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MINISTRY OF THE ENVIRONMENT

## EMAS Peer Review for Cities project

# EMAS Peer Review Guidebook for Municipalities in the European Union

2004

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# 1.Introduction

This document provides guidance to carry out a Peer Review of the Eco-Management and Audit Scheme (EMAS) implementation in municipalities across the European Union.

This guidance has been written using the experience of an European Union research project that examined the process of Peer Review in 16 partner cities that have implemented or are in the process of implementing EMAS.<sup>1</sup>

This Peer Review Manual provides guidance and resources to undertake a peer review of the EMAS process in a municipality approximately 1 year after the process was begun. This Manual consequently focuses on examining the stages of EMAS that are likely to have been achieved in this first year, these stages are:

- The Environmental Policy
- Environmental Review
- Management Programme
- Environmental Management System

Chapters three and four of this manual contain guidance for the host city preparing to receive a review, and chapter five contains guidance for the peers who are preparing to undertake the review.

Chapters six and seven of this manual contain a workbook with the resources for undertaking the review.

## 2.Peer Review

### Outcomes from the Peer Review

At the conclusion of an EMAS Peer Review, the following outcomes should be evident:

- Identification of the strengths and weaknesses of the host city's implementation of EMAS.
- Provision of advice by the peer review team on possible improvements and "corrective actions"
- Enhanced understanding by the officers and politicians of the progress of the host city in implementing EMAS
- Preparation of a list of actions for the host city that if implemented will accelerate their implementation of EMAS.
- Enhanced understanding and experience of EMAS in municipalities
- Demonstration of the value of Peer Review in furthering the implementation of EMAS in municipalities. And demonstration of the utility of the peer review tools developed in the EMAS for cities project<sup>2</sup>.

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<sup>1</sup> For more information about the EMAS Peer Review for Cities project: [www.emascities.org](http://www.emascities.org)

## Who is a Peer?

A “peer” should be considered as a person who has similar, comparable, or greater experience and that this is in a similar role or context. This document will explain that the choice of the peer(s) for a review is crucial to the success of the peer review process.

The host should set city to decide the criteria that will determine what makes a peer for their EMAS process. Essentially a Peer Review is a review carried out by people who are doing a similar job in another similar organisation. The peer does not necessarily have to be employed by another municipality; they may come from a government agency or a private business. The host city must be satisfied, however, that whichever organisation a reviewer comes from, they meet the host city’s criteria as a peer.

## The purpose of the Peer Review

- To inform and accelerate the implementation of EMAS in the host city
- To identify strengths and weaknesses
- To make recommendations to improve the system
- To raise the profile of EMAS in the Unit / Organisation

During the early Stages of EMAS, in the first year for example, the review may focus more on understanding the integration of the EMAS system into the management and political structure of the organisation. In this case a peer reviewer from the same country would possibly offer the most appropriate skills. One of the most time consuming aspects of a peer review is that involved in understanding the organisation within which the EMAS system is being developed.

The peer review provides mutual benefit to the host and to the members of the review team. Both the host city and the reviewer are learning about EMAS. The host city will benefit from a visit by an external peer with experience of EMAS. The review team members will benefit from having to understand another city’s EMAS process in detail. The resulting exchange of knowledge and experience will help both “parties” in their continued implementation of EMAS.

The role of the Peer is to visit the host city to “review” the EMAS process. The Peer takes with them the knowledge of what should have been done so far (from the guidance in EMAS Implementation Guidebook, and their own experience of implementing EMAS) and the information received. During the Pre-Review Analysis of the information received from the city, the Peer identifies the claims of the host city.

During the review visit the peer will verify the claims, and offer guidance and assistance to further the implementation of EMAS in the city. It is important that the host city and peer review team remember that the peer is reviewing the process of developing the EMAS system **and** the EMAS system.

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• <sup>2</sup> NOTE: the during the project the review visits also generated data that has contributed to a greater understanding of the contribution of EMAS in delivering the objectives of the European Commission 6<sup>th</sup> Environmental Action Plan.

## Auditor or Peer?

There are many differences between a Peer and an External Auditor. The most important ones are listed below:

EMAS Peer	External EMAS Auditor/Verifier
Critical friend	Unknown expert
Experience with EMAS, some relevant qualifications experience of municipalities, not necessarily a qualified auditor	Experience of EMAS, trained, qualified and registered auditor From an unknown background, not necessarily any experience of municipalities
Will provide support or "Mentoring"	Not allowed
Will provide positive constructive criticism	Not allowed
Will provide guidance and assistance on how to move forward.	Not allowed

A peer review is completed by a 'critical friend' usually from another municipality. The review and the visit is not an audit. An audit aims to check compliance with a standard. A peer review aims to provide guidance to achieve compliance. An audit may be carried out by an unknown person. There are similar aspects in a Peer Review as in an Audit. E.g. both help to understand how the systems and documents, meet the requirements of EMAS.

## An EMAS peer review, when?

An EMAS peer review may take place at any stage during the implementation of EMAS. It may even be used before the decision is taken to adopt and implement EMAS. This document can be adapted to be used for a peer review at any stage but has been designed specifically to be used for a peer review where a host city has completed some stages of EMAS, has some experience, and is perhaps 12 months into the work.

