



**Paper Industry Operating in Network:
an Experiment for Emas Revision**

Proposer	The Province of Lucca
Partners	Sant'Anna School of Advanced Studies – Pisa IEFE – Bocconi University – Milan Lucca Industrialists association The Municipality of Pescia Chamber of Commerce of Lucca SCA Packaging SpA Delicarta SpA

Title of the project

Paper Industry Operating in Network:
an Experiment for Emas Revision

Objectives

The project aims at defining and experimentally apply a methodology based on the Emas Regulation to the paper-industry territorial cluster of Lucca. This methodology fosters a co-operative and integrated approach for environmental management at the local level, by involving all the relevant stakeholders in the actions for the improvement of the territory environmental performance. The project relies on the nature of the industrial processes, social relations and tight interactions between stakeholders existing within a so-called "industrial cluster". These characteristics will be exploited to put into practice and develop in an innovative way the provisions of the Commission Decision of Sept. 7th 2001 regarding the "entities to be registered". On this basis, the project will implement some activities and make some common resources available at the territorial level, for favouring the development of Emas as a territorial policy for local sustainability, integrated with other EU policies (Agenda 21, voluntary agreements, IPP) and facilitating the diffusion of this scheme among SMEs and organisations operating in sectors where it is not diffused yet.

Actions and means involved (maximum 2000 characters)

The methodology of the project encompasses the implementation of the different steps foreseen by the Emas regulation at the cluster level, so to create a common basis for all the individual organisations that will intend to use collective resources and a co-operative approach to achieve an individual Emas Registration. Moreover, the project will verify "in the field" if the Cluster EM and the other collective "elements" are really usable and effective in supporting individual participation in Emas.

The project will therefore develop according to the following actions. The initial step will be that of carrying out a preliminary assessment of the feasibility and applicability of the proposed methodology in different clusters. Once the methodology will be pre-assessed and, eventually, improved, a Promotion Committee will be created in the Lucca Cluster, in charge of defining the strategic guidelines for the cluster environmental management. The next phase will be the Initial Environmental Review referred to the Cluster territory that will identify the most relevant environmental aspects for the area. Starting from this task, a sample of individual organisations will be selected in the cluster, in order to verify the usefulness and the effectiveness of the co-operative approach. The Promotion Committee will define and share a Cluster environmental Policy that will be a reference for the individual policies of the sample organisations. From the Cluster Policy some programmes will stem, pursuing the principle of continuous improvement. These programmes will be shaped as Environmental Agreements to be subscribed by all the main representative local actors. The Cluster Environmental Management System will provide to the sample organisations many resources and procedures that can be shared and collectively exploited at the territorial level: emergency plans, training initiatives, auditing activities for the smaller organisations, local supply chain management, etc. Also the cluster environmental statement will represent a support for the sample organisations and will be a useful tool for communicating to the most relevant stakeholders in the territorial area. The experimentation of this methodology on the Lucca Cluster will be further verified and enriched through comparison with other clusters in the EU.

Expected results

First of all, the project will produce results in terms of participation in Emas by various organisations. 35 organisations will be selected among those more motivated to achieve Emas (there will be: 5 public authorities, 10 organisations operating in the service sector and 20 industrial firms, most of which SMEs). A target for the project is to bring to registration at least half of these organisations (18). The non-industrial organisations are included to foster Emas diffusion in sectors where it is not diffused yet. Second of all, the project will foster the stakeholder involvement by means of a local application of Emas as a territorial policy instrument, favouring its integration with other key EU instruments, such as Agenda 21 and voluntary agreements.

Gantt chart

Task	2003			2004												2005												2006	
	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	
T1																													
T2																													
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T5																													
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Task 1 Project Management and reporting to the Commission

The management of the project will be carried out through periodical meetings between the partners and the other actors involved in the different tasks, coordinated by the Lucca Province with the support of IEFE Bocconi and Sant'Anna School. The meetings will take place at least once in three months and, if necessary, whenever the members request a meeting with a justified reason. In addition to the project partners the other local involved the periodical meetings will be: the promotion Committee of the Cluster, representatives of the Local Agenda 21 Forum and firms, service providers and public institution directly involved in the different tasks. In order to support the dissemination of the results, four progress reports, an intermediate report and a final one will be produced .

Task 2 – Preliminary identification and analysis of the similar territorial clusters

After the identification and agreement among partners of a set of quantitative and qualitative criteria in order to define the Lucca cluster, a research of similar territorial areas in the EU will be carried out. After the agreement on the identified clusters (also with the support of representative of trade associations and that of some managers of firms located in the Lucca clusters) an in-field analysis will be run in order to recognize the most relevant features of the identified areas, where the contents and goals of the project will be specially disseminated.

