

Reinvigorating Environmental Management

Can the new EMS standard help drive
improvement in the environmental
outcomes of your business?



Workshop facilitated by
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Why have an EMS? – What the standards specify in “Scope”

ISO 14001:2015

- Can use to **enhance its environmental performance.**
- Help achieve its **intended outcomes** which provide value for the environment, the organisation and interested parties. These include
 - enhanced environmental performance,
 - fulfil compliance obligations,
 - achieve environmental objectives

ISO 14001 :2004

- To enable an organisation to develop and implement a policy and objectives which take into account legal and other requirements and information about significant environmental aspects – applies to the aspects it can control and those it can influence

ISO 14001:2015: NEW

4. Context

- 4.1 Understanding organisation & context
- 4.2 - 4.4 Needs & expectations of interested parties, scope, EMS

5. Leadership

- 5.1 – 5.3 Leadership, Policy, Roles, Responsibility

6. Planning

- 6.1 Risks & Opportunities, Aspects, Compliance Obligations, Actions
- 6.2 Enviro Objectives , planning to achieve them

7. Support

- 7.1 Resources
- 7.2 Competence
- 7.3 Awareness
- 7.4 Communications
- 7.5 Documented Information

8. Operation

- 8.1 Ops planning & control
- 8.2 Emergency response

9. Performance evaluation

- 9.1 Evaluation of compliance
- 9.2 Internal audit, Management Review

10. Improvement

- 10.2 NCR, Corrective action

ISO 14001:2004: OLD

4.1 General

4.2 Environmental Policy

4.3 Planning

- 4.3.1 – Environmental Aspects
- 4.3.2 – Legal and Other Requirement
- 4.3.2 Objectives, Targets and Programme

4.4. Implementation & Operation

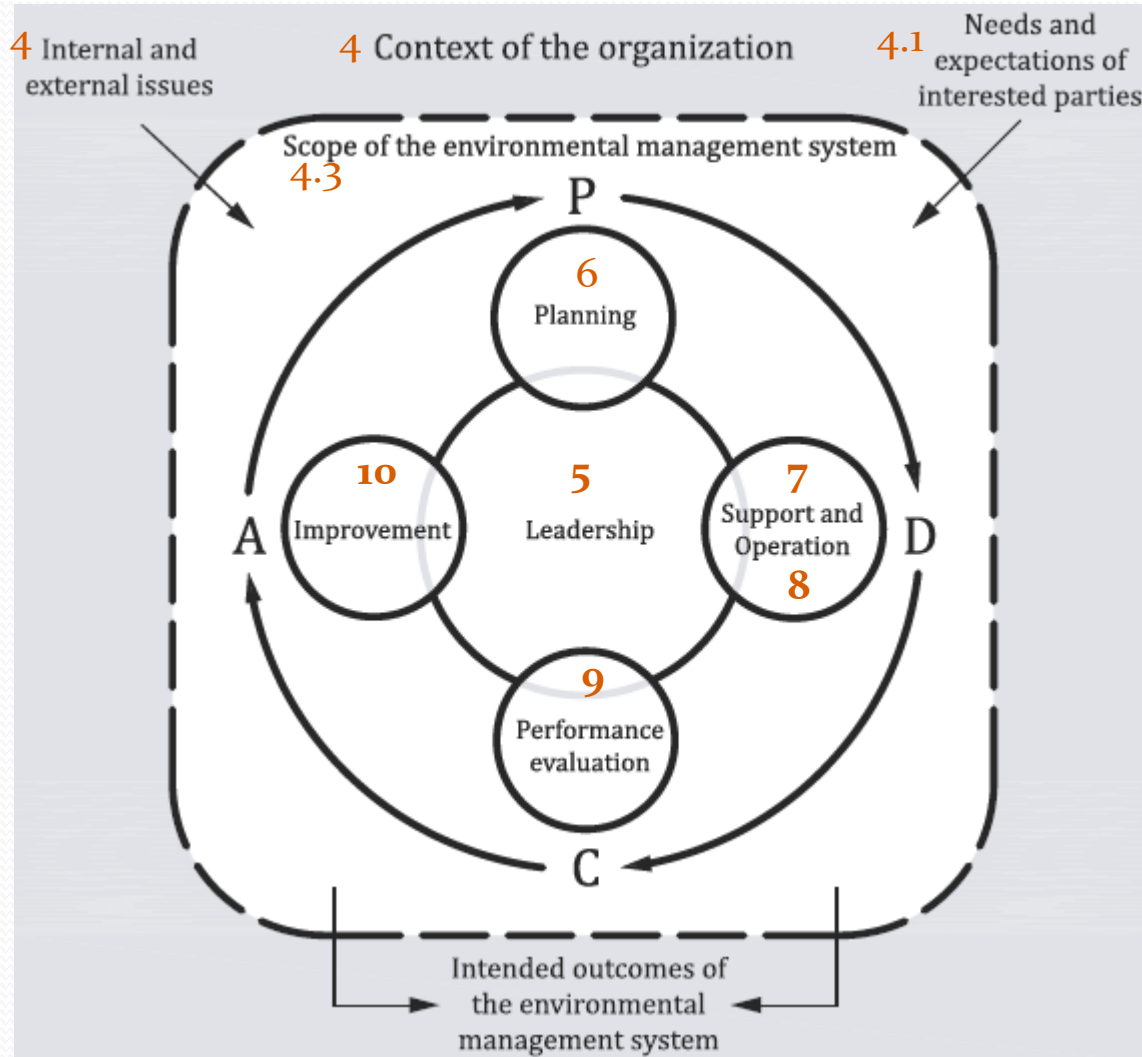
- 4.4.1 Resources, Roles, Responsibilities
- 4.4.2 Competence Training and Awareness
- 4.3.3 – 6 Communications, Documents, Operational control, emergency response