Type of Review	When is this appropriate?
<b>Scoping</b>	<ul style="list-style-type: none"> <li>• Before deciding whether to adopt EMAS,</li> <li>• If you are unsure how EMAS will help</li> <li>• If you do not understand the implications of EMAS</li> </ul> <p>Note: This type of review requires an experienced EMAS peer to answer the above questions and those in the EMAS implementation guidance</p>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• To help understand the progress being made</li> <li>• To provide an independent check that no major mistakes are being made</li> <li>• The principles of EMAS are reflected in the way the municipality is working</li> <li>• To check that EMAS is starting to deliver</li> </ul>

	<p>improvements in environmental performance</p> <ul style="list-style-type: none"> <li>• To check on understanding</li> </ul> <p>The peer will check the implementation process is meeting expectations and is on target to be fully integrated into the management of the organisation. The peer will identify areas where mistakes are commonly made and share their experience of solutions.</p>
<b>Audit</b>	<ul style="list-style-type: none"> <li>• When the Municipality has taken the decision not to seek formal external verification of an EMAS system.</li> </ul> <p>An experienced and competent EMAS auditor acting as a peer will provide “feedback” on the extent to which the system meets the EMAS regulation. This may be used to guide the municipality on whether precursor to an external verification</p>
<b>Post verification &amp; Future Proofing</b>	<ul style="list-style-type: none"> <li>• Municipalities with verified EMAS systems are considering continual improvement,</li> <li>• Benchmarking against other cities’ performance</li> <li>• improving their coverage of indirect aspects</li> <li>• preparing systems for future European Union environmental policy and legislation.</li> </ul> <p>This Future proofing review can assist in this process by bringing experienced European EMAS practitioners together to help set the agenda for the future of your EMAS system.</p>

## Content, structure and purpose of the Review

The success of the peer review will depend upon the host city setting clearly defined objectives. These should be agreed by all officers involved.

The host city should define the outcomes and agree these with the peer review team in advance. This will influence the content, structure, and purpose of the review.

The peer review “team:”

- Should comprise at least two people. This allows discussion and cross checking of opinions.
- Should not exceed four people as this may be intimidating for the host city and may not allow open discussion.
- Pre-Review analysis of the host city’s EMAS documentation will take place during the 4 weeks before the review
- The review will last for two full days; the reviewers will arrive on the evening before the review and will leave after 18.00 on the second day.
- A detailed site visit will form a crucial part of the review, providing an opportunity to view and ask questions about places, activities and people where EMAS is being implemented.



- A number of meetings and interviews will take place with key people, such as the city EMAS co-ordinators, Senior Management, Politicians, EMAS Working Group, and people affected by the process. The reviewers and the host city will decide jointly who will be interviewed during the review.
- During the afternoon of the final day a workshop will take place with the reviewers and the city co-ordinators. The purpose of the workshop is to discuss the findings of the review and develop action points for furthering the implementation of EMAS. This workshop should last at least 2-3 hours.
- No later than four weeks after the review, the action points will have been developed into a detailed action plan for furthering EMAS implementation in the city.

### **3. Guidance for the host city preparing to receive a review**

#### **Introduction**

The success of the peer review will depend upon the host city setting clearly defined objectives. These should be agreed by all officers involved.

The host city should define the outcomes and agree these with the peer review team in advance.

#### **A review planning team**

A review planning team should include all, or some, of the municipality "EMAS working group." The team should be involved in setting the objectives for the peer review. They should be actively involved in deciding who is interviewed, the workshops that are arranged, and the documents given to the peer review team

#### **The review co-ordinator**

The host city should appoint a peer review co-ordinator who will make sure that the objectives of the peer review are achieved. The **review co-ordinator** should have knowledge and an understanding of EMAS.

#### **Identify a Peer Review Team**

The host city should define the qualifications or "person specification" for the peer review individuals. These should be linked to the objectives of the review. The terms and conditions and the arrangements for appointing the peer review team will need to be agreed between the team leader and the host city. The arrangements should include how the team may support the host city after the review.

## **Programme the review**

The host city should agree the “programme” and dates for the review in consultation with peer review team. The programme for the peer review visit should be agreed two months before the visit.

## **Logistics**

The host city should agree with the review team booking arrangements and responsibilities for travel, accommodation, space for working, meeting rooms, refreshments, dietary needs, and other resources ( projectors, computers etc).

## **Agree the peer review programme with the peer review team**

In advance of the visit, explain to the peer review team the: Current progress in EMAS implementation, Documents that are available and Priorities for the review

## **Collate “relevant materials” for reviewers**

The host city should collate all “relevant materials” and send to the review team leader no less than 4 weeks before the Peer Review visit. All relevant materials should be “indexed,” referenced and dated.

