

Road map for implementation of BS8901:2009 and brief overview of key steps

Overall this road map is about the key steps required to establish, document, implement, maintain and continually improve a sustainability management system for events.

Step	Brief overview
Define scope for sustainability management system	Defining and documenting the scope of your sustainability management system against the requirements in the standard is essential if you are to support its implementation and make meaningful progress. The scope should be appropriate to your business size, activities, and sphere of influence and above all measurable. The measures can be both quantitative and qualitative.
Define principles, primary purpose and values	It is important to define your organisation's sustainable development principles and related purpose and values, specifically around event activities. For these to be meaningful they must refer back to the scope.
Define sustainability policy	<p>Once the above two steps have been established a sustainability policy can be developed. This must be signed, dated and approved by top management to ensure commitment and currency. The policy is to include leadership commitment, statement of principles, mission & values, commitment to legal compliance, commitment to continual improvement and identification of significant sustainability development issues.</p> <p>This policy becomes the foundation for all event-related activities, taking into consideration supply chain organisations and the full event lifecycle. Overall this should be no longer than one side of A4.</p> <p>The policy is to be communicated to all identified stakeholders, including direct employees, suppliers and contractors.</p>
<p>PLAN: Evaluate issues, define key performance indicators and set objectives and targets</p> <p>Identify and engage stakeholders (including supply chain) as part of the planning process</p>	<p>This step starts with identifying significant sustainability issues (including risks and opportunities). It should incorporate the feedback from stakeholders and include any emerging issues, recording and keeping these up to date.</p> <p>There is a need to maintain a procedure to identify legal and other requirements (such as licensing, permits and best practice applicable to sustainability). These should be taken into account in your Sustainability Management System.</p> <p>There is also a need to establish, implement and maintain a procedure for the identification of & engagement with all manner of stakeholders and identify who has a legal right to be consulted.</p>

	<p>Next there is a need to establish, implement and maintain documented objectives and supporting targets at each relevant function and level within your company. These targets should be around how you mitigate identified significant issues. For example within your purpose/mission, sustainability aspirations, principles and policies, your consideration of monitoring and measurement, legal and other requirements, technological options, etc.</p> <p>There is a need to designate responsibility for achieving these objectives and targets at each relevant function and level in your company and the means and time-frame by which they are to be achieved.</p> <p>These must be continually reviewed and amended when circumstances change. An approach to evaluating current and target performance needs to be established. There should be no gaps between your policy principles, objectives and targets and data-capturing techniques. Any omissions could lead to faulty decision making and will be flagged up by an external assessor should you be applying for certification.</p>
<p>DO: provide resources and competencies, manage the supply chain and maintain communications, document the system</p>	<p>This is about establishing, implementing, maintaining and modifying, as necessary, procedures to implement the sustainability management system by:</p> <ul style="list-style-type: none"> • Designating appropriate roles and responsibilities • Providing the necessary training (regularly reviewed and refreshed) and resources (including staffing, expertise, infrastructure, technology and finance) • Establishing the necessary operational controls and identifying any potential emergency situations so that these can be mitigated (e.g. procedures and working instructions) • Communicating effectively with stakeholders (using a partnership approach as much as possible) • Effective supply chain management (including establishing the relevance of each of the objectives, targets and plans to individual suppliers and identifying capabilities and progress) • Appropriate documentation (including records to ensure effective planning operation and control processes relating to sustainability development issues).
<p>CHECK: monitor, measure and evaluate compliance and progress. Establish procedure for internal management system audit.</p>	<p>This is about establishing and maintaining procedures to monitor and measure on a regular basis against your defined objectives and targets. It should identify lessons learned and make this available to others to achieve continual improvement.</p> <p>There is a need to periodically evaluate compliance with legal and other requirements such as emergency response procedures.</p> <p>There is also a need to record and communicate all nonconformity and recommend corrective / preventative</p>

	<p>actions.</p> <p>This is also about establishing and maintaining plans and procedures for periodic sustainability management system audits. An audit plan, including any schedule should be based on the relevance or importance of the activity concerned and the results of the previous audits. These should be communicated up and down the organisation.</p> <p>The appropriate selection of auditors and conduct of audits should be about ensuring both objectivity and impartiality of the audit process.</p>
<p>ACT: Management review and feed forward</p>	<p>This is about routinely tracking and reviewing progress in relation to continually improving your event management for sustainable development capabilities and outcomes. It should look at the adequacy and effectiveness of the management system and assess opportunities for improvement / the need for changes to the system, including the associated policy, objectives and targets.</p>
<p>Maturity Matrix</p>	<p>Progress against the principles of sustainability development may be assessed by measuring your organisation's position on its maturity matrix. Within BS8901:2009 standard there is an example matrix.</p> <p>The matrix example covers inclusively, integrity, stewardship and transparency as the principles and notes specific practises, such as 'stakeholder engagement and issue identification'. It then has examples of 'minimum involvement', 'improved commitment', and 'full engagement'. The concept being that once a company has identified the appropriate characteristics for their business they then consider where they are on the matrix today and sets about developing objectives to move towards 'full engagement' over a period of time.</p> <p>Progress against these objectives needs to be evaluated at management review meetings. You should decide the appropriateness of the inclusions in this matrix and make it fit for purpose for your company.</p>
<p>Further Notes:</p>	<p>Sample principles, objectives, KPIs and targets together with additional supporting notes are included within the standard's appendices. For those wishing to create a sustainable management system for events purchase of this British Standard is highly recommended as is independent and impartial third party auditing by an accredited Certification Body should you wish to apply for Certification against the standard.</p>