



Task 2 Local pilot demonstration of the integrated system Second training event (points 7, 8 and 1, 10)

Mantova, 25 and 26 September 2006

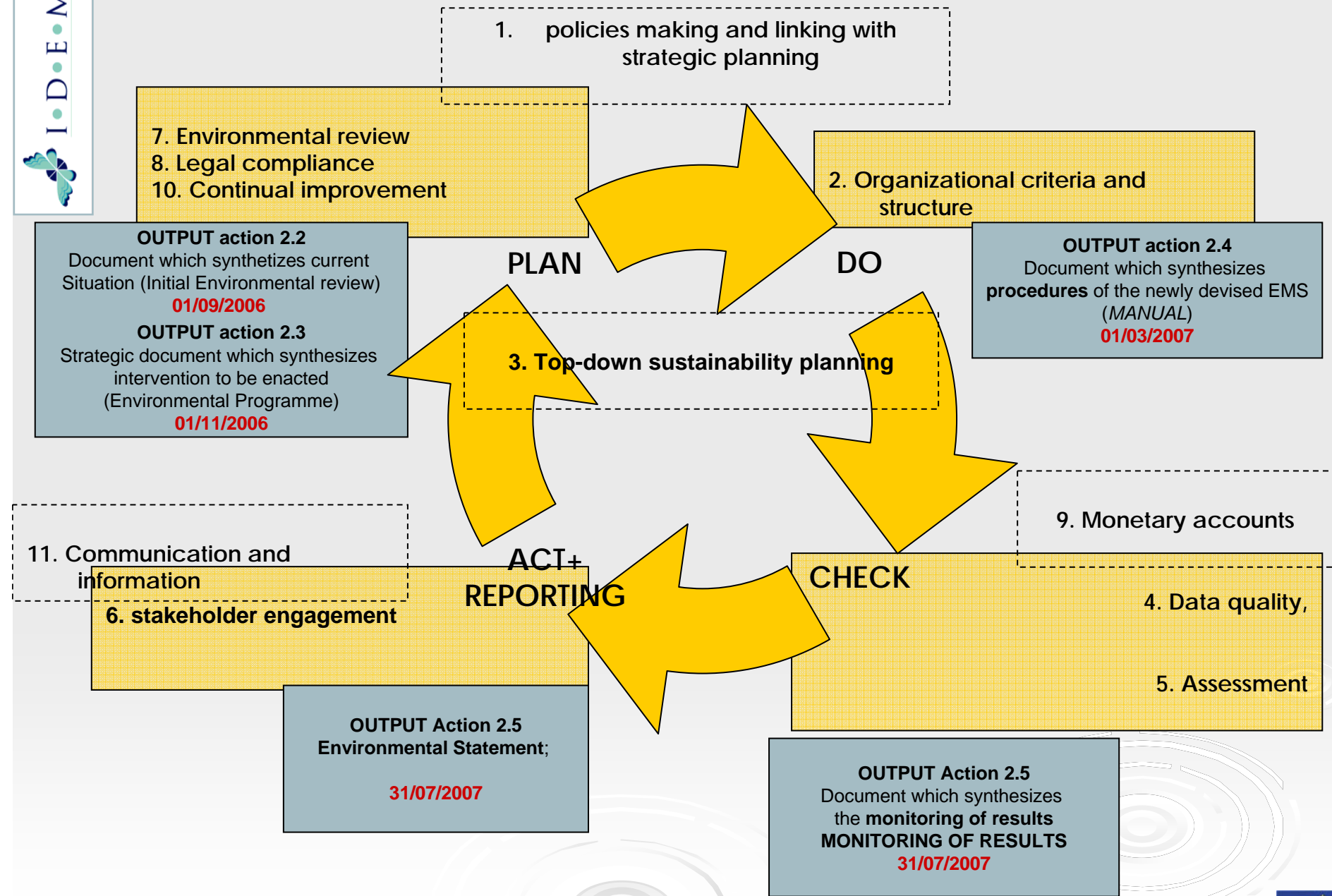


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