

## Report of the Health Wellbeing, Recreation and Tourism Policy Officer

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### Subject: Managing Recreation in the National Park

1. This report presents:
  - an overview work of the Authority in relation to the October 2022 World Coastal Rowing and Beach Sprints Championships held in Saundersfoot
  - a summary of Certification Sustainability in Events Management International Organisation for Standardisation (ISO) and how this was awarded to the event.
2. A presentation will be made by Rachel Dulai, Events Producer, British Rowing, to give an overview of the impact and learnings from the event.
3. **Background**
  - 3.1 In October 2022, the World Rowing Coastal Championships and Beach Sprint Finals were hosted in Saundersfoot, Pembrokeshire, Wales. Saundersfoot is in Pembrokeshire Coast National Park and home to some of the most spectacular scenery and diverse wildlife in Britain including internationally important nature reserves, geology, and archaeology.
  - 3.2 The National Park Authority's Health and Tourism Policy Officer acted as the Sustainability Manager for the event, and the event set out and achieved its aspiration to be the world's first rowing event to achieve ISO certification in sustainable events ISO2012a1.
  - 3.4 The ISO 20121 has been developed in recognition that events take a heavy toll on resources, society and the environment, and can often generate significant waste. In addition to promoting more responsible consumption, the ISO 201221 standard has been developed to relieve the strain on local infrastructure and utilities, reducing the potential for conflict in communities where events are hosted.
  - 3.5 The Sustainability Manager developed a sustainable event management system to better manage the event's social, economic, and environmental impacts. In order to help the event be more sustainable, the event organisers engaged with stakeholders in both Pembrokeshire and the rowing community nationally and internationally to help identify what issues needed to be addressed.
  - 3.6 To be awarded the ISO Sustainable Events certification the event organisers needed to undertake key actions as part of the agreed Sustainability

Management System (SMS). A robust SMS was vital in order to demonstrate how the event met all the standards of the ISO.

- 3.7 In order to meet the standard, the SMS System was audited twice. The first audit to identify any areas that needed improvement and the second audit to fully check the system's operation and process.

In order to meet the ISO Standard the event the event organisers:

- Defined the Sustainability Policy
  - Developed a bespoke Sustainability Manual for the event.
  - Identified the Key Performance Indicators that would be used to plan, record and evaluate the process and outcomes.
- 3.8 Key Performance Indicators (KPIs) were developed as an iterative process in that were part of a continued process to help refine, improve and learn from event as it developed. Four key areas were identified as a focus for the KPIs. These are:
1. Responsible use of resources
  2. Participation and reach
  3. Protecting people and the planet
  4. Operation and ethos

### 3.9 Learning

the ISO is about 'the process' and on-going learning from the process

- achieving the KPIS is important but the learning from why they were not achieved is also important
  - sustainable supply chains can be difficult to source
  - sometimes a location may not have the infrastructure in place to support the original KPIS targets – i.e power supply from mains is not possible and so generators need to be used (mains power uses less resources than generator power)
  - consider onwards journey of 'resources' so that they do not go into landfill – before an event do a 'resource audit' with the 'waste hierarchy' and try and reduce as much potential waste as possible and identify onwards journeys for everything so that it as far up the 'waste hierarchy' as possible
- 3.10 Legacy - ensuring that the event left a legacy was an important KPI. The ongoing legacy include:
- Learning shared with key officers and members from Pembrokeshire Coast National Park Authority
  - Pembrokeshire County Council to include ISO approach to events management and planning.
  - Event cited by Welsh Government as an example of good practice.
  - Sustainable merchandise opportunities highlighted with World Rowing
  - Learnings distilled to both British and Welsh Rowing events
  - Event received extensive media coverage due to its ISO certification.
  - Students in local and Welsh Universities engaged in learning opportunities.
  - Wavemakers/volunteers upskilled.

**RECOMMENDATION:**

**Members are requested to RECEIVE and COMMENT on the Report and Presentation.**

*(For further information contact Hannah Buck [hannahb@pembrokeshirecoast.org.uk](mailto:hannahb@pembrokeshirecoast.org.uk))*

# World Rowing Coastal Championships and Beach Sprints Wales 2022

## ISO 20121 (Sustainable Events) Synopsis

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### Summary

In October 2022, the World Rowing and Beach Sprints Championships are being hosted in Saundersfoot, Pembrokeshire, Wales. Saundersfoot is in Pembrokeshire Coast National Park and home to some of the most spectacular scenery and diverse wildlife in Britain including internationally important nature reserves, geology, and archaeology.

We set out with an aspiration to be the world's first rowing event to achieve ISO certification in sustainable events ISO20121. The event was provisionally approved the ISO certification in August 2022 and is currently awaiting final sign off. We developed a sustainable event management system that helped us to better manage the events social, economic, and environmental impacts. In order to help the event be more sustainable, we engaged with stakeholders in both Pembrokeshire and the rowing community nationally and internationally to help us identify what issues needed to be addressed.

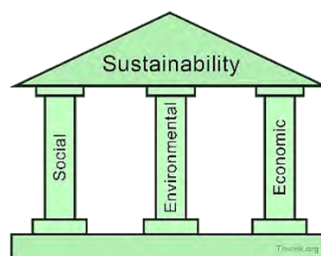
## World Rowing Coastal Championships and Beach Sprints Wales 2022 ISO 20121 (Sustainable Events) Synopsis

In order to help us keep a keen focus on achieving the ISO Hannah Buck an officer from the Pembrokeshire coast National Park Authority has been seconded as our Sustainable Event Manager. Hannah has helped ensure that the Sustainability Action Plan driven by the KPIs has been constantly monitored and reviewed to ensure we are on track but also to help us identify where the specific challenges have been. We have also been privileged to have been able to enlist the valuable help of Dan Reading Sustainability Consultant who has gone the extra mile in offering us support and guidance throughout this process.