“Relevant materials” includes:

- Completed or partially completed forms from EMAS Implementation Guidebook (if used)
- Municipality structure, political arrangements, service areas and department structure.
- Structure and staffing for the “unit” that will be “reviewed”
- An organisational Hierarchy (‘family tree’) for the organisation and the unit
- Work instructions /procedures of the unit being reviewed
- All documents produced so far in the implementation of EMAS
- All documents used to promote EMAS to staff and other stakeholders.
- Any other information you feel is relevant

## **4. The Pre - Review**

The peers will read the relevant materials and identify concerns, ambiguities, errors, inconsistencies, uncertainties, and points requiring clarification. These will assist during the review visit and is called the pre-review. For example, an Environmental Policy can be checked for compliance against the requirements of EMAS without being in the host city. The Environmental Review tables can be checked for correct completion. Use the Tables on pages of this manual.

You can contact the host city at any time for further information and clarification of issues.

### **REMEMBER:**

- Think about “effective” communication – provide relevant materials, do not send materials that are not relevant. Make sure that all material is clearly referenced, for example: Title, Version Number and Date.

## **Develop a draft review programme with Reviewer**

The host city should develop a “draft” programme for the review visit. (e.g. see below) .It is recommended that the following is included:

- a site visit – a guided tour
- a meeting with the EMAS working group
- a meeting with the most senior manager for the Unit
- a meeting with the Politician responsible for the Environment

The benefits of, and need for the peer review team to meet with “selected” external stakeholders should be considered early in the planning of the review visit.

## **Arrange interviews and provide briefing for those being interviewed**

As the programme for the visit is agreed with the peer review team, the interviews, meeting rooms and other arrangements should be confirmed. “Contingency time” should be allowed during the visit so that additional “ad hoc” meetings, interviews, workshops can be held. Guidance on interview techniques, standard questions, and format is included in the section about peer review visit.

## **Planning the Site Tour**

The review team should use this site visit to verify the host city EMAS documentation. The team should spend adequate time being shown the key sites that are related to the unit which is implementing EMAS. The opportunity should be taken to visit some of the places cited in the documentation and relevant materials provided. Assist the team by providing location plans and site plans to assist the tour. The duration will depend on the size and scope of the unit. An “administrative or policy” unit will take less time than a unit that has external depots and bases. It is important that the tour is successful and meets the objectives that are agreed.

## **An Action plan**

At the end of the review visit the review team will provide the host city with a list of suggested “actions, activities and areas to consider.” Representatives of the host city should discuss these fully with the peer review team to confirm understanding, avoid confusion and to meet the objectives of the peer review. The host city should use these suggestions to improve implementation of EMAS.

## **Example Programme**

An example programme for a 2 day review is set out below. The duration should be varied with the agreement of the Peer review team. There are some important factors to remember when developing the programme:

### **City Co-ordinators**

Start the review visit with a "briefing" by the host city co-ordinator providing an update on any changes to the plan and the logistics of the review. The senior manager for the unit should be present at this meeting. During the meeting the host city should explain to the peer review team the current situation with EMAS implementation and their approach for the future. The review team should present the issues they wish to cover as highlighted from the pre review analysis.

### **EMAS Working Group**

The review team should also meet the EMAS working group early in the visit programme.

### **Management and Politicians**

A representative of senior management and political representatives must be interviewed to verify the nature of the support for the implementation of EMAS.

### **Meeting "Relevant" personnel**

The review team should meet "relevant" personnel involved in the EMAS process. There should be a balance between "one to one" interviews, group interviews, and workshops to make sure that all relevant personnel can contribute. If all relevant personnel cannot be involved then a representative sample should be involved.