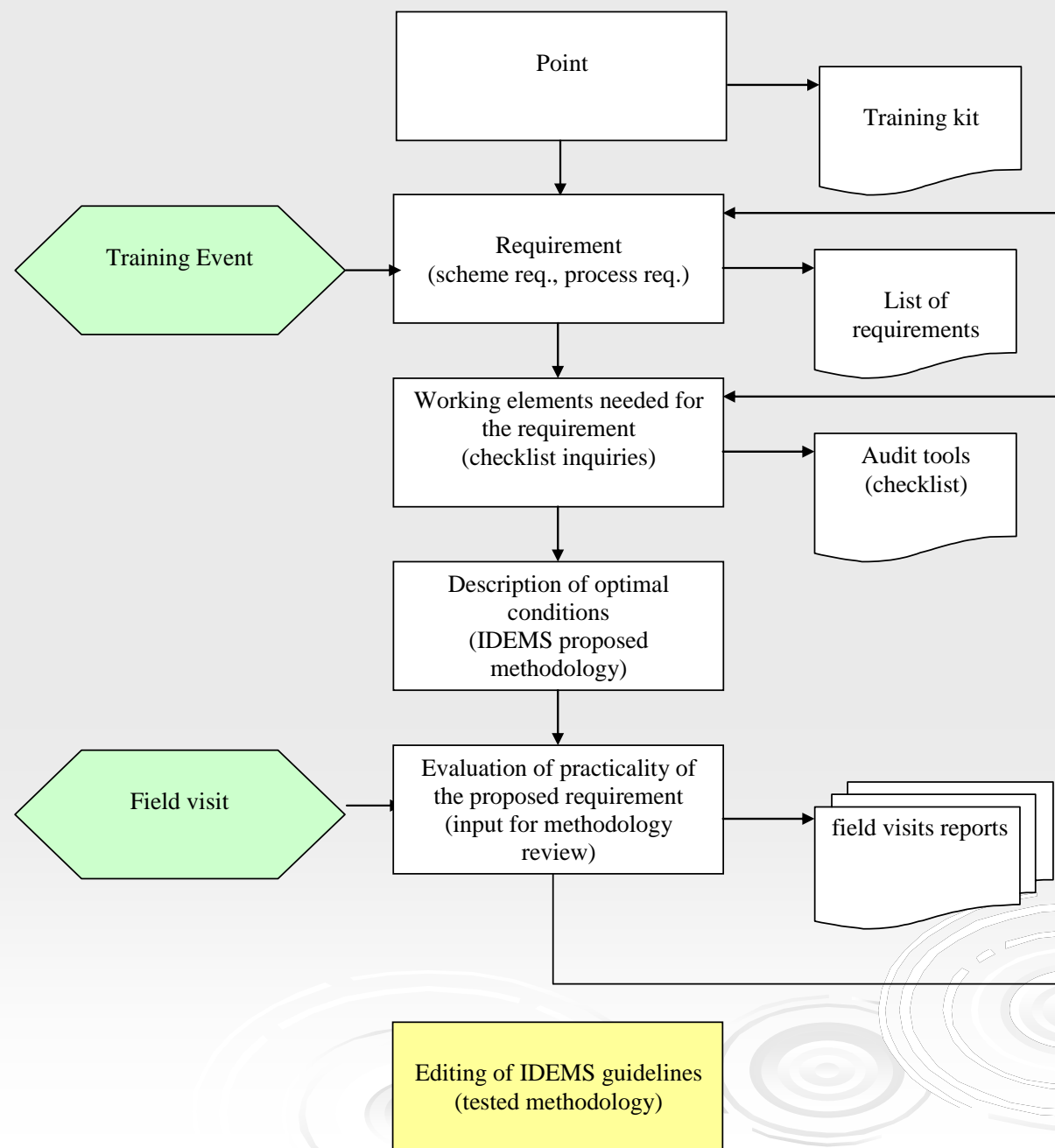
First part: topics

- **Recall to the Task 2 process and the methodology used for it**
- **Definition of the requirements for point 7 / 8, and outcomes from the Ferrara field visit**