### Sustainable Development Principles

Sustainability is most often defined as meeting the needs of the present without compromising the ability of future generations to meet theirs. Broadly speaking, sustainable practices help to reducing consumption of limited natural resources, or finding alternative resources with lower environmental consequences, as well as considering the social and economic impacts of individual, groups, corporations, or government.

Sustainability has three main pillars: economic, environmental, and social.



#### The Environmental Pillar

The environmental pillar often gets the most attention. Actions on this may include reducing carbon footprint, packaging waste, water usage, or preventing or mitigating against other damage to the environment. Besides helping the planet, these actions can actually have a positive economic impact, for example, reducing the use of packaging materials means lower costs as does improved fuel efficiency.

#### The Social Pillar

The social pillar refers to the importance of considering the local a global community impacts of our actions and the importance of ensuring that communities are engaged and are not negatively impacted. The approaches to securing and maintaining this engagement are various, but it comes down to treating people fairly and in the case of events considering the importance of considering the needs of the local community, as well as the wider local and community impacts.

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### The Economic Pillar

The economic pillar of sustainability related to both the economic impact of the event to those that are organising it, but also needs to be considered in terms of the events impact upon those around it. For instance, an event may save money by bringing it its own caterers, but this may mean that a local enterprise may suffer negative consequences. Therefore, if an organisation seeks to be sustainable it cannot allow a need for profits to overshadow its other sustainable responsibilities to the environment and society. It is important that sustainable events are committed to good governance, compliance to legal obligations and take risk management seriously.

Whilst developing this event we have aligned with the well-established UN sustainable development goals and intends to use these, where applicable for its operations and sustainable event management system.

There are 17 Sustainable Development goals, we have placed in 10 bold as these apply to this event:

- No poverty
- Zero hunger
- **Good health and well-being**
- **Quality education**
- **Gender equality**
- Clean water and sanitation
- **Affordable and clean energy**
- Decent work and economic growth
- **Industry innovation and infrastructure**
- Reduced inequalities
- **Sustainable cities and communities**
- **Responsible consumption and production**
- **Climate action**
- **Life below water**
- Life on land
- Peace, justice, and strong institutions
- **Partnerships for the goals**

### International Standard on Sustainable Event Management (ISO 20121)

The ISO ([International Organization for Standardization](#)) is an independent, non-governmental, international organisation that develops standards to ensure the quality, safety, and efficiency of products, services, and systems. The ISO on sustainable Event Management certifies that our event management system has all the requirements for standardization and quality assurance.

In order to achieve ISO certification, we have gone through a rigorous process in order to identify what we would focus on to be more sustainable. This process has helped us make sure we have

## **World Rowing Coastal Championships and Beach Sprints Wales 2022 ISO 20121 (Sustainable Events) Synopsis**

considered sustainability at every step when we have been planning this event and that this process has been baked into our event management systems which have served to:

- 1) Identify the environmental, economic, and social impacts of the event
- 2) Put into place measures and practices to monitor and above all else, reduce such impacts and
- 3) To engage event stakeholders and local communities around the importance of sustainability for the overall event and indeed for British Rowing.

### **Summary of the ISO Certification Process**

in order to gain certification, we have defined our governing principles of sustainability in the form of a statement of purpose and values with our Sustainability Policy. These governing principles of sustainable event management have included considerations for stewardship, inclusivity, integrity, and transparency. We have defined and documented our primary purpose and values with respect to our activities and outcomes that have related to these events. We have also ensured that we referenced the United Nations Sustainable Development Goals. The detail of which can be found in the comprehensive Sustainability Manual developed specifically for the event.

The principles, purpose and values of the organisation provide a framework for setting our policies, objectives, and targets, as defined within the scope of our event sustainability management system.

We have needed to demonstrate leadership and policy commitments to sustainability. These commitments have then needed to be demonstrated via the organisation's roles and responsibilities and authorities for the various roles such as that of the Sustainability Manager but more widely across all roles including Procurement and Race Managers. During event planning we have needed to ensure that we have provided evidence on how we will address both risks and opportunities such as ensuring we have adequate systems in place to manage risks like environmental events such as fuel spills but also to identify opportunities such as marketing opportunities for local businesses and supply chains.

As we go forward to running the event it is important that we have systems in place to implement and maintain a procedure to identify our sustainable event management issues and to evaluate their significance or impact upon the environment, the local community, and the economy. It is also important that we operate fully to meet our legal requirements and where possible go over and above any minimum standards.

It has therefore been important that all along the way that we have identified metrics to help us monitor our event and its potential impact. Some metrics have been fairly simply to identify whilst others have been more challenging as the social or economic impacts may not been seen

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immediately at the event – hence the additional importance of ensuring the event takes its legacy seriously. We have recognised throughout that we will not be able to achieve the ISO certification without the commitment and competence of staffing and resources as well as the buy in from the community and key stakeholders.

It has been essential to develop a robust event management system to show how we have met all the standards of the ISO. The ISO has been achieved through a 2-stage process with our auditors British Standards Institute. Stage-1 was to check that we were on track and had the framework of all the relevant systems in place whereas Stage-2 was a thorough investigation on these systems to ensure that all the necessary evidence and procedures were in place. Both the Stage 1 and the Stage 2 were accompanied by ongoing internal actions and processes to make sure we were on track.

The event sought final certification for the ISO 20121 in August 2022 and was approved by BSI in September 2022. There will be ongoing work to ensure that the event is run sustainably and that there is a full evaluation of the event once the last competitor's oar has been laid to rest.

### **Key Performance Indicators (KPIs)**

The KPIs have been developed as an iterative process in that they have been part of a continued process to help refine and improve the project. The event organisers have been clear the actions and KPI's have evolved as the project team build the event. The project team have been clear that some KPI's may need to be modified or may not be achieved but hope that the investigative process when exploring the practical and operational aspects of the KPI's help build learning about what can be achieved for an event such as this. Striving to achieve the KPIs has afforded an opportunity to identify where there has been scope to raise the original standard, but equally it has provided the opportunity to reflect where there have been barriers to the aspiration of the event KPIs, but in turn the learning from these barriers will help future event planning as well as identify where there may be issues beyond the direct control of event organisers relating to the venue or location which in turn will help venues or host locations consider how they might develop their own sustainability capacity.

