



ISO 14001 – focus on key issues and solutions

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ENVIRON

ISO 14001 – focus on key issues and solutions

Outcomes

- A reminder of the deadlines and main changes.
- Approaches to manage the changes

ISO 14001 revision timetable

Milestone	Date
ISO 14001:2015 publication	September 2015
Recertification deadline	September 2018

5 steps to transition

1. Leadership and commitment

2. Understand your context

3. Identify & communicate with stakeholders

4. Risks and opportunities

5. Lifecycle perspective

1 - Leadership and commitment



1 - Leadership and commitment

How

- Revisit the business case
- Establish 'intended outcomes'
- Identify the existing positives
- Identify lifecycle initiatives and integration examples
- Map organisational performance management system with EMS



Intended outcomes of the EMS

"The phrase "intended outcome" is what the organization intends to achieve by implementing its environmental management system.

The minimal intended outcomes include enhancement of environmental performance, fulfilment of compliance obligations and achievement of environmental objectives.

Organizations can set additional intended outcomes for their environmental management system. For example, consistent with their commitment to protection of the environment, an organization may establish an intended outcome to work towards sustainable development."

Integrating EMS with business processes

- Start at the top with mission / values
- Departmental objectives e.g. balanced scorecard
- Personal objectives and appraisals



Where would you integrate your EMS into the business?

Where else would you integrate your EMS into the business?

- Strategic reviews
- CAPEX / Business case processes
- Financial sign off e.g. capital expenditure
- Design processes
- Training and competency matrix
- Corporate risk registers
- Financial / annual reporting
- Procurement processes
- Sales, marketing and brand

Step 2 – Understand your context

What

- What internal and external issues will stop or help you achieve your *intended outcomes*
- Include environmental conditions capable of affecting or being affected by your organisation



POLITICAL



ECONOMIC



SOCIAL



TECHNOLOGICAL



LEGAL



ENVIRONMENTAL

One method - Using PESTLE to understand the context

- One way of identifying the 'issues; required for ISO14001:2015
- PESTLE is an analysis of the external macro environment (big picture) in which a business operates
- Generic 'orientation' tool which can help understand what could impact on achieving the outcomes of the EMS
- Can be used in conjunction with SWOT (strengths, weaknesses, opportunities and threats)



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How can context affect outcomes of EMS

Examples:

- Change in Government - less or more environmental policy
- Increasing interest rates reduce money available for investing in environmental projects
- Increasing fuel costs and publicity in climate change will see long term buying trends towards environmental goods
- Mid to long term cost of on site renewables falling allowing technology to be installed
- Long term European environmental policy increasing legislation and taxation
- Climate change will increase flooding at the site

PESTLE analysis tips

- DO find out who has experience of PESTLE in your organisation
- DO get other people involved to gain multiple perspectives.
- DO exploit any expertise and resources that are already available within the organisation.
- DO ask the “*SO WHAT*” question
- DO use PESTLE analysis in conjunction with other techniques, such as SWOT
- DON'T get bogged down in collecting vast amounts of detailed information without analysing and understanding your findings appropriately.

