

A Managing Urban Europe Initiative

CHAMP
Local Response to Climate Change



Integrated Management System for Sustainability

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More Systematic

- **Integrated Management System (IMS):**
 - Aims to answer to the question **HOW** to transfer visions into actions
 - 5 step system + 2 cross cutting elements
 - **Cyclic and systematic approach**
 - **Journey – process of gradual expansion**
 - **Based on Plan-Do-Check-Act management cycle and on existing environmental management systems (EMAS, ISO14001)**
- Why are not these enough?**



Why Integrated Management?

Study concerning large organisations:

- Only 10% of the strategic decisions taken by the leadership succeed
- out of these 10% up to 70% fail in implementation



The likelihood that a strategic decision leads to foreseen result is 3%

Source: *Fortune Magazine*

The bottle neck of the strategic management



From Programmes to Systems

Common goals...

...with action plans and with
monitoring systems that guarantees
the implementation



5 steps of the IMS in brief



Strategy

Plan

Immigrant
Programme

Plan

Waste
Management
Plan

Programme

Strategy

Plan

School plan

Environmental
programme

Programme

THE CITIES 240 GOAL DOCUMENTS

Business
Policy

Programme

Strategy

Strategy

Plan

Youth
Programme

Risk analyses

Local
Democracy
Programme

Strategy

Strategy

Programme

Plan



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Local Response to Climate Change

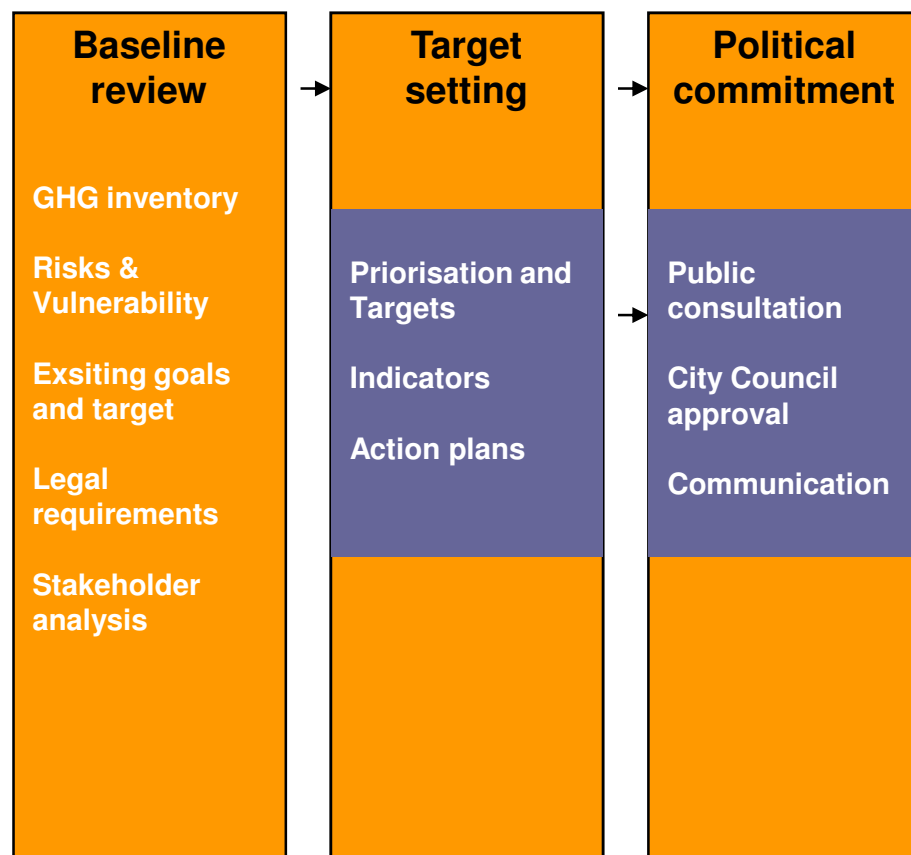
Some criteria for good strategic programme

- **Orientation on challenges** (prioritise the results of the baseline review!)
- **SMART-C targets:**
 - **Specific, Measurable, Accurate, Realistic, Timely, Challenging**
- **Action Plans (thematic) with clear responsibilities and timelines**