4.5 Checking

- 4.5.1 Monitoring and Measurement
- 4.5.2 Evaluation of Compliance
- 4.5.3 NCR corrective and preventive action
- 4.5.4 Control of records
- 4.5.5 Internal Audit

4.6. Management Review

PLAN – DO – CHECK – ACT Model



4. Context

5. Leadership

6. Planning

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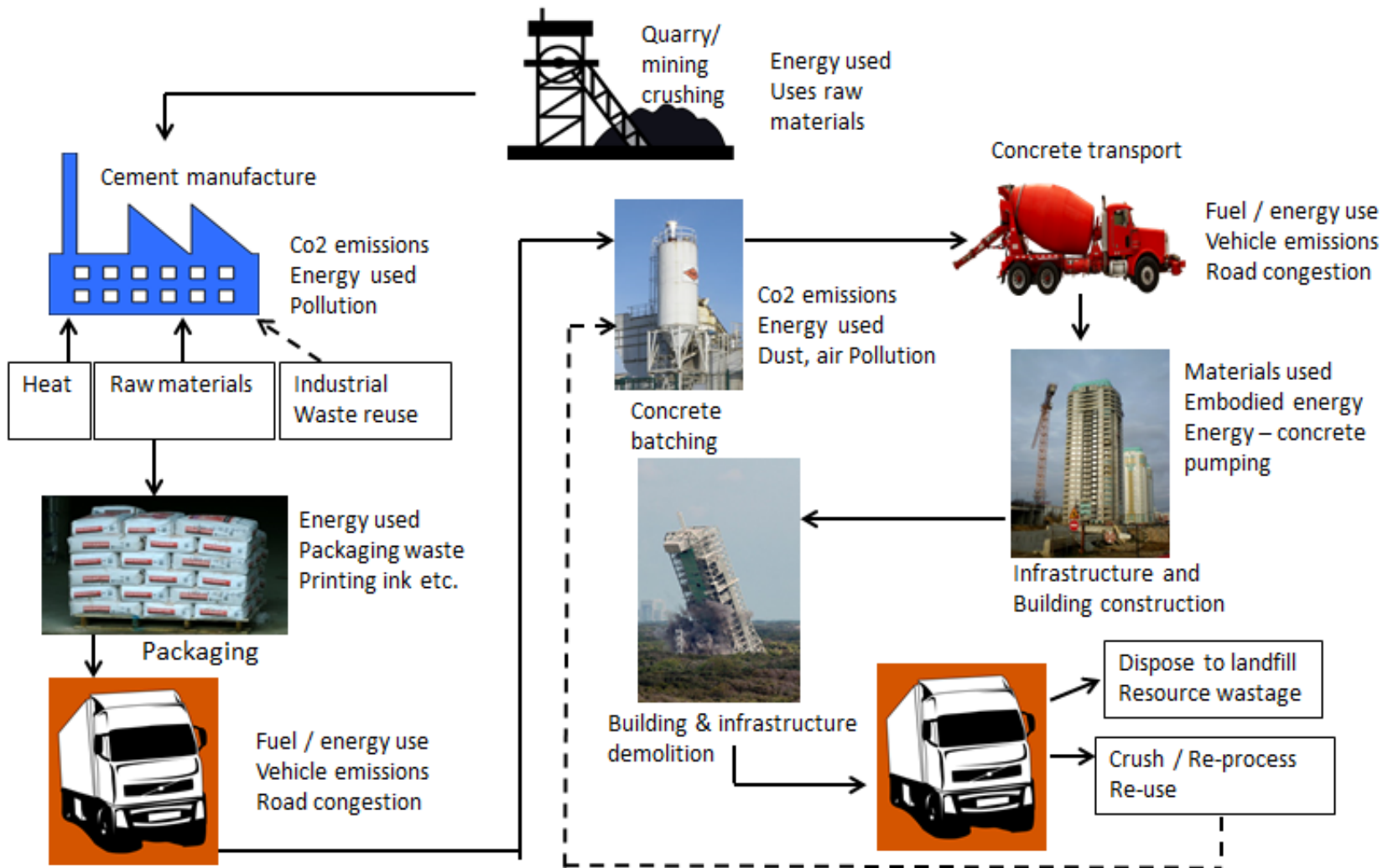
10. Improvement

10.2 NCR, Corrective action

What are the key changes?