A multi-agency approach has been essential to identify key stakeholders across the world of rowing, event management as well as within the local host community to help us pinpoint the most significant issues and decide on our Key Performance Indicators (KPIs)

We engaged stakeholders with an on-line workshop, by email, at a community event as well as in person whilst on site visits as well as on-going engagement with the steering and operational group.

**Four** key areas are identified as a focus for our KPIs. These are:

1. Responsible use of resources
2. Participation and reach



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3 Protecting people and the planet

4. Operation and ethos.

All four areas are accompanied by specific actions that are monitored and used to show how our event complied with the ISO standard. For a detailed summary of the KPIs see Appendix 1

The actions cover a diverse range of issues from waste management through to upskilling volunteers. The event has a procurement code that all operators and contractors are obliged to abide by and will help to ensure the events sustainable aspirations are applied across all areas including catering, infrastructure, and promotions.

Using resources responsibly and reducing carbon emission include opportunities to use local public transport for local park and rides rather than laying on specific shuttle bus transport. We have also made efforts to ensure that we have planned to onward journey resources such as event signage and have kept information generic where possible so that they can be reused. Avoiding pollution is hugely important, and the event will have strict procedures and monitoring systems in place to avoid pollution and detrimental environmental impacts from chemicals, litter, and invasive species.

Boosting diverse participation and reach includes offering adapted rowing experiences and beach wheelchairs over the course of the event. The event plans to engage 1000 children and young people on a schools' education program, and the volunteer program will include opportunities for learning and skills development and will comprise of 50% local people.

### **Four Examples of the Events Sustainability**

Four examples where we have made specific efforts to help support our sustainable event management approach.

#### **Procurement Code**

The event organisers have a Procurement Code to further embed the event's sustainability ethos. The code seeks to address resource efficiency, environmental stewardship, and corporate responsibility across all aspects of the event. The code provides guidelines to ensure the operation and delivery of the event is managed in a way that is economically viable but is also environmentally sound, socially responsible, and ethical. The sustainable procurement code underpins the sustainability strategy and targets as well as delivery of the ISO 20121. This code means that the entire event management team place a high priority on environmental, social, and ethical issues when procuring products and services for its operations. The event team places a great deal of importance to try and ensure the event does business with responsible suppliers and contractors; companies who treat their staff and sub-contractors well, who understand the nature of the products and materials they are supplying, and who demonstrate their responsibility to protect the environment and foster good relations with their local communities.

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### **Objectives of the Code**

- Minimize our environmental impact and deliver community benefits through better selection and improved usage of products and services.
- Foster innovation in our supply chain to increase the availability and effectiveness of sustainable solutions that meet our operational requirements.
- Require our suppliers to adopt practices that minimize their environmental impact and deliver community benefits in relation to their own operations and throughout the supply chains in which they operate.
- Work in partnership with suppliers to achieve our common goals and continually improve performance over time.

### **Supporting Charitable Causes for Wildlife**

The event is engaged with the World Wildlife Fund and the Pembrokeshire Nature Partnership to raise fund for marine focused environmental project in Africa and Wales. There are plans are in place to for an environment hub at the centre of the event to promote the importance of sustainability and looking after the natural world.

### **Good Practice in Outdoor Recreation**

The event has secured membership of the Outdoor Charter This charter group represents a commitment by all members to good practice. All those who sign up to the charter group agree to reduce impact to landscapes and wildlife, encourage users to develop a respect and understanding of wildlife and the environment, and show consideration for all users of the area. To view the Pembrokeshire Outdoor Charter [click here](#).

In the process of consultation on the KPIs the event organisers also consulted with the Pembrokeshire Sustainably Recreation Management Group membership of which includes representatives from the Pembrokeshire Nature Partnership, Visit Pembrokeshire the destination management organisation, local council departments including transport and tourism.

The learning from this event will be embedded in future world-rowing events but also help other organisations improve their own sustainable objectives.

### **Involving Welsh Universities**

A key part of the process has been to ensure that all along the way we have been able to learn more about sustainability not just within the core operational group but also share this learning with

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others so that the event has a positive legacy after it has finished. This has included training our dedicated team of Wavemakers Volunteers on sustainability. In addition to this we offered a project out to 3<sup>rd</sup> Year BSC students from Swansea University Management Degree to be completed pre-event to develop tools to monitor and evaluate the impact of the ISO Standard which would then be used by event organisers to monitor and evaluate the impact of the ISO Event Standard on the event implementation and outcomes. This work has then been furthered by Pembrokeshire Coastal Forum (PCF) a local organisation that works to help develop innovative solutions to coastal challenges and therefore well placed to help us monitor and evaluate this event. PCF will be supporting us monitor the event as it is live on the ground through direct monitoring as well as through digital questionnaires and data analysis. The learning from this event will be embedded in future world-rowing events but also help other organisations improve their own sustainable objectives.

### Next steps

Once the event has taken place, we will conduct a full evaluation of all our KPIs and of the event as a whole. We will provide a report with key learnings for others and recommendations to British Rowing for future event.