Name/event

5 steps of the IMS in brief



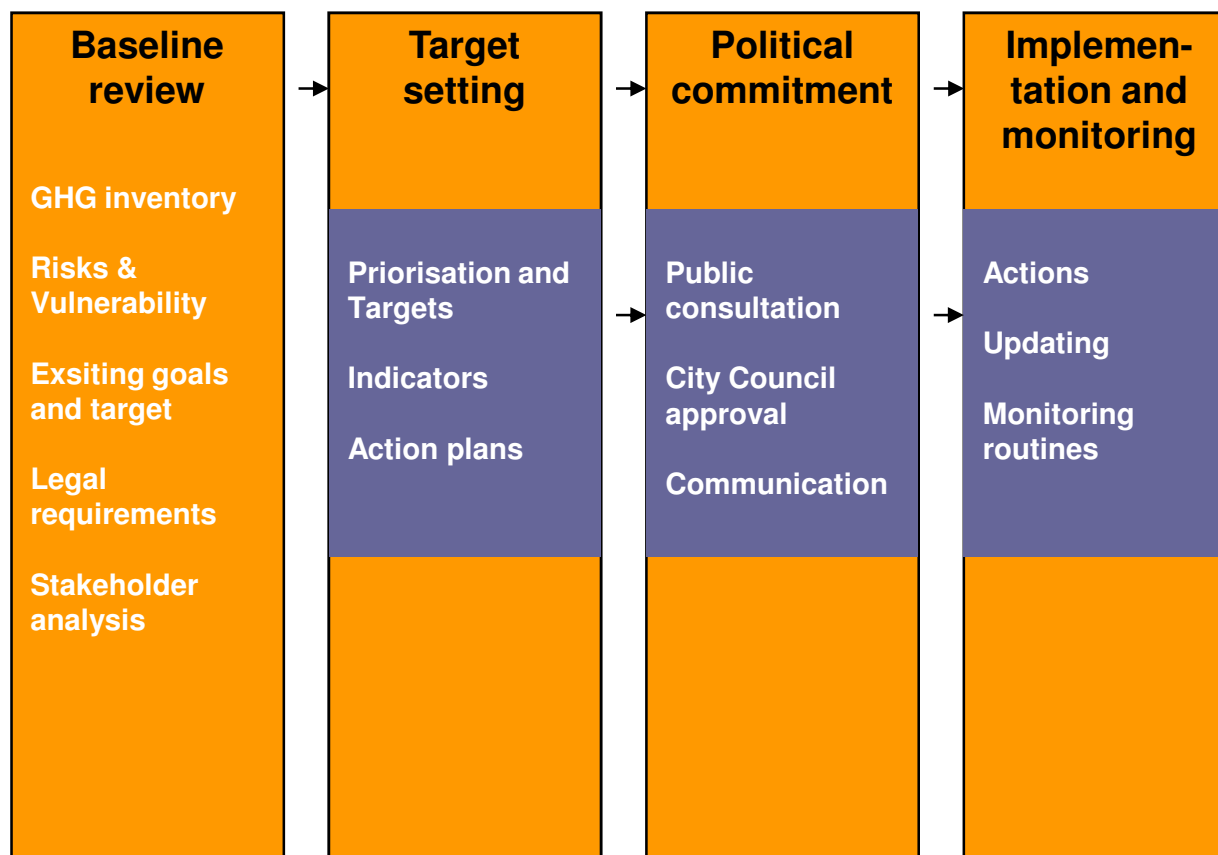
IMS – Political commitment

wind in the sails

- Political commitment is the driving force behind the system
- *Remember to involve not only inform!!*
- Begin from your self: our own prejudices are blocking our action
 - “Those politicians don’t understand anything anyway”
 - “Those civil servants don’t do anything anyway”
 - No body even tries to do anything