- Structure is now aligned to ISO 9001:2015, less documentation required, more integration of elements
- Broader application – need to consider lifecycle, and need to integrate into company's business processes – more strategic

Life Cycle Perspective - concrete



What are the key changes (cont'd)?

- Leadership and Commitment – enhanced – top management need to “demonstrate” this
- Need to understand your context – internal and external issues (environmental conditions you can affect or can affect you)
- Understand needs and expectations of interested parties – identify who; what; and which ones become compliance obligations

Context – internal & external issues



Workshop activity 1

Determine internal and external issues relevant to the organisation

Workshop activity 2

Interested parties: Determine:

- The interested parties that are relevant to the organisation
- The relevant needs and expectations (requirements)
- Which of the identified needs and expectations becomes a compliance obligation

What are the key changes (cont'd)?

- Risks and Opportunities – looking at beneficial impacts as well as negative (threats)
 - Risks can become opportunities, part of strategic planning
 - SWOT
 - “Reverse Risk Assessment”

Risks to Opportunities

Revenue Growth	Save costs	Reduce Risks
Prepare the organisation to thrive in a carbon and water constrained economy	Improve decision making through robust understanding of risks and opportunities in the wider context of the organisation	
Grow brand recognition through leadership on high profile environmental issues	Reduce exposure to volatility in fossil fuel markets Avoid reputational and financial costs due to legislative breaches and community outrage	
Increase sales to environmentally aware and responsible people	Use less raw materials through beneficial reuse of by-products (own or others)	Be prepared for increased regulations and restrictions on emissions
Improved employee productivity through engagement		Improved regulator relationships
Maintain "Licence to Operate" and stakeholder goodwill wherever the company operates		
Meet client and regulator needs to secure ongoing work	Planning to avoid initial environmental damage, clean-up and rehabilitation costs	
Identify new areas for innovation and new technologies		Less potential for attention from activists

Strengths

(areas you do well or advantages of your organization)

Opportunities

(external factors that may contribute to your organization and can build up your strengths)

SWOT

Weaknesses

(areas to be improved)

Threats

(potential problems/risks caused by external factors that your organization may face)

“Reverse Risk Assessment”

OPPORTUNITY SCORE CALCULATOR							
	A	B	C	D	E	Consequence	Likelihood
5	11	16	20	23	25	A = Insignificant	1 = Rare
4	7	12	17	21	24	B = Minor	2 = Unlikely
3	4	8	13	18	22	C = Moderate	3 = Possible
2	2	5	9	14	19	D = Major	4 = Likely
1	1	3	6	10	15	E = Significant	5 = Almost Certain

OPPORTUNITY CATEGORY TABLE	
EXTREME	PROJECT MANAGER TO PURSUE – Senior Management to be involved where necessary.
HIGH	Coordinated project management team response needed. Specific responsibilities to be communicated and delegated by the Project Manager.
MEDIUM	Delegated project management team representative needed.
LOW	Manage by routine procedures along with communication and consultation on a regular basis.

Workshop activity 3

Risks and Opportunities

- SWOT Analysis – focus on the Opportunities and Threats (Risks)
- Consider Lifecycle perspective
- Activities, products and services it can control or influence

What are the key changes (cont'd)?

- More robust communication requirements – need process to define What, When, Who and How
- New term – documented information. “Retain” means keep records, “Maintain” refers to documentation other than records. Procedures can be documented or not.
- No specific “Preventive Action” – EMS itself is the tool

What do the changes mean for business?

- Enhanced opportunities to engage senior management to drive improvement – better strategic planning and integration with other business processes
- Drives better understanding of the needs and expectations of interested parties including regulators
- Compliance obligations better understood and embedded throughout EMS and business processes
- Enhanced ability to identify opportunities and plan how to implement and allocate resources in a systematic way

Critical factors for success?

- Top management leadership, commitment, strategic thinking–influenced by passionate environmental staff
- Setting relevant, measurable objectives – “doing more good” as well as “doing less harm”.
- Good tools and simple documented systems with good records management / retrieval
- Positive culture from management, staff and contractors to want to make a difference
- Use the ISO 14001 to drive change and improvement – the new standard should enhance this ability

Potential factors for failure

- Converse of last slide – lack of management commitment
- Integrated systems managed by non-environmental background people (e.g. – OHS / quality) – **can** ‘water down’ environmental focus
- Unimaginative objectives / Targets / KPIs
- Culture of “just getting the ticks” or similar
- Lack of resourcing – people and “organisational will”
- Lack of understanding of aspects, risks and compliance obligations – often a narrow focus

Q & A

- Any questions?