	Executive	Challenge	First London Leaders appointed Programme launched New web-site launched Online resources developed Wider leaders programme developed	2007 2007 2007 2008 2008
	Publish research on international and national exemplars of integrated sustainable development	Executive	Challenge	Case studies published and available on the web	2007

2. Tackling climate change and inequality at source					
2a. Sustainable Consumption and Production	Identify the key opportunities and barriers to implementing sustainable consumption policies and pathways in both the public and private sectors in London.	Executive Group	Challenge Promote	Report provides recommendations which are clear and supported by evidence.	Jan 2008
	Promote what works and lobby national and regional partners where structural barriers exist.	Executive Group		Summary report published on the web and in hard copy	March 2008
				Chair has met with key London and national stakeholders to promote findings	June 2008
2b. London's 2012 legacy and the regeneration of East London	Analyse the proposals for legacy and identify where there are shortfalls, and how the benefits could be maximised	Planning and Development Group	Challenge Facilitate	Report with recommendations on legacy is produced	Dec 2007
	Provide expert advice and support to Commission for a Sustainable London 2012 in its role in assuring the	Planning and Development Group		CSL provided with report and briefed by Chair P&D Group	Dec 2007

	<p>sustainability of the London 2012 Olympic and Paralympic Games</p> <p>Advocate for and provide expert advice on an optimum sustainable legacy for east London and wider London resulting from the 2012 Games programme.</p>	<p>Planning and Development Group</p>	<p>Promote</p>	<p>Report is disseminated within the GLA Group and published on the web. Chair of LSDC raises issues in meeting with the Mayor</p>	<p>March 2008</p>
<p><i>3. Understanding the sustainability issues London faces</i></p>					
<p><i>3a. our impact and measuring our progress</i></p>	<p>We will continue to research, analyse, challenge and promote tools and mechanisms that help London identify the best solutions and approaches to sustainability. Our specific priority in 2007-08 is:</p> <ul style="list-style-type: none"> Trialling Integrated Resource Management as a tool for helping decision-making by assessing the integrated impacts of projects, policies and plans across social, environmental and economic factors. 	<p>GLA Group</p>	<p>Challenge</p>	<p>Results of scoping study and trial are evaluated by GLA Group/LSDC steering group.</p> <p>Summary findings are published on the web</p>	<p>October 2007</p> <p>February 2008</p>

	<p>Our Quality of Life Indicators will continue to provide a barometer of sustainability in London, while our research into specific tools will help improve decision-making in London. Our specific priority for 2007-08 is:</p> <ul style="list-style-type: none"> To review and update the Quality of Life Indicators and to produce the 3rd Quality of Life Indicators report 	GLA Group	Embed	3rd Quality of Life Report published	Mid 2008
<i>3b. The importance of emerging issues</i>	<p>We will ensure that the Commission is well-placed to respond to issues as they emerge, and to work effectively with national and regional partners including on pan-London approaches wherever necessary.</p> <p>Specific workstreams: Leading a pan-London partnership to embed sustainable development into local decision-making processes via sustainable community strategies and local area agreements;</p>	Executive	Facilitate		
		Promotions	Facilitate	Report on LAA Rounds 1&2 is published on the web	2007
				Brochure for local authorities is distributed	2007
				A local authority is funded to champion SD in local processes	2007

				<p>A seminar is held on new Environment block for LAAs</p> <p>Pan London Partnership has assessed need for further work/initiatives and has identified priorities and funding</p>	<p>2007</p> <p>March 2008</p>
	<p>Promoting innovation in addressing emerging issues in London via the DEFRA Sustainable Development Innovation Fund;</p>	<p>Promotions</p>	<p>Embed</p>	<p>All projects deliver on time and on budget. All reports provide learnings for London and nationally where appropriate. All reports are available in summary form on the web.</p>	<p>By March 2008</p>
<p><i>4. Maintaining our role as an effective independent advisor to the Mayor and the GLA Group</i></p>					
	<p>Identify and implement the opportunities to embed SD into</p>	<p>Executive / Planning and</p>	<p>Challenge</p>	<p>LSDC advice is provided in a</p>	<p>Ongoing</p>

	<p>the Mayor's new powers</p> <p>Provide well-defined advice on how the GLA Group should conduct sustainability assessments on key strategies and initiatives.</p> <p>Provide advice on sustainability issues as requested by the GLA Group or as appropriate</p> <p>Assist the GLA Group in its work to mainstream sustainable development principles and practice into all GLA work, including if appropriate, advice on the relevant indicators of SD performance.</p>	<p>Development / GLA Group</p> <p>GLA Group</p> <p>GLA Group</p> <p>GLA Group</p>	<p>Facilitate</p> <p>Challenge</p> <p>Embed</p>	<p>timely fashion and published on the web where appropriate.</p> <p>Summary advice on methodology provided</p> <p>LSDC advice is provided in a timely fashion and published on the web where appropriate.</p> <p>GLA Group works with senior officials from across the GLA Group on high level embedding strategies including training</p>	<p>December 2007</p> <p>Ongoing</p> <p>Throughout 07/08</p>
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RESOURCES

Our resources for 2007/08 include:

- **Three full time equivalent staff**
- **Core funding of £130k**
- **Grant-based funding of approximately £70k**
- **In-kind support from the GLA.**

We will garner additional resources wherever appropriate either directly, or through selected delivery partners, to ensure that our goals are met by April 2008.

GETTING RESULTS – OUR SUCCESSES

We will monitor our progress against our business plan.

We will account for our resources to our funders during this time.

We will produce an annual report detailing our successes annually.