### **Reflection time**

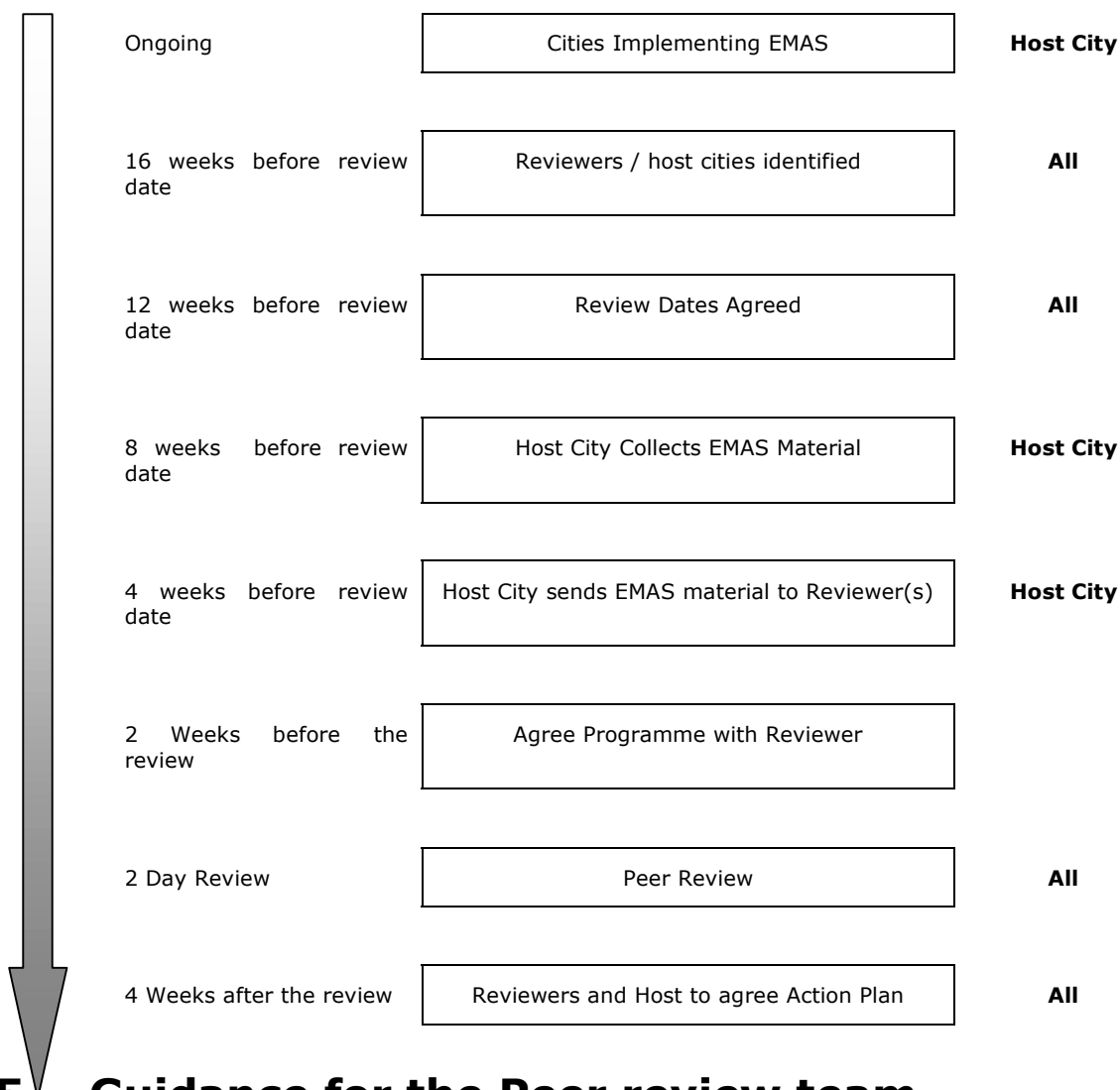
The programme should provide the review team with time to conclude their findings. The draft programme suggests two hours are set aside before the final workshop. However, it is also recommended to incorporate time between meetings to allow discussion. This will allow continual development in knowledge benefiting subsequent meetings.

## Workshop

The workshop is the crucial part of the review that allows those with responsibility for implementing EMAS to discuss the finding of the review with the review team and develop action points to further the process.

<b>Time</b>	<b>Item</b>	<b>Venue</b>
<b>Tuesday</b>		
9.00 – 10.00	Meet with city co-ordinators	Room 204
10.00 – 12.00	Site Visit(s)	Starts from room 204
12.00 – 13.00	Lunch	Room 101
13.00 – 14.00	EMAS Working Group meeting	Room 321
14.15 – 14.45	Meeting with Senior Manager / Head of Unit	Room G1
15.00 – 15.45	Meeting with Policy Officer	Room 312
16.00 – 17.00	Meeting with Environmental Politician	Room F1
17.00 – 18.00	Reviewers' Reflection Time	Room 204
20.00	Evening meal at a Restaurant	
<b>Wednesday</b>		
9.00 – 9.45	Meeting with Purchasing Manager	Room 604
10.00 – 10.45	Meeting with Waste Manager	Room 204
11.00 – 11.45	Meeting with Transport Manager	Room 501
12.00 – 12.45	Meeting with Energy Manager	Room 313
13.00 – 14.00	Lunch	Room 101
14.00 – 15.00	Reflection time for the reviewers prior to workshop	Room 204
15.00 – 17.30	Workshop	Room 204
17.30 – 18.00	Wine and snacks	Room 204
18.00	End of the review	

## Example of a timeline of the activities of a host city for a Peer Review



## 5. Guidance for the Peer review team

### Receive Host City's EMAS Documentation

The host city should send all the relevant EMAS documentation to the reviewers at least 4 weeks before the start date of the peer review. The peers should work together during each of the stages listed below. Reading and analysing all the material that they receive, they should then discuss their findings before submitting requests for additional material and clarification to the host city.

This documentation should include:

- All completed or partially completed forms from EMAS Implementation Guidebook (if used)
- All EMAS promotional documentation
- Detailed information about the organisation and the unit that is going for EMAS
- An organisational Hierarchy ('family tree') for the organisation and the unit

- Any other relevant information

## **Review the material received from the host city**

Peers should read the material, and make notes to assist during the review visit - this is a "pre-review. For example, if you receive a copy of the Environmental Policy, it will be possible to examine it against the requirements of EMAS, without being in the host city. You can examine the Environmental Review tables to see if they have been completed correctly using the key questions in the relevant table below.

## **Request additional materials, and list of people you wish to meet**

Once the pre-review is complete use this to request additional materials and clarification as soon as possible. The pre-review should allow the development of a list of key "stakeholders" that should be involved and interviewed during the visits. These are likely to include:

The EMAS working group

The most senior manager of the unit / municipality

A senior politician, with Environment responsibility

People with environmental responsibility:

- Waste Manager
- Purchasing Manager
- Energy Manager
- Transport Manager

Anyone with specific responsibilities identified in the management programme

## **Confirm meetings and the timetable for the visit**

The peers should play a key role in the format and structure of the review. The peers should submit a list of people (and sites if applicable) that they wish to meet during the 2 days. Also, the peers are able to influence the content of the site visit. If the peers have identified (in the pre review analysis) specific sites / activities that they wish to observe then they should make this request to the host city.