### Questions and Answers

1	<p><b>Q: What is ISO?</b></p> <p>A. The ISO (<a href="#">International Organization for Standardization</a>) is an independent, non-governmental, international organisation that develops standards to ensure the quality, safety, and efficiency of products, services, and systems.</p>												
2	<p><b>Q. What are the three pillars of sustainability?</b></p> <p>A.</p> <ul style="list-style-type: none"> <li>▪ Environment (planet)</li> <li>▪ Social (people/community)</li> <li>▪ Economic (relating to the organisation as well as the wider community and economy)</li> </ul>												
3	<p><b>Q. What are our top five objectives and how we met them?</b></p> <p>A.</p> <table border="1"> <thead> <tr> <th>Objective</th><th>Examples of how met</th></tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>	Objective	Examples of how met										
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	<p><b>Reducing our use of natural resources including diverting waste from landfill.</b></p>	<p>All waste diverted from landfill.</p> <p>Water refill station planned</p> <p>Medals made of recyclable materials</p> <p>Plan in place for onwards journey of all assets to be reused/repurposed or diverted from landfill.</p> <p>The event will use eco= generator fuel – that is low carbon/ efficient</p>
	<p><b>Ensuring our procurement of goods and services have been made with sustainability at our core.</b></p>	<p>Procurement code in place all goods and services required to comply.</p> <p>Engaged a market leading company Identity Group for the event delivery who have specialism in sustainable events</p>
	<p><b>Ensuring that our branding, merchandise, marketing, and communications have all engage and promote our sustainability ethos.</b></p>	<p>Branding for the event has been specially designed so that it has multiple uses beyond this specific event.</p> <p>There will be minimal use of flags, bunting and other such marketing materials during the event, a large double sided digital screen will be hired and used to promote the event instead.</p> <p>The use of marking/signage on the racing boats has been reduced and innovative ways to identify boats/races been implemented to reduce need for significant signage.</p> <p>Local award-winning sustainability trailblazer Pembrokeshire company Isea has been engaged to produce sustainable items for purchase.</p>
	<p><b>Engaging the local community including business, schools, and local expertise to share knowledge and experiences and highlight local talent.</b></p>	<p>A program of workshops for schools has been run by event organisers to promote rowing and knowledge about sustainability.</p> <p>Local knowledge has been drawn upon from Pembrokeshire Coastal Forum to help evaluate the sustainability of the event.</p>

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		<p>A local caterer has been engaged to cater for the athletes.</p> <p>Event is supplementing local bus services as part of the sustainable transport plan.</p>
	<p><b>Ensuring that our Event Organising Team and the volunteers have had opportunities to be upskilled, trained in sustainability and that they have included members of the local community.</b></p>	<p>Volunteers have been drawn from the local community with approximately 30% being within the local postcode area.</p> <p>All key personnel have been trained in the event sustainability KPIs.</p> <p>KPIs have been crosscutting to all areas of event operations include that of invasive marine species, spill procedures, Welsh language press releases, opportunities for people with disabilities to try rowing and be spectators.</p> <p>All volunteers have been involved in training events including that of sustainability.</p>
4.	<p><b>Q. What have been the key challenges to our sustainability objectives?</b></p> <p><b>A.</b> Gaining the ISO certification has been hard but rewarding work, however, there have been a number of key learning points and challenges along the way that have had cross cutting impact across our objectives.</p> <ul style="list-style-type: none"> <li>• <b>The pandemic</b> – back in 2019 when the event was just being pitched the thought of a pandemic was not even in the back of our minds. When the pandemic hit in 2020, we faced a number of setbacks and were not even sure if the event would ever go ahead as global lockdowns and variants kept a grip on us all. However, we managed to do all of the planning on-line thereby reducing travel time and associated carbon.</li> <li>• <b>Cleansing:</b> by working with the local county council who have a commitment to diverting 100% of refuse from landfill we immediately managed to meet our initial KPI – and so we decided to tighten up our KPI on waste management and look to not just divert waste from landfill but increase the quality of uncontaminated recycling which our investigations found was particularly problematic. We plan to have an active campaign during the event to remind athletes and spectators on the importance of not pulling contaminated waste in the recycling bins and hope that this shows positive results.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• <b>Electric Vehicles:</b> carbon emissions, especially those from private vehicles and boats using diesel fuel are significant and we have worked hard to try and find ways to reduce these. We are promoting the use of the local bus service. Unfortunately, there was not suitable local infrastructure for electric bus charging, and this was compounded by the limited number of electric buses in a rural area. It was also challenging securing low emission buses and so by engaging the local bus services we have been able to provide a local benefit but also provide a park and ride to event spectators. The event organisers had hoped to have electric boats but unfortunately have been unable to source any in part due to the small number of these boats in existence, and the supplier/productions issues faced by companies post pandemic impacting on their production.</li> <li>• <b>Engaging schools:</b> the ongoing impact of the pandemic and subsequent rolling school closures/staff and pupil absences has meant that the number of schools and pupils engaged has not been as high as we initially planned.</li> <li>• <b>Procurement Code compliance:</b> although we wanted to ensure that event procured clothing was made from sustainable materials, however the supplier engaged by World Rowing already had earmarked and manufactured clothing for the event that were not compliant with our Sustainability Code – we had to make a decision as to if to not to keep the items or send them back and get more made which would have used more resources. The learning point from this has been to ask that World Towing to amend its own supply chains and that the supplier has a sustainable range.</li> </ul>
5.	<p><b>Q. What does it mean when plastic is seen at the event?</b></p> <p>A.</p> <p>Although we have tried our absolute best to reduce and avoid the use of single use plastic, we have to accept that the event will not be perfect. One of the most principal issues to our ISO Certification is that we are transparent – if we find that there is plastic at the event then we will find out why it is there, and then seen what we could have done better to avoid this. We will then ensure that the learning from this is shared with our team and in the wider context of British and World rowing as well as our key stakeholders such as Identity so that they can be aware of the potential of problems like this arising at other events.</p>
6.	<p><b>Q. What if the event does not achieve all our sustainability KPIs?</b></p> <p>A. The ISO has guided us through a process to identify the risks and challenges to sustainability. We then worked up our own KPI goals as used these goals to keep us focused on sustainability. We have tried really hard to try and achieve all our KPIs but where we have been unable to achieve these, we will report on this and share our learning so that future events can be better.</p>



# Post Event Sustainable Event ISO Report

## February 2023



**Photo Credit: World Rowing-Ben Tufnell**

This report provides a summary on how the event met the KPIs identified in the original Action Plan.