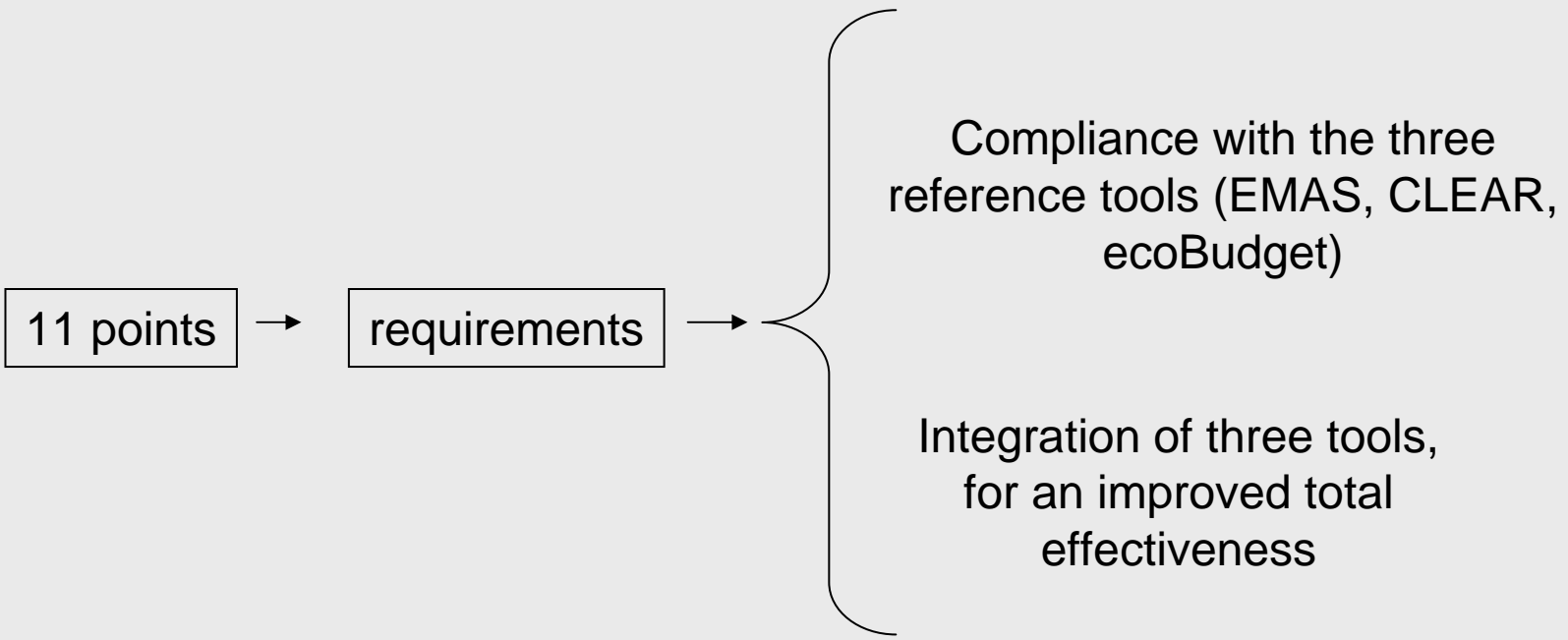
System development and outputs



Task 2 Process (“from pointto methodology”)



The requirements development approach



First part: topics

- Recall to the process of the Task 2 and to the methodology used for it
- Definition of the requirements for point 7 / 8 (#), and outcomes from the Ferrara field visit (@)

Point 7 Environmental review: Proposed requirements and referred outcomes

Environmental Review 1/3

➤ **The Three sides of Environmental Review**

The review must include both direct and indirect environmental aspects of the Local Body

@ The three side partition model suggested for environmental aspects (direct, “third parties” indirect and “territorial” indirect ones) appears to be functional respect to both responsibilities and internal organizational structure of the Local body

➤ **Assigned responsibilities basis for the review setting out**

The review must include all topics that represent a jurisdiction of the Body, with identification of responsibilities

@ The topics concerned with jurisdictions are well-deepened in the review. The review is not structured according to the CLEAR methodology (neither the aspects identification nor the report setting out), because of difficulties in the application. Charges concerned with the environmental review process are considered in the procedure.

Point 7 Environmental review: Proposed requirements and referred outcomes

Environmental Review 2/3

➤ **Trade-off evaluation**

the most critical entities on the country (e.g. chemical industrial area) shall be considered in the review, by the mean of a dedicated cross-sectional chapter in the report. Socio-economic dynamics (connected with environmental emergencies) should also be considered.

@ The critical entities (including the local industrial system) are considered through the related environmental aspects but there is not a dedicated part in the report. A generic description of socio-economic dynamics is included.

Point 7 Environmental review : Proposed requirements and referred outcomes

Environmental Analysis 3/3

▶ **Link with policies**

The analysis report has to be functional respect to the strategic planning process

@ EMAS and the Environmental Budget provide different approaches for defining and realize actions (emergencies, priorities, actions, budget)

Organizational aspects of the Review drawing up

All staff suitable for assuring compliance with requirements for the review has to be involved in the drawing up process.