## **Arrive in Host City**

The peers should arrive in the host city no later than the evening before the start of the first interviews of the review.

## **Meet City Co-ordinators**

The first agenda item on the programme should be a meeting with the city EMAS co-ordinators to confirm the arrangements for the two days and agree the objectives for the review.

The senior manager for the unit should be present at this meeting. During the meeting the host city should explain to the peer review team the current situation with EMAS implementation and their approach for the future. The review team should present the issues they wish to cover as highlighted from the pre review analysis.

REMEMBER: the peer review team are visiting the city as 'critical friends' to help the city, not just to audit the host city performance. Therefore the host city should be able to inform the reviewers of the specific areas where they hope to get assistance during the review.

## **Site Visit**

The peers should spend adequate time being shown the key sites that are related to the unit which is implementing EMAS. There should be a guided tour arranged by the host city. The reviewer will use this site visit as an opportunity to check any claims that have been made in the EMAS documentation they have received. For example, if the Management Programme describes how waste is sorted for recycling, the reviewer may wish to see the place where this takes place.

The length of this visit will vary depending on the size and type of unit. If the unit is predominantly office based then this may only take half an hour. But if the unit has sites in different locations then the visit may take most of the morning.

It is very important that the site visit takes place, this is the main opportunity for the peers to see the activities of the unit, and it will put the review into context and aid understanding.

## **Interviews with Key Personnel**

Based on the pre review the peers will have identified the people they wish to meet. The peers must also identify the questions they wish to ask each person they are meeting. A generic interview guide is included in this manual. This should be adapted for each interview.

## **Reflection Time**

At the end of day one and before the workshop session on day two, the reviewers should spend some time reflecting between themselves on the review findings. Use the Tables to list the areas of concern you need to discuss with the city co-ordinators during the workshop session.

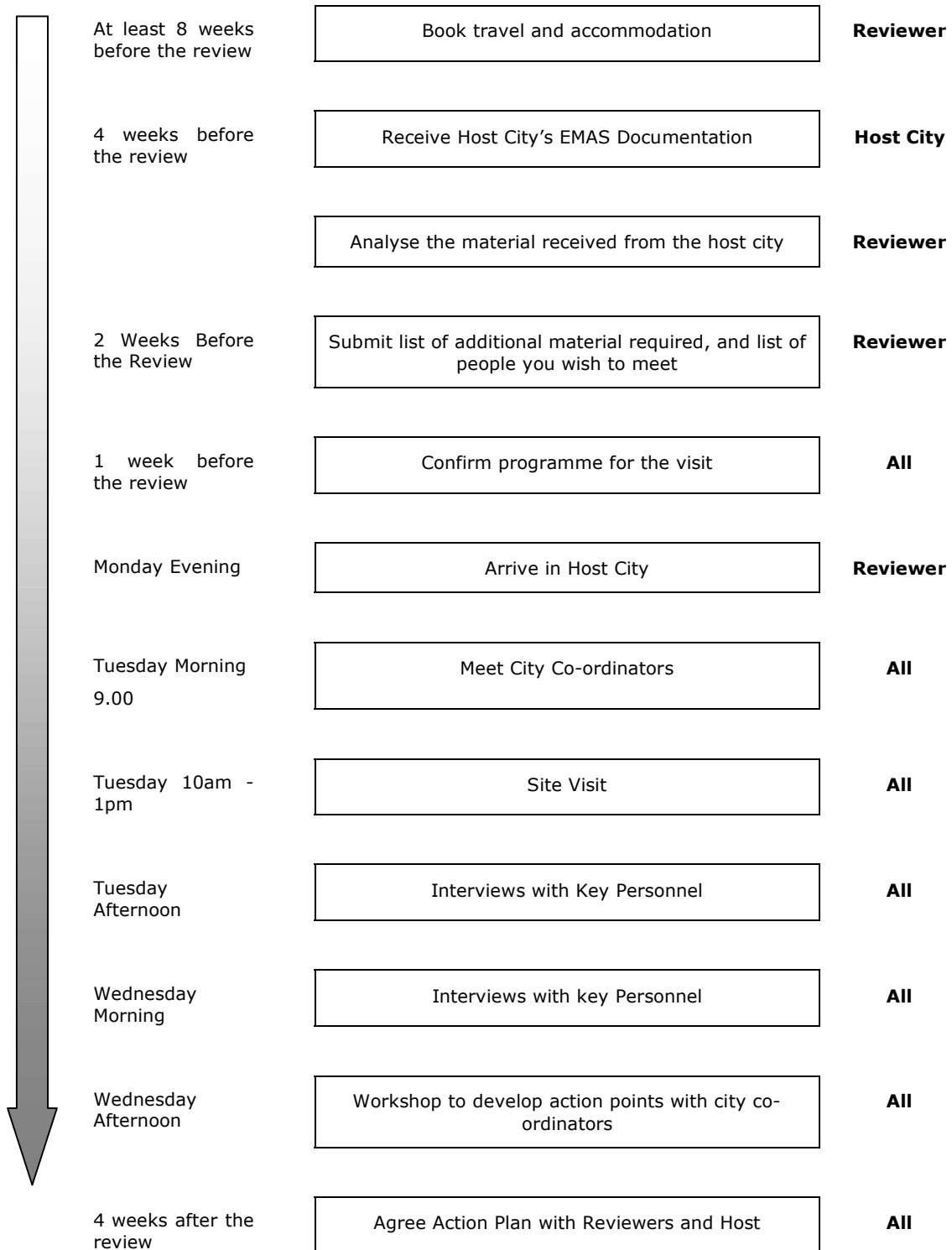
## **End of review Workshop to develop action points**