It is to be read alongside the:

- ISO Sustainable Event Management Synopsis 2022
- Volunteer Reports
- Pembrokeshire Coastal Forum Report

Section 1: Summary of ISO Process and KPIs.

Section 2: Summary of outcomes and processes.

Section 3: Detail on whether KPIs were achieved.

Section 4: Summary of key learning points and legacy.

Appendix 1: Key resources and waste hierarchy

Appendix 2: Photos



# Section 1 Summary of ISO Process

In October 2022, the World Rowing and Beach Splits Championships were hosted in Saundersfoot, Pembrokeshire, Wales. Saundersfoot is in Pembrokeshire Coast National Park and home to some of the most spectacular scenery and diverse wildlife in Britain including internationally important nature reserves, geology, and archaeology.

We set out and achieved our aspiration to be the world's first rowing event to achieve ISO certification in sustainable events ISO20121. We developed a sustainable event management system that helped us to better manage the events social, economic, and environmental impacts. In order to help the event be more sustainable, we engaged with stakeholders in both Pembrokeshire and the rowing community nationally and internationally to help us identify what issues needed to be addressed.

To be awarded the ISO Sustainable Events certification we needed to undertake key actions as part of the Sustainability Management System. It was essential to develop a robust event management system to show how we have met all the standards of the ISO.

In order to meet the standard, the Sustainability Management System was audited twice. The first audit to identify any areas that needed improvement and the second audit to fully check the system's operation and process.

In order to meet the ISO Standard we:

- Defined our Sustainability Policy
- Developed a bespoke Sustainability Manual for the event.
- Identified the Key Performance Indicators that would be used to plan, record and evaluate our work.

## Key Performance Indicators (KPIs)

The KPIs were developed as an iterative process in that were part of a continued process to help refine, improve and learn from event as it developed.

**Four** key areas were identified as a focus for the KPIs. These are:

1. Responsible use of resources
2. Participation and reach
3. Protecting people and the planet
4. Operation and ethos

Key challenges on achieving the IOS have been detailed in the ISO Sustainable Event Management Synopsis 2022



# Section 2 – KPIs Overview - Summary of KPIs and Success














(photo from [World Championships achieves 'Gold Standard' sustainability | Event Industry News](#))








## Key Outcome Summary





Overall, the event achieved the vast majority of the KPIs, with some KPI expectations being exceeded. 70% of KPIS were achieved or exceeded their original targets. 6% were not achieved and 24% were partly achieved.

Total Number of KPIS 33			
Key		total	%
Not Achieved	●	2	6%
Partly Achieved	●	8	24%
Achieved	●	19	58%
Enhanced Achievement	●	4	12%



Key	
Not Achieved <span style="color: red;">●</span> Partly Achieved <span style="color: orange;">●</span> Achieved <span style="color: green;">●</span> Enhanced Achievement <span style="color: blue;">●</span>	
<b>Category A: Responsible use of Resources</b>	
1. 50% of contractor and concessions waste diverted from landfill	<span style="color: blue;">●</span>
2. Achieve a 60% general waste recycling rate at the event for street waste collection	<span style="color: blue;">●</span>
3. Showcase the use of 2 electric support boats.	<span style="color: red;">●</span>
4. To ensure buses used are Euro 6 classified (low emission) /use minimum travel routes	<span style="color: blue;">●</span>
5. Achieve a single use plastic free event for items purchased by the event authority.	<span style="color: orange;">●</span>
6. Water refill stations to be available from Welsh Water	<span style="color: green;">●</span>
7. Volunteer clothing sustainably sourced and made from sustainable material.	<span style="color: red;">●</span>
8. Competitor bibs made from ocean plastic provided by World Rowing	<span style="color: blue;">●</span>
9. Merchandise to be kept at a minimum and be sustainably and locally sourced	<span style="color: green;">●</span>
10.No 'goodie bags' to athletes	<span style="color: green;">●</span>
11.Locally sourced produce/materials for podium/gantry with reuse redeployment plan	<span style="color: green;">●</span>
<b>Category B: Participation and Reach</b>	
12.Public material to be bilingual as agreed with Welsh Government	<span style="color: green;">●</span>
13. Ensure publicity material reflects diverse user groups	<span style="color: orange;">●</span>
14.Create adaptive rowing experiences for 75 people over the period of the event	<span style="color: orange;">●</span>
15.Provision of 4 x beach wheelchairs to target 25 unique users pre/ and during event.	<span style="color: green;">●</span>
16.Volunteer webinar series to create upskilling opportunities	<span style="color: green;">●</span>
17.1000 young people engaged through online and in person teaching by engaging local schools.	<span style="color: orange;">●</span>
18.Target 50% of volunteers to be local	<span style="color: green;">●</span>
<b>Category C: Protecting people and the planet</b>	
19.Operation guidelines in place to deal with and report potential pollutants. (incl. spill kit)	<span style="color: green;">●</span>
20.Active travel (walking and cycling) options included in event literature for spectators.	<span style="color: green;">●</span>
21.1 litter picker station on site for public participation from Keep Wales Tidy	<span style="color: green;">●</span>
22.Implement biosecurity practises - advice competitors on invasive non-native species	<span style="color: orange;">●</span>
23.3 NGOs offered space for engaging competitors and public on marine pollution issues.	<span style="color: green;">●</span>
24.Create a power plan that maximises use of grid energy and uses hybrid generators where needed	<span style="color: green;">●</span>
<b>Category D: Governance and Ethos</b>	
25.Create a sustainable procurement policy for the event organisers	<span style="color: green;">●</span>
26.Select marine conservation organisations to be offered Value in Kind contribution	<span style="color: green;">●</span>
27.Measure and report on scope 1, 2 & 3 carbon emissions of the event	<span style="color: green;">●</span>
28.Training and systems in place ensuring objectives are understood and valued by stakeholders	<span style="color: green;">●</span>
29.Produce sustainability report.	<span style="color: green;">●</span>
30.Sponsors are contracted to agree to the event's sustainability targets.	<span style="color: orange;">●</span>
31.The supply line contractors agree to the event's sustainability targets	<span style="color: orange;">●</span>
32.Accommodation to hold credible 'green' credential	<span style="color: orange;">●</span>
33.For the event to leave a positive legacy	<span style="color: green;">●</span>