@ the involvement of information system office was useful for the building up of the intranet area as tool for the sharing of working documents

Point 7 Environmental review : Proposed requirements and referred outcomes

Identification and evaluation of environmental aspects 1/2

➤ **Environmental data updating process linked with Environmental Budget**

Assuring the updating of all information needed for the periodical evaluation of aspects

@ A specific procedure defines periodical review and updating of the aspects.

The environmental Budget was the source of data and indicators mainly for territorial indirect aspects. Indicators set should include also efficiency and effectiveness indicators to be used for both EMAS and Environmental Budget monitoring system.

The aim of each indicator should be clearly defined.



Point 7 Environmental analysis: Proposed requirements and referred outcomes

IDENTIFICATION AND EVALUATION OF ENVIRONMENTAL ASPECTS 2/2

➤ **Alignment with the Policy making process**

- # *The process of aspects/impacts evaluation must be functional with respect to policy making*
- @ The process of aspects evaluation considers the connection with the financial cycle. Generally it could be useful to define a common timing between preliminary environmental budget and environmental analysis, in order to obtain indication for the planning process and concurrence with policies making
- # *Political/strategical needs should be added to technical evaluations as criteria for defining priorities*
- @ Political and strategic viewpoint is considered within the environmental aspects evaluation process, but not in a systemic way. Such a criteria is used only for “third parties” indirect aspects and not for all aspects. The compliance with this requirement could promote integration of EMS and environmental accountability schemes.

Point 8 Legal compliance

Proposed requirements and referred outcomes

➤ Identification of legal requirements and responsibilities

*List of the applicable legal requirements should be divided on the basis of responsibilities*

@ identification of the applicable legal requirements has been made on the basis of environmental fields (air, water, soil, etc..), without using CLEAR partition (“ambiti di competenza”), considered more difficult to apply. It would be suitable to find a link between the two systems, making Environmental Budget and EMS dialoguing with consistent informations (example: same partition for Environmental Budget - Environmental Review- Legal Database);

➤ Access to Legal Database and organizational modalities for its management

*the legal database should be easily accessible and usable. An early and clear definition of management and updating rules makes the database setup easier and optimizes the information flow (example: definition of a centralized/decentralized organization)*

@ Legal database is almost complete (a first draft prepared by the technical group). The setting of Intranet area will allow all offices to access the legal database. Database updating, legal compliance periodical review and identification of involved offices are in progress.

Point 8 Legal compliance

Proposed requirements and referred outcomes

EVALUATION OF LEGAL REQUIREMENTS AND INTERNAL RESPONSIBILITIES

➤ **Evaluation of the commitments deriving from voluntary normative**

Compulsory and voluntary legal requirements should be differentiated. To be able to evaluate how much compulsory is a commitment for the Municipality, it is necessary to create an internal hierarchy among the documents with political value and the other voluntarily subscribed documents.

@ the municipality is now deciding how to insert in the legal database the commitments deriving from voluntary agreements or other subscribed voluntary documents.

In particular, they intend to make a distinction between political documents and prescriptive documents.

Requirements validation: ideas for discussion

About the suggested requirements:

- Which requirements are not applicable? can you classify them as “easy” or “difficult”?
- Which of them are useful for the integration of the three tools (EMAS, CLEAR, ecobudget)? Which of them are “key elements” for integrated model?
- Give an example of successful application of one requirement in your Public body
- Give a score to all requirements (1 not important – 10 Very important)

Second part: Subjects

- **Suggested requirements for point 1 (Policy making) and point 10 (Continual Improvement);**
- **Working group.**

Targets 1/2

- To define characteristic elements of points 1 and 10 to be tested in each local body
- Such elements will constitute the “audit criteria” during the field visit

Targets 2/2

- To try to answer to these questions:
 - How/In which way points 1 e 10 represent an improvement compared with single tools?
 - I.e. Could points 1 e 10 requirements help to remove or solve any critical situation in practice?
 - Which elements of the three tools should be integrated?