Examples of Issues

Economic

Increase in long-term energy costs

Political

BrexEU
Merger / acquisition

Social

Current and potential employees lack of skills for a sustainable economy

Technological

Internal investment in alternative technology and materials

Legal

New environmental permitting requirements for sector

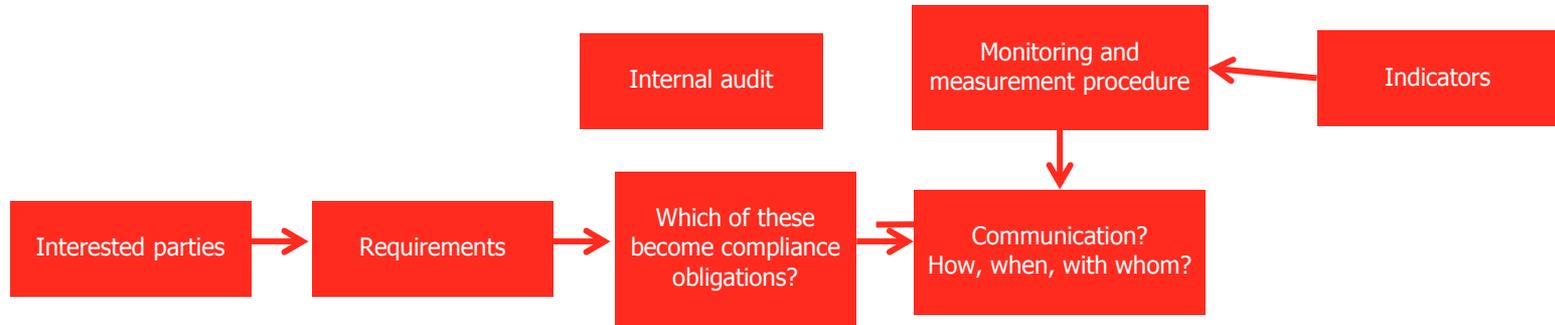
Environmental

Limited space on site

Context Review

Area	Factors	Issues	Risks and Opportunities	Potential Risk	Transfer to Acti
Political	Political Trend/Elections	If sustainability is not a high priority, potentially may not meet established objectives or maintain compliance		Low	
Political	Funding	Lack of funding committed to meet environmental objectives		Medium	
Political	War/Conflict/Terrorism	Increase demand without facility upgrades could potentially affect compliance with permit conditions.		Medium	
Political	Federal Policies/Regulatory Climate	Regulatory changes that require newly established environmental objectives and funding to execute.		Medium	
Economic	Domestic/International Customer Demand	Increase demand without facility upgrades could potentially affect compliance with permit conditions.		Medium	
Economic	Decommissioning Processes	Increased facility risk of spills, leaks, permit excursions		Low	
Economic	Customer priorities	Customer wants energy/fuel efficiency		High	Yes
Social	Media View	Negative PR if environmental objectives are not met		Low	
Social	Demographics/Aging Workforce	Training, Competence, and Awareness Conformance		Medium	No
Technological	Waste Handling Replacement Technologies	Waste Treatment, Storage, and Disposal permit compliance.		High	
Technological	Process Capacity Limitations	An increase in throughput without necessary capacity upgrades increases potential for spills, leaks, or permit excursions.		Low	
Technological	Obsolete Equipment	Increased facility risk of spills, leaks, permit excursions		Medium	
Legal	Environmental Regulations	Unawareness of regulatory changes could increase potential for non-compliance penalties.		Low	
Legal	Compliance Agreement/Federal Consent Decrees/Agreed Order of Consent			High	

3 – Identify and communicating with stakeholders



Worked example

Interested Party	Needs and expectations
Employees	Stable and safe employment. Prospects
Corporate body	Good environmental news, risk management , env reporting , costs
Shareholders	Good env news , risk management , env reporting
Local community individuals and groups , businesses	Stable work , good env , clean air , good neighbour , business , charitable support (£ and time)
Customers	Reliability, compliance, not linked to poor publicity, ISO14001, tender specific requirements, achievement of sustainability objectives
Competitors	Ethical, partner on lobbying e.g. carbon
Suppliers	Clear environmental requirements and standards
Trade bodies	Membership, data, opinion
Government	Compliance, data, tax (including env), UK manufacturing and export
Education providers	Long term commitment , mentors , trainers , work placements , PhD sponsorship
NGOs	Data , support , opinion , above and beyond compliance