5 steps of the IMS in brief



IMS – Implementation & Monitoring

From visions through targets to implementation

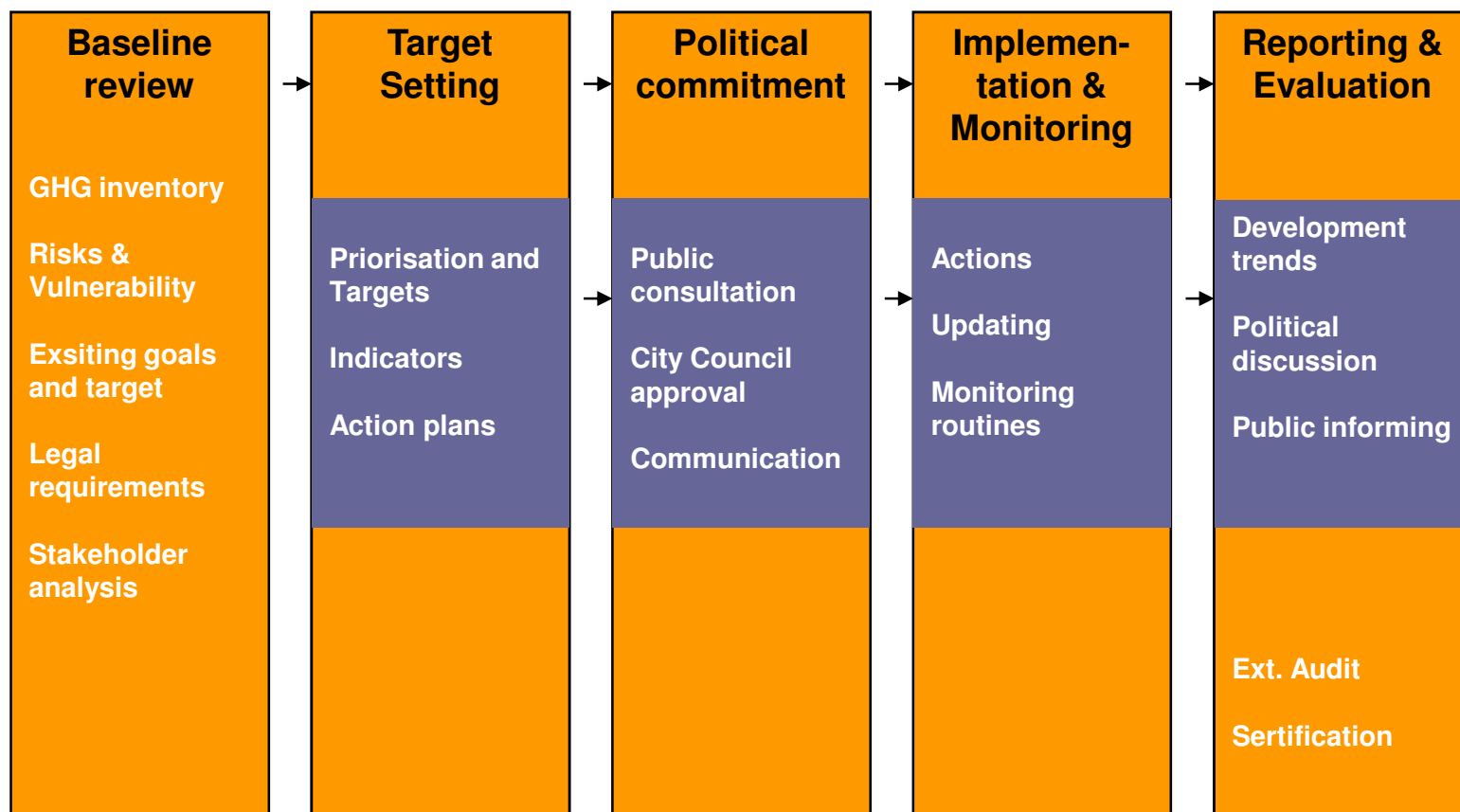
- **Action plans, organisation and communication** are keys to successful implementation!
- Action plans should be done on the same level as the implementation!
- Implementation and Monitoring goes hand in hand

*”Only 5% of order is actually giving the order,
95% is monitoring of the implementation”*