Second part

- **Proposal of requirements for point 1;**
- **Workgroups**

Point 1: “Policy Making and strategic planning”

Proposal of IDEMS Requirements 1/3

Key elements of the environmental policy:

1. The Results of the analyses
2. Directions from hierarchically dominant public bodies
3. Analysis of stakeholders’ expectations
4. Outcomes of pre-existing policies

POINT OF VIEW OF REFERENCE CITIES

The inclusion of the stakeholders’ priorities in the planning processes can take place at different level:

- In several cases legislation requires formal stakeholder engagement in the planning process;
- Organization of informal engagement activities aimed at helping defining new development strategies. Final decision is taken by the City Council. The stakeholder point of view may also not be taken into consideration;
- In some cases a feedback from stakeholders is requested **remotely, with no direct involvement activities.**

Point 1: “Policy Making and strategic planning” Proposal of IDEMS Requirements 2/3

2) Elaboration of an environmental policy with a strategic approach:

- 1) Medium- or long-term policies of “local response”
 - 2) Binding character on municipality strategic planning
 - 3) Definition of prevision models (for medium or long-term period).
- This issue is connected also with the policy/program monitoring (point 10)

POINT OF VIEW OF REFERENCE CITIES

Adopting a strategic approach in the environment politics means to define medium- and long-term goals and targets, coherently with the time necessary to evaluate changes regarding environment (20-30 or even 50 years)

Point 1: “Policy Making and strategic planning” Proposal of IDEMS Requirements 3/3

3) Organizational modalities for the drawing up of the policy

- 1) Establishing the different responsibilities for the drawing up of the policy
- 2) A dedicated organizational structure is in charge of drawing up the policy

POINT OF VIEW OF REFERENCE CITIES

Different relationships between politicians and technicians

- In many European countries the political and administrative figures are not distinct. Duration of mandate can also vary considerably.
- Importance of scheduling periodic meetings involving discussion and confrontation on most important topics.

Second part

- **Proposal of Requirements for point 1 (Policy making)**

- **Workgroup on proposed requirements for point 1**

Working group for the requirements of the point 1

Point out :

- Procedural aspects in carrying out described activity
- best practice occurring in your municipality to enhance performances both in organization and on the territory

... keeping in mind we should reason about:

how to do it better and how to do it integrated

Second part

- **Proposal of requirements for point 10**
- **Workgroup**

Point 10 Continual improvement

Proposal of IDEMS Requirements 1/3

1. Key elements for Continual improvement

- 1) Programming tools to put local body policy into action
- 2) Improvement Management Program to define objectives and targets and all necessary measures to achieve them (times, responsibilities, resources,..) .
- 3) Program Structure in accordance with organizational and political responsibilities (Clear competence?)
- 4) Updating/training on legal or other subscribed requirements and on technical and management tools (EMAS, environmental budget, ...)

Point 10 Continual improvement

Proposal of IDEMS Requirements 2/3

2. Tracking continual improvement

- 1) Quantified objectives included in Policy
- 2) Use of environmental and management indicators (Recc. 2003/532/CE, ISO 14031)
- 3) Medium/long term objectives in the Policy and short term objectives in the program
- 4) Connection between actions (in the program) and related strategic objectives (in the Policy) to track the improvement both in short and in medium/long term

REFERENCE POINT OF VIEW OF REFERENCE CITIES

How to define short term and medium-long term?

According to Reference cities experiences, the short term goes from 1/2 to 5/10 years, while the long one goes from 10/15 to 20/50 years.

Italian local body, instead, refers to political and administrative cycles (mandate of the Mayor, short term economic programming)

Point 10 Continual improvement

Proposal of IDEMS Requirements 3/3

3. Definition of review standard

- 1) Conditions for policy review: when important changes occur (environmental state, regulations, knowledge) or if policy turns out to be inefficient
- 2) Timing: management review of short and medium/long term objectives
- 3) Cycles of review: double cycle (policy → long term review; environmental program → annual review)

POINT OF VIEW OF THE REFERENCE CITIES

Timing of the review can change depending on type of plan/program or objective:

- every year: review of the financial plan ; every five years: review of general plans (e.g. “City development plan”, from 10 to 15 years)
- in Vaxjo municipality, the short term targets are updated every 4th year, but the long term targets remain almost the same.

Second part

- **Proposal of the requirements for point 10 (Continual improvement)**
- **Workgroup on proposed requirements for point 10**

Working group for the requirements of the point 10

Identify for point 10 :

- Procedural aspects in carrying out described activities
- best practice occurring in your municipality to enhance performances both in organization and on the territory

... keeping in mind we should reason about:

how to do it better and how to do it integrated