<b>Category A: Responsible use of Resources</b>	
<p><b>1. 50% of contractor and concessions waste diverted from landfill</b>            Event contracted PCC to manage waste all of which was diverted from landfill, enhanced KPI was to have <b>50% of waste free from contamination</b>.            Final figures indicate that over 500kg of event waste was able to be recycled and noted by waste management company as being an outstanding achievement.</p>	
<p><b>2. Achieve a 60% general waste recycling rate at the event for street waste collection (achieved)</b>            Event contracted PCC to manage waste all of which was diverted from landfill, enhanced KPI was to have <b>10 bags to be free from contamination over the course of the event</b>.            The enhanced KPI was not achieved because all street bins were emptied into same receptacle as waste management system of PCC anticipated it would be contaminated.</p>	
<p><b>3. Showcase the use of 2 electric support boats.</b>            Unable to source boats as they were not available due to numbers of electric boats being built was held back by the pandemic and impact on supply lines and workforce challenges.</p>	
<p><b>4. To ensure buses used are Euro 6 classified (low emission) /use minimum travel SMART routes/</b>            No buses commissioned due to anticipated lack of demand, instead for local travel but local bus service routes promoted for travel for athletes and spectators – most of whom traveling from outside of West Wales stayed locally and walked or used buses. The athletes coach chartered from Heathrow was Euro 6</p>	
<p><b>5. Achieve a single use plastic free event for items purchased by the event authority.</b>            Significant reduction most notable relating to branding and boat identification. Some present from items already within the supply line, in addition some single use plastic used by contractors such as crisp packets in packed lunches and for drugs testing . Where possible all recycled.</p>	
<p><b>6. Water refill stations to be available from Welsh Water</b>            Achieved with ratio of 1:5000 spectators. Some mechanical failure due to improper use. 2 Cubic meters of water used equal to approximately 4000 water bottles.</p>	
<p><b>7. Volunteer clothing sustainably sourced and made from sustainable material.</b>            Volunteer clothing was sourced from established supply line that had no sustainable option. No volunteer clothing was thrown away and volunteers indicated that they would continue to use it post event due to high quality.</p>	
<p><b>8. Competitor bibs made from ocean plastic provided by World Rowing</b>            No bibs used in addition World rowing agreed to reduce the amount of signage need to identify boats and crew – see also Single Use plastic</p>	
<p><b>9. Merchandise to be kept at a minimum and be sustainably and locally sourced where possible.</b>            Local supplier of merchandise provided bespoke ethically produced blankets. No other merchandise available, however other merch was available from World Rowing which was a bit confusing for customer who may not have differentiated between event organiser and World Rowing.</p>	
<p><b>10. No 'goodie bags' to athletes</b>            No fan-zone give aways. Gifts to volunteers, key stakeholders and prize winners donated by PCNPA to promote the National Park</p>	
<p><b>11. Locally sourced produce/materials for podium/gantry with onwards journey for redeployment where possible</b>            Other than banners and marquee carpet no specific items were sourced solely for the event and most was reused. Banners were given out or upcycled in into event memorabilia for key stakeholders.</p>	

<b>Category B Participation and Reach</b>	
<b>12. Public material to be bilingual as agreed with Welsh Government</b> All publicly facing material available bilingually, Welsh language commentators during event races added value to the international event.	
<b>13. Ensure publicity material reflects diverse user groups</b> Decisions made to focus on economic diversity, which is more challenging to convey visually. Adaptive rowing and beach wheelchairs at the event to help promote positive messages regarding access and participation.	
<b>14. Create adaptive rowing experiences for 75 people over the period of the event</b> Adaptive rowing experience at the event from Tenderfoot Club but take up low. Limited communication with adaptive rowing club and local disability sports may have been linked to pandemic and impact on staffing and resources	
<b>15. Provision of 4 x beach wheelchairs, target 25 unique users including project planning and during event.</b> 3 beach wheelchairs and 1 Rollator at event, engagement with potential users and leaflet and website details shared by least 25 individuals or groups with interest and 'road testing' of equipment made but only 4 bookings. Good viewing of event provided from Harbour Wall, live on-line coverage and big screen. Weather also was cold and windy.	
<b>16. Volunteer webinar series to create upskilling opportunities</b> 74% of respondents to the volunteer survey said that they found the webinar series 'useful', or 'very useful' with 93% of volunteers engage in them.	
<b>17. 1000 young people engaged through online and in person teaching by engaging local schools.</b> Two schools events held (May 2021 and June 2022) engaged 400 pupils These days were successful with positive feedback from staff and pupils on the day. Impact of pandemic made engaging with schools challenging as they had a number of pressures preventing engagement with extra-curricular activated.	
<b>18. Target 50% of volunteers to be local</b> Achieved 53% when including the local Army Cadets ( approx. 20) , beach and wheelchair volunteer were taken into account	

<b>Category C: Protecting people and the planet</b>	
<b>19. Operation guidelines in place to deal with and report potential pollutants. (ensure spill kit capacity and process)</b> 1 fuel spill and cleaned up using spill kit. On day 1 week 2 the Health and Safety Manager was not aware of where the spill kits were.	
<b>20. Active travel (walking and cycling) options included in event literature for spectators.</b> Info promoted on website, most people including volunteers stayed locally and walked.	
<b>21. 1 litter picker station on site for public participation from Keep Wales Tidy</b> Overall site very clean that although the station provided good publicity there was almost no litter to be picked. Litter pickers from KWT were used to help salvage plastic bottles and can from main open top waste bins or recycling. Comments from stakeholders was that site was very clean and litter free.	
<b>22. Implement biosecurity practises - advice to competitors prior to arrival around Invasive Non-native species</b> Some information was circulated to event stakeholder prior to event but not in a systematic way. There were also boat washing issues as a hose pipe ban was in place.	