- Military rule



5 steps of the IMS in brief



IMS – Evaluation & Reporting

Check the results achieved, communicate, inform, get prepared for the next cycle

- **Evaluation:**
- Results of implementation
- System analysis

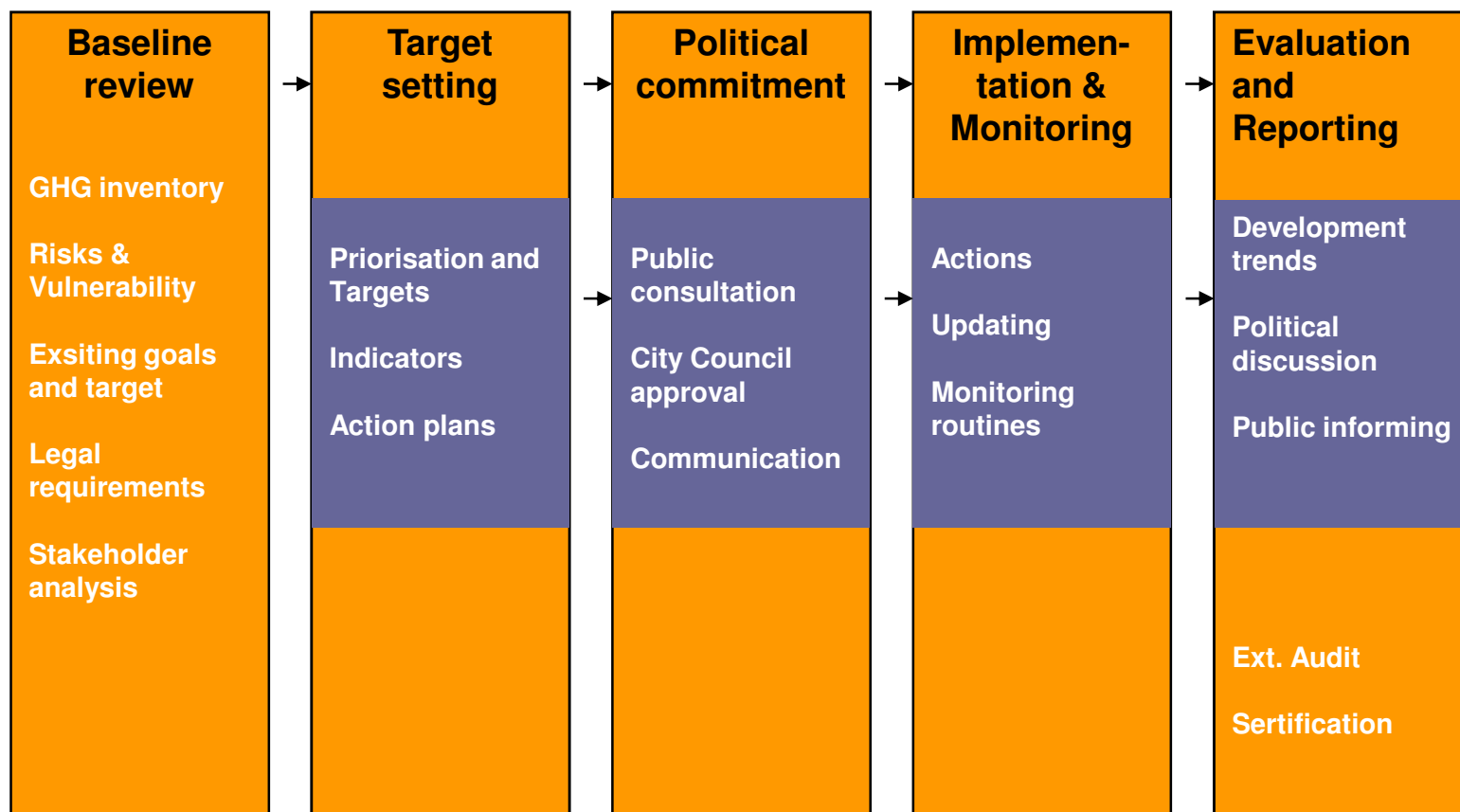
- **Reporting:**
- Basis for decisions and corrective measures
- Inform stakeholders

Transparency is a necessity in democratic organisations!