Task 3 – Definition and activities of the Promotion Committee

In order to guarantee a co-ordinated and integrated management of environmental issues within the cluster, a Promotion Committee will be created. The task of the Committee will be that of designing and implementing an environmental management system for the cluster, in order to guide and lead the local organizations towards Emas Registration and make them share common resources and procedures. The role of the committee will be to coordinate the environmental management initiatives of the different local actors, to originate the actions that will bring to the cluster EMS and to favour the possible synergies between the individual management systems of the local organizations. The Promotion All main public and private actors of the Cluster shall take part in the Committee. The activities of the Committee will be aimed at implementing the different tasks of the project and, in addition to this, at pursuing the diffusion of the Emas registration in the territory with all means available.

Task 4 – Initial Environmental Territorial Review of the Cluster

At a first level, the analysis will focus on the identification and the examination of the environmental problems and criticality of the area. After having identified the sample organizations which will be followed during the whole period of the project, we will move to a specific analysis of the activities present on the territory. To support this analysis, the identification of the environmental indirect territorial aspect will be accomplished (through a Life Cycle Analysis approach) and a survey about the environmental perception to the local population. The analysis will end with an evaluation of the significance criteria of the of environmental aspects.

Task 5 – Cluster Environmental Policy and Programmes

An Environmental Policy of the territorial cluster will be defined, which will identify the commitments of all the main cluster actors towards the continual improvement of the environmental performances within the Cluster. This policy will be shared among the project partners and with the local Agenda 21 Forum and will be a reference for the drafting of an Environmental Policy by way of any single sample organization.

On the basis of the contents of the Cluster Environmental Policy, a Cluster Environmental Programme will be drafted containing the concrete and measurable commitment for carrying out strategic and high priority actions for the cluster. The programme will take the shape of an environmental voluntary agreement among all the most representative actors of the cluster who will be in charge of the fulfilment through the definition of targets and goals.

The programmes shall be consistent with their environmental Policy and they shall include the targets defined in the Cluster Environmental Programme.

Task 6 – Cluster Environmental Management System

In order to improve the environmental management of the Lucca industrial cluster, the organizational structure and of the responsibility of the CEMS will be defined and communicated.

After the identification of the possibilities to improve the collective and co-operative management of the industrial operations, that of commercial and logistic activities and services linked with significant environmental aspects for the territorial cluster, common procedures will be defined and adopted, managerial and organizational procedures will be shared among local actors, the communication and training of the Cluster Management System will be pursued.

In parallel, the implementation of environmental management systems within the sample organization will be carried out.

Task 7 – Cluster Environmental Audit

Environmental audits will be carried out in order to assess the Cluster Environmental Management System compliance with respect to the Policy and to the Programme adopted by all the local actors and within the selected sample of individual organizations operating within the cluster in order to assess the compliance of their environmental management system to Emas requirements. The audit results will be reviewed and corrective actions will be defined.

In order to overcome the lack of technical resources, a qualified team of “territorial” auditors will be trained and peer to peer audit among the sample organizations will be fostered.

Task 8 – Cluster Environmental Statement and EMAS Registration of Sample Organizations

The drafting of the Cluster Environmental Statement represents the ending step of both an environmental management strategic path and a communication process towards external stakeholders. In this task it will be identified a document outline, address to public and stakeholders, that can enhance the contribution of every subject involved in environmental improvement of the territorial cluster. To fulfil these target the Statement will be set up in 2 parts:

- 1) a general section (information about the Cluster)
- 2) a special section containing information about the sample organization taking part to the project.

At least 18 among the sampled organizations will draft their Environmental Statement that will be submitted to a accredited verifier in order to officially request and obtain Emas registration.

Task 9 – Assessment of the Transferability to Other Territorial Contexts

The defined methodology will be tested in the clusters identified as similar in task 2, and its actual applicability will be assessed and problems brought by the application in other context will be identified. After having formalized a methodology for Emas application in clusters and having collected all observation from all interested parts, a report will be turned to the Commission including a proposal for the new incoming EMAS revision.

Task 10 – Dissemination of the Results of the Project

The actions of publication and communication will be a constant feature attached to the project. Among others, the following actions will be assured:

- Periodic meetings with the Agenda 21 Forum
- Production of a multimedia CD-ROM aimed at the diffusion of guidelines for the promotion of Environmental Management system at a territorial level
- Drafting of a bi-lingual brochure concerning the project activities and results
- Opening of a specific section dedicated to the project inside the province of Lucca website and a publication of a periodic newsletter about the updates of the activities
- Public conference for the presentation of the results until the end of task 5
- Final public conference for the presentation of the final results with the identification of the goals achieved
- Periodic publication on local newspaper and specialized national and international magazines
- Synthesis of the Cluster Environmental Statement
- Opening – during task 6 – of the citizen counter

