



**Task 2 Local pilot demonstration of the integrated system  
Fourth training event  
(final confirmation of point 10)**

Ferrara, 1-2 febbraio 2007



Project realized with the contribution of the European Commission

## **Point 10 “Continual improvement ”**

### **Proposed requirements**

1. - Tools to put local policies into action are necessary.
  - Management Programme defines objectives and targets and all necessary measures to achieve them (times, responsibilities, resources,..). It contains elements to evaluate policy results as well.
  - Continual improvements needs updating/training on legal or other subscribed requirements, on new technologies and on technical and management tools

*(Elementi cardine del miglioramento continuo)*

Field visits and discussion among partners showed that:

- # In defining objectives and targets for the Environmental Programme, Eco Budget and CLEAR targets, Environmental Analysis results and issues from Agenda 21 Forum have to be considered



**2.** - Quantified objectives included in Policy

- Use of environmental and management indicators (Rec. 2003/532/CE, ISO 14031)
- Medium/long term objectives in the Policy and short term objectives in the program
- 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

*(Il controllo dell'avanzamento del miglioramento (monitoraggio))*

Field visits and discussion among partners showed that:

- # Environmental accountability systems are more useful in monitoring targets than in setting them
- # Environmental planning should be more integrated within municipality ordinary planning activities: from Strategic Planning to Management Control
- # Indicators should be chosen to evaluate both target achievement (output) and Policy results (outcomes)
- # Management of Target and objectives on territorial aspects should be shared with local utilities

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

*(Esplicitazione dei criteri di revisione)*

Field visits and discussion among partners showed that:

- # In order to ensure an effective review process, it's important to involve each department in defining improvement areas and strategies. All functions have to be prepared consequently
- # Review time and criteria can be very different for different objectives and target (e.g. short and medium-long). It is useful (when possible) to link each target to the appropriate institutional reference document/process (annual budget, Public works plan, ecc.), in order to clarify the planning level for which review is needed.