5 steps of the IMS in brief

Involvement & Communication

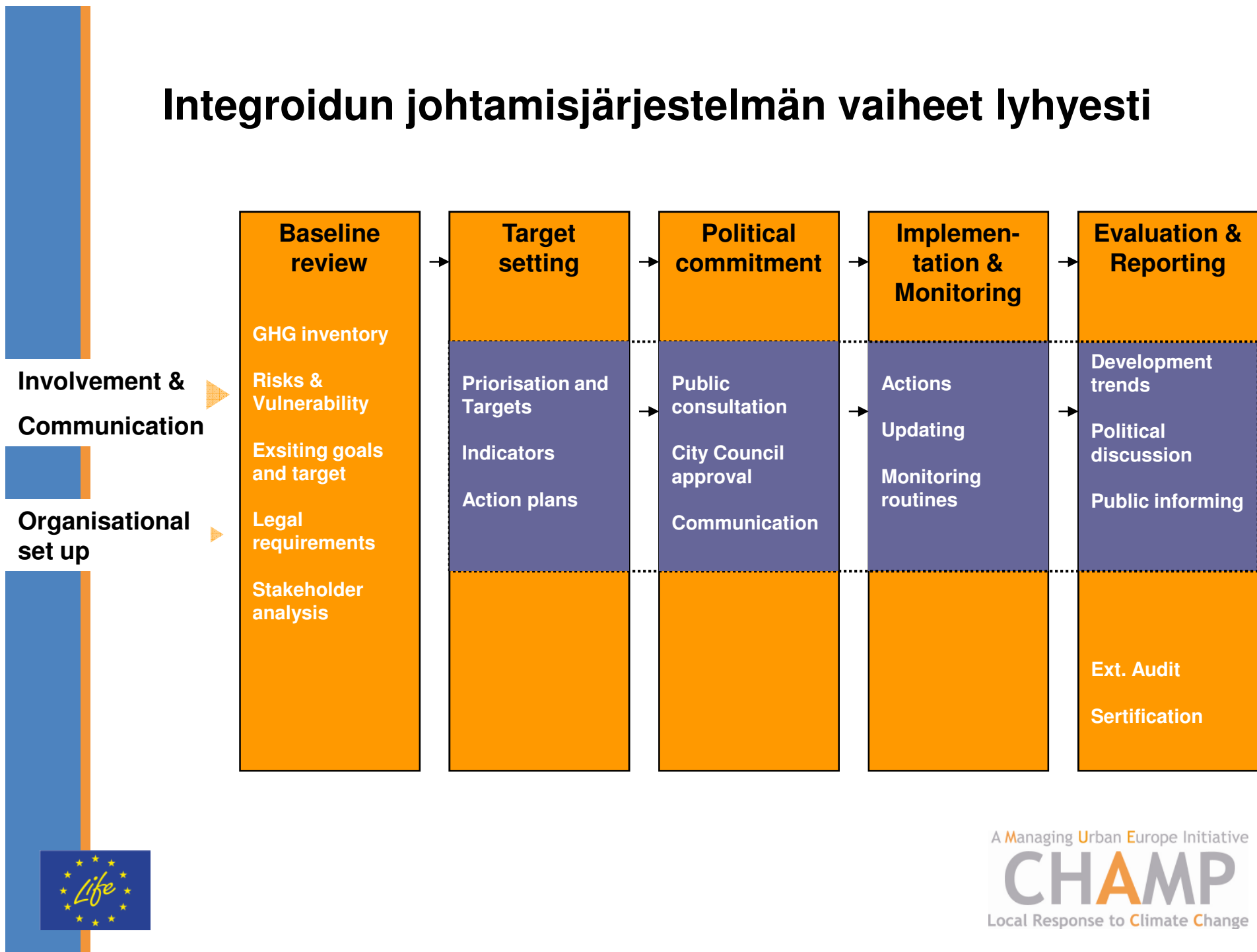


IMS – Involvement & Communication cooperation

- Resource to enable the implementation of the strategic goals
- Dialog which brings new information and resources to work on sustainability
- **Pay attention on preparation process of communication plan...**
(coordination group)
- Involve stakeholders at each step
What?Who?When?How? must be analysed
- Make the involvement and communication structures **public** –
Stakeholder must know when and how to participate