4 – Risks and opportunities

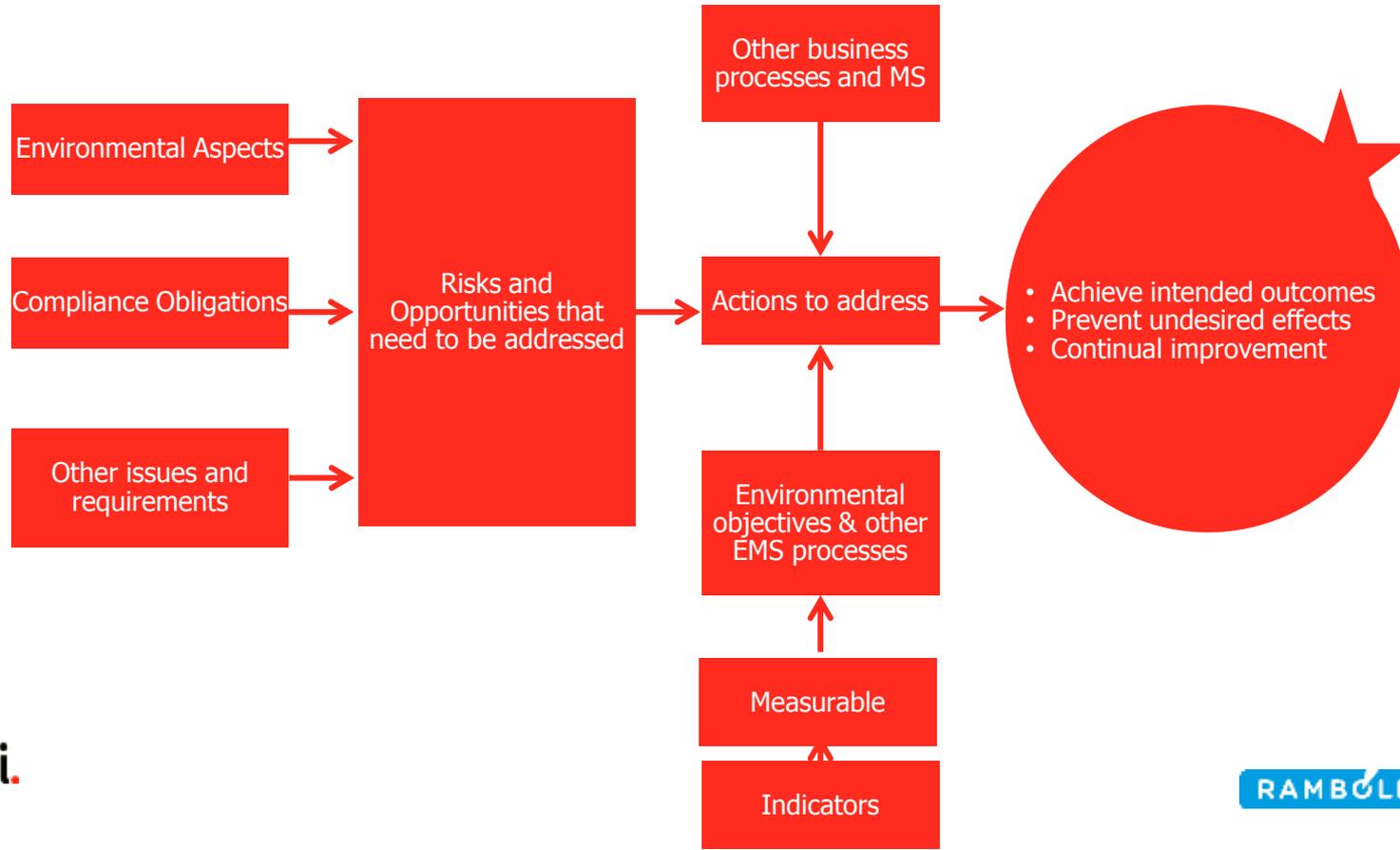


Table 1 – Significance Rating Table			1	2	3	4	5
Levels of control and influence	High degree of control	5					
	Some level of control	4					
	Moderate degree of influence	3					
	Slight degree of influence	2					
	No control or influence	1					
Severity of consequence Descriptors	Environmental Impact - change +ve and -ve occurring because of aspect.		No environmental change	Limited environmental change	Moderate environmental change	Significant environmental change	Extreme environmental change
	£ increased cost to business or increase in revenue		£0	£50,000	£500,000	£5m	£50m
	Legislation (either directly applicable or applies indirectly through another party in the lifecycle)		No applicable legislation / complying over and above	Legislation being complied with	Legislation is thought to be complied with but assurance required	Legislation not being complied with / prosecution unlikely*	Legislation not being complied with / prosecution likely*
	Reputational / Stakeholder. +ve and -ve		No reputational impact or stakeholder interest	Little reputational impact or stakeholder impact.	Moederate reputational impact. Some stakeholders interested to a small degree.	Significant reputational impact. Stakeholders interested.	Extreme reputational impact (national media coverage)/ many stakeholders very interested.