<p><b>23. NGOs offered space for engaging competitors and public on marine pollution issues</b></p> <p>Offered to 9 NGOS but none able to attend due to capacity issues. Ocean Square used by other community based organisation to promote key messages and support the event operation i.e Army Cadets, Tenderfoot rowing and PCNPA Beach Wheelchairs.</p>	
<p><b>24. Create a power plan that maximises use of grid energy and uses hybrid generators where needed.</b></p> <p>A Power Plan drafted</p> <p><b>Total power usage 2,752 kws</b> Split of power used Generators 79% Grid power 21%</p> <p><u><b>Power Summary</b></u></p> <ul style="list-style-type: none"> <li>- Generators HCVO (eco) fuel used for 1 generator. Total fuel use was <b>1,684lts</b> over all event period with approx kw power usage from generators <b>2,210 kw</b></li> <li>- Beach Battery: Beach battery use was approx. <b>5kw per day x 6days, Total 30kw</b></li> <li>- Grid power (overall consumption 512.6 kws)</li> </ul>	

<b>Category D: Operation and Ethos</b>	
<p><b>25. Create a sustainable procurement policy for the event organisers</b></p> <p>A sustainable procurement code was developed. The code provides guidelines to ensure the operation and delivery of the event is managed in a way that is economically viable but is also environmentally sound, socially responsible and ethical</p>	
<p><b>26. Select marine conservation organisations to be offered Value in Kind contribution</b></p> <p>Donation option to SeaScape and WFF offered through the booking system, but donations very small.</p>	
<p><b>27. Measure and report on scope 1, 2 &amp; 3 carbon emissions of the event</b></p> <p>A spreadsheet was used to help gather the data, this was useful for those emission generated by direct event activities but was harder when relating to activities of other such as concessions/stall holders at the event. Some data was therefore based on estimates and therefore had reliability issues.</p>	
<p><b>28. Training and systems in place to ensure objectives are understood and valued by event organisers and Wavemakers</b></p> <p>Volunteer Training events included Sustainability Event Director ensured that each member of the OC was onboarded and had knowledge of the various policies and the importance of sustainability within the event.</p>	
<p><b>29. Produce sustainability report. This is the report</b></p>	
<p><b>30. Sponsors are contracted to agree to the event's sustainability targets.</b></p> <p>All sponsors were made aware of the events sustainability targets, but there was no contractual agreement unless they were subject to the Procurement Policy .</p>	
<p><b>31. The supply line contractors agree to the event's sustainability targets</b></p> <p>Some small infringement included some use of plastic trays by food vendors. Once it was highlighted to the vendor no further plastic trays were used. Other minor infringement included some relating to recycling, but this may have related to the bins</p>	
<p><b>32. Accommodation to hold credible 'green' credential</b></p> <p>Nirvana are members of AOTA but they currently do not have a 'sustainable tourism credential'. However, our enquiry about this has prompted AOTA to begin development on one.</p>	
<p><b>33. For the event to leave a positive legacy to the world of rowing, the community and wider sustainability awareness</b></p> <p>A number of positive legacies from the event have been achieved and are listed in a separate table in <b>section 3:</b></p>	

## Section 4 Key Learning Points and Legacy -

### Raising the Profile of Sustainability in Event Planning

Key Learning from KPIs (*next section general learning points*). Many learning points are cross cutting and so have been grouped under key headings. **Don't let the perfect be the enemy of the bad!**

#### Waste Management

Waste Management is very challenging to manage at events, especially if the event is running alongside 'normal business' within a community setting.

- When working with a waste management service it takes time to understand how they will be managing waste and if and how it will be separated. Try and ensure that signage and waste receptacles such as bins are very clear i.e. all glass goes into a blue bin – this makes it easier for busy stall holders and the public to manage their waste well.
- Consider providing specific bins for specific items such as 'Drinks Cans' to reduce contamination.
- Have a specific Waste and Resource Management Team and lead role within the operational team whose sole responsibility is to plan how waste is to be reduced and managed, including the onward journey for items that can be reused such as paper bags.
- During event planning list all items that may involve single use plastic and either source alternatives, or identify best practice within the Zero Waste Hierarchy – see appendix 1
- See appendix 2 for photos of bins at event.
- See appendix 1 for list on how resources were recycled.

#### Facilities, Local Infrastructure and Services

- Sometimes the facilities or infrastructure at the location mean, that no matter how hard you try, you will miss out achieving a KPI, such as a need to use a generator because grid powerlines are not feasible – however don't let this put you off your sustainability vision and use this as a learning point.
- If supplying water points make sure signage is clear that they are used for water bottle filling only and not used by athletes to wash kit.
- Having a tidy site before an event helps keep it tidy throughout the event – people see bins being used and follow suit, people see litter on the ground and are less motivated to bin their own.
- When travel planning for smaller scale event considers use of local bus routes that also support local community travel

#### Event Branding and Supply Lines

- Develop a sustainable supplier/contractor guide to help identify sustainable options. This could include advice on how to reduce use of natural resources, local reuse and recycling opportunities as well as list of local suppliers or contractors that are already working in this area. The role could be led by the Resources and Waste Management lead. A request for improve sustainability standards may be the push a company needs to develop good practice in sustainability.
- Identifiers such as athlete bids or stickers on kit can be minimised and reused with a bit of creativity, and this reduces costs also.
- Where there are supply line or accreditation issues, such as the availability of sustainable sourced kit use your sustainability goals to raise a need for such with suppliers.
- Identify supply line for sustainable merchandise, use local suppliers and skills where possible. Use learning from event to promote good practice in the field and push for sustainable options.
- Lack of 'event memorabilia' helped find onwards journey for even branded items such as banners.