During the afternoon of the second day peers should meet with the host city EMAS co-ordinators for a workshop session. Peers should spend at least 2-3 hours discussing the review findings and the implications of them for the EMAS process in the host city.

The workshop will identify strengths and weaknesses of the EMAS process and produce action points to improve the implementation of EMAS.



## Timeline for a Peer



## 6. Peer Review Workbook

### Introduction

This workbook is designed to provide a logical series of forms and guidance notes to assist a peer undertake a successful EMAS review. The documents should be adapted and used and will allow peers to conduct the review in a structured and organised manner.

### The Pre-Review

The purpose of the pre-review is to help the peer “explore, reflect and consider” the relevant material they have received from the host city. Before visiting the city, the peer should use this material to identify key issues that should be examined in more detail during the review. The pre-review analysis involves two elements.

- Record, using the table provided, the materials received and their adequacy, record where more information is required. ( table 1)
- Attempt to answer the key questions in the tables set out below using the relevant documents supplied by the Municipality. A table of key questions is provided to allow a pre-review of the:
  - Environmental policy ( table 2)
  - Environmental review (table 3)
  - Environmental programme (table 5)
  - Register of legislation (table 4)
- In the table record the key issues to explore during the review visit. Each peer should consider from the relevant documents supplied and reconcile through discussion any differences of opinion between the peers before the visit.

### Materials Received from the host city

In the table below list the materials that you have received from the host city. The guidance and forms on the next few pages will enable the peer review to approach the review in a structured and organised way. Review their content and make a note of any additional material you require to give a greater understanding. For example, the host city may provide strategy documents that refer to other documents that you have not received.

**Table 1**

<b>Material Received</b>	<b>Adequate</b>	<b>Further requirements</b>


## Environmental Policy

The Environmental Policy is one of the most important stages of EMAS. The policy must be appropriate to the organisation and the activities. The preparation of the environmental policy should be undertaken in accordance with the requirements of the regulation as listed below.

Using the materials supplied by the Municipality complete table 2 below to review the processes, content and preparation of the environmental policy for the municipality.

The EMAS regulation...

EMAS Regulation: (*Regulation (EC) No 761/2001 Annex 1-A.2.*)

Top management shall define the organisation's environmental policy and ensure that it:

- a) is appropriate to the nature, scale and environmental impacts of its activities, products and services;
- b) includes a commitment to continual improvement and prevention of pollution;
- c) includes a commitment to comply with relevant environmental legislation and regulations, and with other requirements to which the organisation subscribes;
- d) provides the framework for setting and reviewing environmental objectives and targets;
- e) is documented, implemented and maintained and communicated to all employees;
- f) is available to the public.

### Table 2

Use the table below to review the content and the process of development of the Environmental Policy of the organisation. The EMAS implementation Guidance details the requirements of the environmental policy.

Element	Yes / No	Comments / issues to discuss during the review
Was a working group identified to develop the Environmental Policy?		
Were existing environmental goals identified?		
Were gaps in current policy identified?		

Was a Draft Policy Written?		
Does the Policy Document meet the requirements of EMAS?		
<b>a)</b> is appropriate to the nature, scale and environmental impacts of its activities, products or services;		
<b>b)</b> includes a commitment to continual improvement and prevention of pollution;		
<b>c)</b> includes a commitment and a provision to comply with relevant environmental legislation and regulations, and with other requirements to which the organisation subscribes;		
<b>d)</b> provides the framework for setting and reviewing environmental objectives and targets;		
<b>e)</b> is documented, implemented and maintained and communicated to all employees;		
<b>f)</b> is available to the public.		
Did stakeholder consultation take place?		
Has the Policy been formally adopted?		
Has the policy been disseminated?		
Are policy review mechanisms identified?		

## Environmental Review

There are several different ways that an organisation may choose to undertake a review. There are some elements of the review that are good practice to include. These elements are listed in the table below.

Complete the table below and identify any issues that you need to explore during the review.

## The EMAS Regulation...

EMAS Regulation (*Regulation (EC) No 761/2001 Annex 1-A.3.1.*)

The organisation shall establish and maintain (a) procedure(s) to identify the environmental aspects of its activities, products, or services that it can control and over which it can be expected to have an influence, in order to determine those which have or can have significant impacts on the environment. The organisation shall ensure that the aspects related to these significant impacts are considered in setting its environmental objectives. The organisation shall keep this information up-to-date.