Political

Issue

Resource deficiency

Risks and Opportunities

Increased costs and vulnerability to shortages

Action

Investigate circular economy concept

Economic

Issue

Increase in long-term energy costs

Risks and Opportunities

Onsite energy efficiency and renewables / low-carbon products

Action

Research renewables; R&D low carbon products

Social

Issue

Current and potential employees lack skills for a sustainable economy

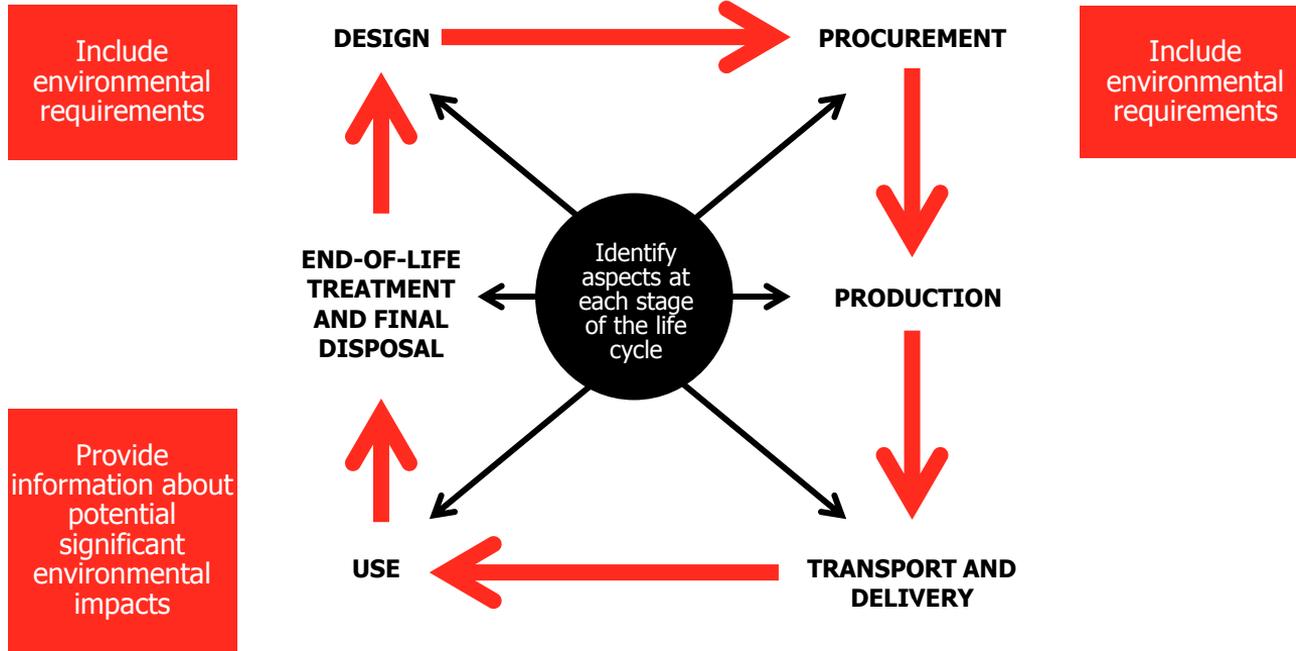
Risks and Opportunities

Constraints placed on 'culture' strategies

Action

Include sustainability requirements in recruitment process; partner with local education providers

