Urban Sustainability

The new ISO management system approach for sustainable cities and communities

FIDIC YPF Webinar
22 May 2018
Peter Boswell
54% of people (50% more by 2045)
80% of global GDP
70% of energy and greenhouse gas
Much pollution and urban sprawl
Need transformation - fundamental changes in land-use, energy and transport
Developing cities - Africa

30% urban dwellers in slums
80% of urban growth
Not yet urban
Urbanisation enables industrialisation
Industrialisation not happening
1. Avoid silo effects
   • Rethink cities

2. Sustainability and resilience
   • New Urban Agenda
   • Sustainable Development Goals
   • Recognise community specificities

Initiatives based on urban sustainability management
Silo effects

Need integrated planning – holistic approach

Localised infrastructure  Bridges to nowhere
Silo effects

“waste management”    “a planned community”

“integrated transport”  “renewable energy”  bridge to nowhere
Local context differs (conditions, stakeholders, priorities, expectations, …)

Need strategy and action at the local, community level:

- improve the contribution to sustainable development
- foster sustainability and resilience
- share best practice
How to implement a holistic approach?
Why and how to engage a community towards sustainable development?
How to involve all interested parties?
What are the main sustainability issues?
What is the current performance of the community?
What is the best strategy in the context of the community?
What plan is needed?
ISO 37101 – a management system

For communities (large & small), including cities
Interested parties’ involvement
Based on continual improvement
Incorporates risk-based thinking
Compatible with ISO 31000 (risk), ISO 9001 (quality), ISO 14001 (environment), ……
Initially targets neighbourhoods & business parks
ISO 37101 – Approach

**Action areas**
1. Governance, empowerment & engagement
2. Education, capacity building
3. Innovation, creativity, research
4. Health & care in the community
5. Culture, community identity
6. Living together, interdependence, mutuality
7. Economy, sustainable production, consumption
8. Living & working environment
9. Safety & security
10. Community infrastructures
11. Mobility
12. Biodiversity & ecosystem services

**Purposes**
1. Attractiveness
2. Preservation of the environment
3. Resilience
4. Responsible use of resources
5. Social cohesion
6. Well-being
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Silo effects

Synergy effects
Commitment
Territorial scope
Organisation review
Mandate organisation
Identify and organise stakeholders and resources

Baseline review / context
Priorities
Strategy
Action plan + targets and indicators
Performance evaluation

Continual improvement
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Community and projects to act in 12 areas to make contributions to 6 purposes.
COMMUNITY
Establishes:
• strategies, priorities, objectives, targets for each purpose
• expected contribution of action areas to each purpose
• indicators with assessment methods and benchmarks

PROJECTS
Demonstrate contribution to:
• purpose objectives
• action areas
• indicators

Use ISO 37101 in part (as a framework) or in whole (as a standard)
Community implementation

Use actions to achieve the purposes

1. CONTEXT STUDIES
Interested parties’ needs & expectations
Community & management system scope

2. BASELINE REVIEW
Analyse the evolving situation, interested parties’ needs and expectations to establish baseline & select material issues

3. STRATEGIES
Optimize resources, competence, authorities, risks & opportunities to define, implement & evaluate processes for a global strategy & for strategies for each action/purpose

4. ACTION PLAN
Implement action plan & performance measures for continual improvement

5. PERFORMANCE EVALUATION
Many perspectives – Indicators/Declarations

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<th>Global goals</th>
<th>SDG declarations</th>
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<td>Assessment systems</td>
<td>building, neighbourhood infrastructure</td>
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<td>Standards</td>
<td>Services, Smart, Resilience</td>
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<td>International agreements</td>
<td>Social impact Performance Climate change Invasive species Natural capital</td>
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Many tools needed – USM Platform

Baseline Review visualisation
Strategy Analysis (community & project)
Materiality
Implementation synergies
Capacity projection
Stakeholder management
Maturity matrix
Performance monitoring
Reporting
SDG Indicator Analysis
## Baseline Review

### Tramway project

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<th>ACTION AREA</th>
<th>Governance</th>
<th>Education</th>
<th>Innovation</th>
<th>Health &amp; care</th>
<th>Culture</th>
<th>Living together</th>
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<th>Environment &amp; infrastructure</th>
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Rating = compared to best in class performance
Performance Monitoring - Purposes

- Baseline Review
- Operation
Baseline Review

Social cohesion: 38% of performance
- Governance: 15%
- Living: 16%

Action in the area of Infrastructure: 43% of performance.
- Attractiveness: 31%
- Environment: 35%
USM Platform

Organise using 37101 action – purpose matrix. Tools can be used with various user-selected frameworks.

- Service quality (110 indicators)
- Resilience
- Smart
Service quality + Resilience =
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<th>Service quality</th>
<th>Ecosystems</th>
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Strategy Analysis

Best strategy
- use internal strengths to overcome external threats
- PPP (1) better than city-owned (2)
Benefits

Own sustainability and resilience
Contribution to SDGs
Fits context

Evaluation
Financing

Assessment

Strategic needs

Governance, management

Continual improvement
Multi-party, multi-programme governance

Coherence between urban services

Holistic approach

Common understanding

Common language
Interested parties involved
City/community can claim of conformity with ISO 37101 if:

• “….. requirements are …… fulfilled without exclusion …..”

• requirements include Baseline Review, Internal Audit and Management Review

• World Trade Organization rules apply.

City/community representatives can challenge Management Review.

Third-party certification not required.
City & business parks pilots
- feedback for tools, training materials and guides

Project pilots
- none planned
- guide envisaged

FIDIC network
- awareness raising with partners
- training programme
- USM Platform
- guides (urban administrations, project developers)