**Table 3**

Use the table below to examine the content of the Environmental Review Documentation that you have received. Use the table below to review the content and the process of development of the Environmental Review of the organisation. The EMAS implementation Guidance details the requirements of the environmental Review

<b>Element</b>	<b>Yes / No</b>	<b>Comments / Issues to discuss during the review</b>
Are direct environmental aspects identified?		
Are indirect environmental aspects identified?		
Has environmental significance been calculated?		
Is there reference to Environmental Legislation? <i>(there are further questions on the Register of Environmental Legislation – see below)</i>		
Have exiting municipality policies and strategies been referred to?		
Has relevance to the local community been included?		
Have environmental accidents been referred to?		
Has overall significance been calculated?		

## Register of Legislation

The EMAS Regulation...

EMAS Regulation (*Regulation (EC) No 761/2001 Annex 1-A.3.2.*)

The organisation shall establish and maintain a procedure to identify and have access to legal and other requirements to which the organisation subscribes, that are applicable to the environmental aspects of its activities, products, or services.

**Table 4**

Use the table below to review the register of legislation. Use the table below to review the content and the process of development of the register of legislation. The EMAS implementation Guidance details the requirements of the register of legislation.

<b>Element</b>	<b>Yes / No</b>	<b>Comments / Issues to discuss during the review</b>
Is there a register of Environmental Legislation?		
Is the full reference for the legislation given? (Title, version, date)		
Is the legislation related to individual environmental aspects?		
Are the people who are affected by the legislation identified?		
Is there a procedure for updating the register of legislation?		

## Environmental Programme

The EMAS regulation...

- Objectives and Targets

EMAS Regulation (*Regulation (EC) No 761/2001 Annex 1-A.3.3.*)

The organisation shall establish and maintain documented environmental objectives and targets, at each relevant function and level within the organisation. When establishing and reviewing its objectives, an organisation shall consider the legal and other requirements, its significant environmental aspects, its technological options and its financial, operational, and business requirements, and the views of interested parties. The objectives and targets shall be consistent with the environmental policy, including the commitment to prevention of pollution.

- Management Programme

EMAS Regulation (*Regulation (EC) No 761/2001 Annex 1-A.3.4.*)

The organisation shall establish and maintain (a) programme(s) for achieving its objectives and targets. It shall include

- designation of responsibility for achieving objectives and targets at each relevant function and level of the organisation;
- the means and timeframe by which they are to be achieved.

If a project relates to new developments and new or modified activities, products or services, programme(s) shall be amended where relevant to ensure that environmental management applies to such projects.

### Table 5

Use the table below to review the content and the process of development of the Environmental programme of the organisation. The EMAS implementation Guidance details the requirements of the Environmental Programme.

Element	Yes / No	Comments / Issues to discuss during the review
Have objectives been set?		
Have actions been identified?		
Have targets been set?		
Have responsibilities been identified?		
Is there clear cross referencing and traceability within, and between, the documents?		

## Environmental Management System (EMS)

**Table 6**

Use the table below to review the content of the management system documentation you may have received. It will not be possible to complete a thorough review of the management system because many of the procedures may not have been provided or not yet exist in documented form. You will examine in more detail the effectiveness of the management system when you visit the organisation. The EMAS implementation Guidance details the requirements of the Environmental Management System.

<b>Element of the EMS</b>	<b>Yes / No</b>	<b>Comments / Issues to discuss during the review</b>
Structure and Responsibility		
Training, awareness and competence		
Communication		
Environmental management System Documentation		
Document Control		
Operational Control		
Emergency preparedness and response		
Monitoring and measurement		
Non-conformance and corrective and preventative action		
Records		



Environmental management system audit		
Management Review		

## Conclusions from the pre-review

Record below your key issues or conclusions, from your answers of the key questions above. This will provide an essential checklist of issues the review visit should consider. It is important to address each issue to provide a complete and thorough review.

Make a note of the person you believe is responsible for that particular issue, and then confirm this with the host city co-ordinator. If necessary you may have to arrange to meet the people you identify as responsible for key issues you wish to explore in more detail.

Stage of EMAS	Issue	Person responsible
e.g. policy		
etc		

## 7. The Peer Review Visit

### Introduction

The pre review of the EMAS documentation will provide an understanding of EMAS in the municipality. The Peer Review visit should significantly improve this understanding. The successful implementation of EMAS is dependent on a number

of elements, which must exist alongside the formal documentation. EMAS is a powerful management tool that will not succeed if the first stages of EMAS have been carried out by one person in isolation.

The peer review considers the "real time" EMAS activities and process that exists in parallel to the completed forms. The peers need to discover whether EMAS is a part of the organisation or just "completed forms." It is necessary to verify that "forms" have been completed accurately (Indirect Aspects, Targets and responsibilities etc). However it is crucial to identify the following elements within the organisation which are necessary for successful EMAS implementation.

- Support from Senior management and political support
- Effectiveness of the EMAS working group
- awareness and engagement of staff
- A visible commitment to the environment demonstrated through financial and human resources being made available
- A sense of urgency to improve environmental performance with "Quick wins" being implemented

Use Table 7 for more guidance on key elements to look for during the review. You should make sure you ask questions during the review to establish the situation with regard to these key elements.