5 – Lifecycle perspective

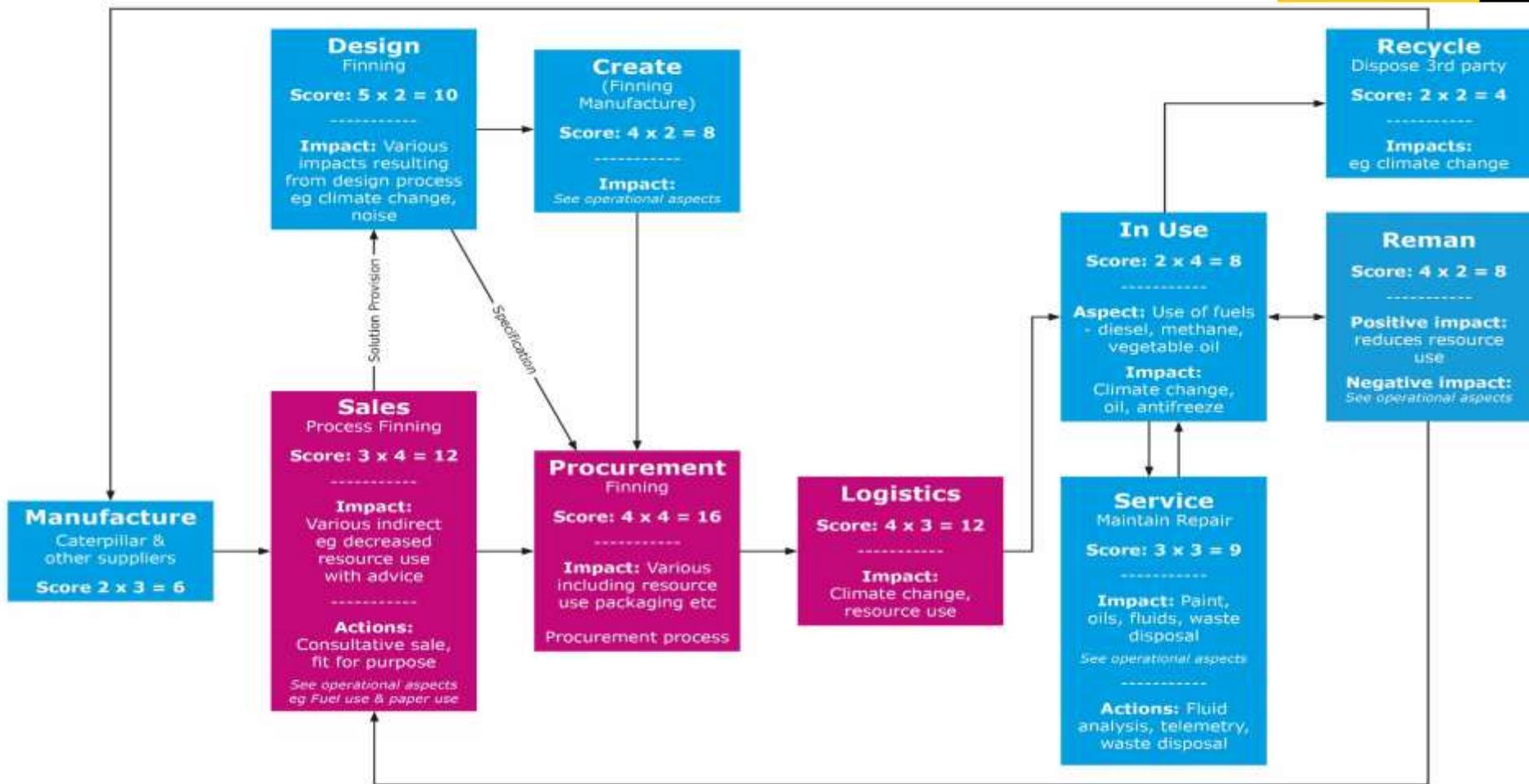


Case Study: Finning UK Ltd

- Finning UK is part of Finning International – the world's largest dealer of Cat® machines, engines, equipment and power solutions
- 37 locations in UK & Ire
- Certified in 2003. Recertification to ISO 14001:2015 in 2016
- Integrating ISO 14001 transition with the roll out of new sustainability strategy
- Leadership, context, interested parties, sustainability roadmaps and lifecycle workshops



Finning UK Ltd Lifecycle



General tips

- Raise awareness of the changes with senior management
- Raise the profile of ISO 14001 cross-functionally
- Re-evaluate the business case for ISO 14001 – what benefit has it brought, what could it bring?
- Recognise and publicise your environmental achievements
- When reviewing documents, consider ISO 14001 and make changes now rather than wait
- Take opportunities to become familiar with business processes
- Consider how the changes relate to your other management systems, ISO 9001 and OHSAS 18001/ ISO45001.

More information...

BSI ISO 14001 webpage: <http://tinyurl.com/j8djf8y>

ISO TC 207 SC1 webpage on ISO 14001 changes: <https://committee.iso.org/tc207sc1>

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THANK YOU

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