- Decide on a sustainable event procurement code. Prior to engaging businesses and concessions. Make sure you check in with them prior to the event and during the event too see how they are working in line with the code.

### **Engaging Stakeholders**

- Knowing that an event is working hard to be sustainable is motivating for many key stakeholders.
- Small scale organisation often do not have capacity to attend such events, consider using on-line opportunities instead to help promote NGO key messages and tie in with event ethos.
- A multi-agency approach was essential to identify key stakeholders across the world of rowing, within event management, as well as within the local host community to help us pinpoint the most significant issues and decide on our Key Performance Indicators (KPIS)
- Avoid using 'goggle translate', use professional translator and plan timelines to accommodate time for translation. Consider providing materials in multiple languages to engage athletes and share sustainability messages.
- Local contacts are extremely valuable and help facilitate community engagement to help identify resources and build community engagement and promote local networks for marketing and promotion.
- Local contacts are also useful when finding onwards journeys for resources such as event banners, or even compost for community gardens. Where possible make face to face introductions and develop outreach opportunities to engage with diverse user groups.
- Where resources allow consider engaging local school's lead who can tie in with curriculum and opportunities in extra circular activities such as DoE.
- Consider donations to good causes to be included in ticket price rather than be a separate button which then takes potential donor away from main site, make the good cause meaningful to the event and the local community i.e. a marine cause in the case of rowing.

### **Operational Communications**

- Ensure that actions are delegated clearly to clearly identified persons so that key responsibilities do not get over looked - for instance make sure location and procedure of spill kits is a key part of Health and Safety handover when there may be a change of staff, or that local guidance on issues such as invasive species or hose pipe bans is sent out to teams in advance
- Gathering data on scope 1,2,3 emissions can be complex when it comes from various sources including that out of direct control of the event organisers such as commissions or how people travelled to the event.

### **Legacy**

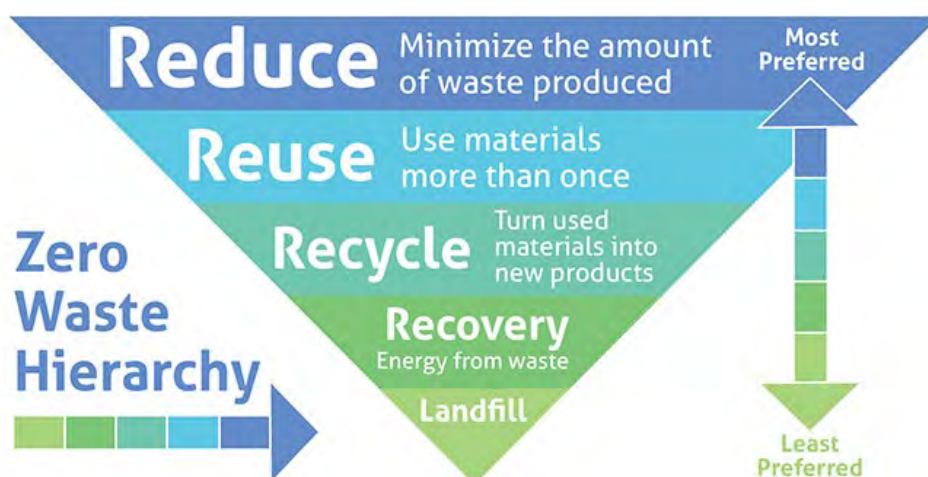
- Learning shared with key officers and members from Pembrokeshire Coast National Park Authority
- Pembrokeshire County Council to include ISO approach to Events Management and planning
- Event cited by Welsh Government as an example of good practice.
- Merchandise supply line highlighted with World Rowing
- Event has received extensive press coverage due to its ISO certification.
- Students engaged in learning opportunities.
- Wavemakers/volunteers upskilled.

## Appendix 1

### List of recourses and waste management

<i>Item</i>	<i>Waste management</i>
<b>Brown paper lunch bags from Wavemaker lunches</b>	Approx. 50% of the bags were suitable to be reused by local craft shop
<b>Crisp packets from I from Wavemaker lunches</b>	Approx. 75% of packets were passed on to be upcycled into woven bags via the local eco shop
<b>Used cardboard drinks cups from Wavemaker lunches</b>	Although these were labelled as 'recyclable' this was in their unused state and soiled cups could not be put in with the cardboard recycling. Approx. 60% of cups were donated to the local community garden for composting
<b>Wooden stirrers from Wavemaker lunches</b>	All were collected and used for home heating
<b>Banners and signage</b>	The majority of banners and signage were passed onto local school and community groups. One banner was cut and rolled into ribbons given to Wavemakers as an event souvenir
<b>Cans and plastic bottles</b>	Cans and plastic bottled were hand-picked from the open bins and separated into a separate bin to ensure recycling.
<b>Carpet from marquee</b>	Cut into sections and those sections that were unsoiled reused.
<b>Unsold bespoke event merchandise</b>	Donated to key stakeholders
<b>Event tags</b>	Reused as many times as was practical.
<b>Event clothing</b>	options for unwanted event clothing to be donated to charity, the majority of clothing was kept by Wavemakers for ongoing use due to it's high quality.
<b>Event goodie bags</b>	Not used so 'designed' out of the project.
<b>Reusable drinks vessels</b>	Reusable and branded so suitable as souvenir.

### Zero Waste Hierarchy



From [LEED Certification Services | Recycle Ann Arbor](#)



## Photos of bins

### Appendix 2

#### Waste Management



Public bins – although signage indicated recycling option, waste was not separated on collection



Signage adapted by event staff to help reduce contamination

#### Event signage kept to a minimum and all re-cycled/repurposed





**Sustainable clothing stall – made bespoke blankets (See below)**



**Litter picking station**



**Example of cardboard that once soiled could not be placed in recycling**



**Example of reusable drinks vessel**



**Reusing the labels**



**Recycling station in volunteer centre**



**Onward use of gantry header at Saundersfoot Sailing Club**



**Water stations being installed by Welsh Water**