Remember, as a Peer Reviewer you are a 'Critical Friend' – you are not an auditor. You are not only meant to highlight areas of concern, but also help the host city overcome their problems.

The following page gives an example structure for an interview. This is just a guide. The reviewer must adapt the structure for each interview.

## **Interview guidance questions**

- You need to introduce yourself
  - Name, where you are from, Job title
- You need to say why you are here
  - EU Project to extend the use of EMAS across Europe
  - Looking at the City's EMAS process
  - You are not an auditor, you are a 'critical friend'
- You need to state the objectives of the interview / meeting
  - Understand the strengths and weaknesses of the EMAS process so far
  - Offer assistance in improving the EMAS implementation process
  - Develop a close working relationship with the city
- You need to start the interview gently
  - Please can you introduce yourself, and tell me a little bit about your job.
  - Please can you describe to me your participation in the EMAS process

- Can you tell me, what is the greatest benefit you see coming from the implementation of EMAS?
- Can you tell me, what is the greatest barrier you see to the success of EMAS?
- You need to start to probe into more detail
  - Are you aware of your responsibilities relating to EMAS procedures?
  - How have you changed your activities as a result of EMAS?
  - I see that in the environmental programme, you are named as the person responsible for reducing waste by 5% by the end of 2004. Can you tell me, were you involved in setting this 5% target?
  - Can you tell me how the target will be achieved, and how you will monitor progress?
  - Indirect Aspects question – specific to the interviewee
  - Has the EMAS system been integrated with existing systems that affect you?
  - Are you aware of any environmental legislation that affects you work?
  - Can you tell me how you ensure compliance with any environmental legislation that affects you?
  - Check compliance with any written / verbal procedures (written in the management programme)
- Identify any links to the 6EAP
  - Are you aware of how your work relates to the environmental objectives of the EU?
  - How useful would it be to know these links?
- You need to draw the interview to a close by offering the interviewee an opportunity to give any suggestions
  - What do you think could be done to improve the EMAS process?
  - Are there any quick wins you can think of that should be implemented very soon?
  - Do you have any comments or questions about this meeting?

**Interview notes**

<b>Interview with:</b>	
------------------------	--

<b>Issues</b>	<b>Notes</b>

## Checklist of elements for successful implementation of EMAS

**Table 7**

This table explores some of the key elements necessary for the successful implementation of EMAS. This table invites the peer review team to explore some sensitive political, management and financial elements that underpin the documentation of the system. An EMAS system may appear to be very impressive in a documented format, but it is the implementation of the system that is important.

Use table 7 to collect information during the review for each of the elements listed.

<b>Element</b>	<b>Comments</b>	<b>Actions Required</b>
<b>Level of Political support</b>		
<b>Level of management support</b>		
<b>Effectiveness of the EMAS Working Group</b>		
<b>Existence of an EMAS implementation strategy</b>		
<b>Adequacy of the EMAS implementation budget</b>		
<b>Level of employee involvement / awareness / understanding / training</b>		
<b>Integration with existing systems</b>		
<b>Clear identification of responsibilities</b>		
<b>Visible commitment to the environment (use of Quick Wins)</b>		
<b>'High Profile' EMAS</b>		

<b>(does it really exist outside of the documents?)</b>		
<b>Evidence of monitoring of performance</b>		
<b>Reporting of progress / environmental performance</b>		

## Key issues for the workshop

**Table 8**

Bringing together the pre review analysis and the information that has been gathered during the review should provide a list the issues to be discussed at the end of review workshop.

<b>Element of EMAS</b>	<b>Comments</b>	<b>Actions Required</b>

## **End of Review: “the workshop”**

This section will guide you through the end of review Workshop. This is a key part of the review, giving the host city and the peer’s time to discuss the EMAS process in the organisation.

The peers should lead a discussion on their findings of the review. Using the list from Table 8 the peers will highlight the key findings of the review, concentrating on the areas which need to be improved.

The aim of the workshop is to complete table 9 (Action Points). The areas requiring further action should be agreed between the reviewers and the host city.

## **Action Points**

The host city and the peers should complete the following table addressing each key issue and identifying the actions Municipality will adopt. It is recognised that this will be a draft action list that will need to be revised and authorised by management and politicians

**Ref:** Give each action point a reference number, for example, just number them.

### **Areas requiring further action**

Give a brief description of the area of the EMAS process that requires further action. For example: “Staff awareness of EMAS is low, this must be improved.”

### **Description of corrective action required**

The reviewers and the host city will agree an approach to improve the performance for this area. Using the same example as given above, the corrective action may be to produce a short information leaflet to give to all staff.

### **External assistance required**

The host city may request some assistance from the reviewers to help improve performance in a particular area. Again, using the example above, the host city may benefit from viewing a copy of an information leaflet from the reviewer’s own EMAS process.

### **Host city person responsible**

A person from the host city should be identified who will have responsibility for each action point

### **Target date**

A target date should be given for each action

**Table 9: Action Points**

Ref:	Area Requiring Further Action	Description of corrective action required	External Assistance required	Host City Person Responsible	Target Date