Integroidun johtamisjärjestelmän vaiheet lyhyesti



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IMS – Organisational set-up

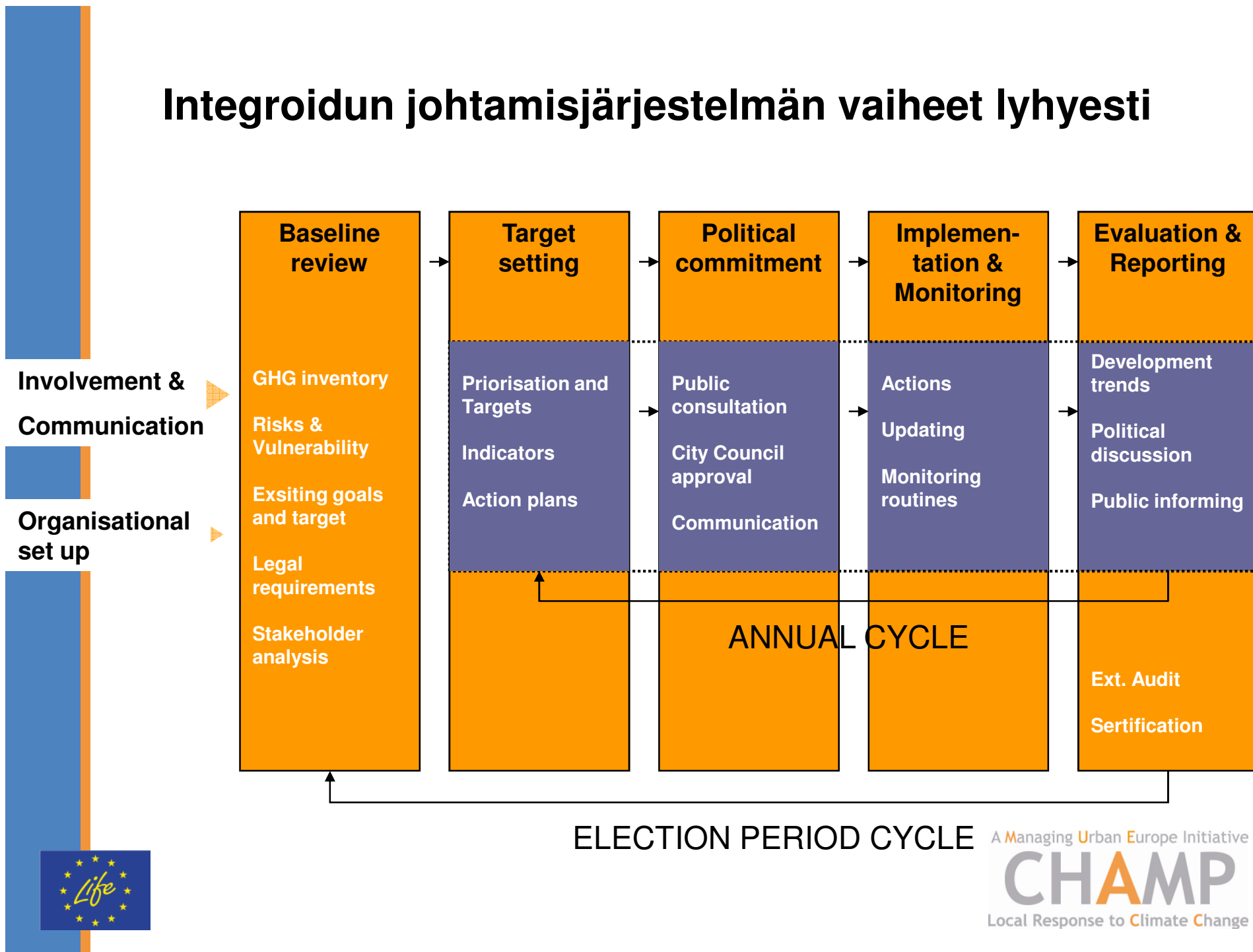
engine

- Coordinator & Coordination Group
 - Coordination Group (10-15 pers., over all coordination and monitoring, civil servants, members from stakeholder groups) / City Executive Board
- Mayor
 - Commitment of the City Leadership
- “Citizens forum” (support & communication)

Clearly assigned responsibilities



Integroidun johtamisjärjestelmän vaiheet lyhyesti



YES, WE CAN!

- Barack Obama

Thank you!

www.localmanagement.eu

www.ubc-environment.net

www.ubcwheel.eu

www.solutions2011.fi

