Context Register

A strong environmental management system begins with understanding which internal and external issues matter the most. Use this template to capture and analyze your network of business relationships that exist within its internal and external environment. Determine which internal and external issues could result in risks or opportunities to your organization's operational purpose and its strategic direction. To understand the full potential of the relationships your business has with its customers, prospects, suppliers and partners, use the matrix to map out how you plan to deal with the internal and external issues through the EMS.

This information should be discussed during the next management review meeting and retained to underpin your organization's EMS scope, policies, objectives, and risk management strategy. Identify hidden business relationship insights when you explore the information linking these entities to your business, as well as their connections with other businesses.

						Rating												
Ref	Date Raised	Source of the Issue	Description of Issue	Relationship	Current Controls	Priority	Relevance	Power	Influence	Importance of the Issue	Suggested Strategy	Risks to our Organization	Opportunities	Scope Applicability	Comments	Status	Review Due	Linked Risk Ref	EMS Planning Linkage (6.1)
C01	15-Jan-24	Internal origin	Resource availability	Dependency	Annual resource planning, skills matrix, recruitment pipeline monitoring	4	4	**16**	High	High relevance, high priority	Undertake SWOT analysis	Inability to deliver on customer commitments due to staffing gaps; over-reliance on key individuals	Cross-training programme to build workforce resilience; apprenticeship scheme to develop talent pipeline	Applicable — resource capability directly affects ability to meet customer requirements (Cl. 7.1)	Linked to HR & Training risks in risk register	Current	15-Jul-2026	RO46	6.1.4 — resource scarcity may impact EMS operational controls
C02	8-Feb-24	External origin	Disrupted supply chain	Dependency	Dual-source policy for critical materials, safety stock levels, supplier performance monitoring	3	4	**12**	Medium	Medium relevance, high priority	Undertake PESTLE analysis	Production stoppages from single-source failure; extended lead times causing late deliveries	Develop local supplier partnerships to reduce overseas dependency; negotiate consignment stock arrangements	Applicable — supply chain resilience affects product realisation (Cl. 8.1, 8.4)	Reviewed at Q1 2026 management review — geopolitical risk elevated	Current	08-Aug-2026	RO32	6.1.4 — supply chain risk → R&O Register (F0614-01)
C03	1-Mar-24	External origin	Competitors	Strategic	Quarterly competitor review, market intelligence reports, win/loss analysis on tenders	3	5	**15**	High	High relevance, high priority	Undertake competitor analysis	Loss of market share to aggressive pricing from new entrants; customer migration to competitors	Differentiate on quality and service; develop value proposition toolkit; enter new market segments	Applicable — competitive position affects strategic direction and customer satisfaction (Cl. 5.1)	New market entrant identified Q4 2025 — competitive response plan in progress	Under Review	01-Jun-2026	RO54	6.1.4 — competitive context informs R&O identification
C04	22-Jan-24	External origin	Bank lending rules	Regulatory	Relationship management with bank, quarterly financial reporting, covenant monitoring	5	3	**15**	High	High relevance, high priority	Undertake PESTLE analysis	Restricted access to capital for investment; inability to fund growth plans or equipment replacement	Explore alternative funding sources (asset finance, government grants); strengthen balance sheet position	Applicable — financial viability underpins ability to sustain EMS operations (Cl. 7.1)	Interest rates stabilising — reviewed Feb 2026	Current	22-Jul-2026	RO11	6.1.3 — financial regulation may affect compliance obligations
C05	10-Apr-24	Internal origin	Competence levels	Responsibility	Competency matrix, annual training needs analysis, performance appraisals, induction programme	1	4	**4**	Very Low	No relevance, low priority	Undertake SWOT analysis	Quality failures from untrained operators; inability to meet customer-specific requirements	Develop internal training academy; implement mentoring programme for knowledge transfer	Applicable — competence is a core EMS requirement (Cl. 7.2)	Training plan 95% complete for 2025/26 cycle	Current	10-Oct-2026		6.1.4 — competence gaps create EMS operational risks
C06	3-May-24	External origin	Trade union regulations	Representation	Union liaison meetings, collective bargaining agreement, HR legal advisory retainer	3	4	**12**	Medium	Medium relevance, high priority	Undertake PESTLE analysis	Industrial action disrupting production; restrictive practices limiting operational flexibility	Build constructive union relationship; negotiate flexible working agreements aligned with business needs	Applicable — workforce relations affect operational planning and delivery (Cl. 8.1)		Current	03-Nov-2026		6.1.3 — trade union obligations are legal/voluntary compliance requirements
C07	14-Feb-24	Internal origin	Governance factors	Contractual	Board governance framework, terms of reference, annual governance review, risk committee	2	5	**10**	Medium	Medium relevance, high priority	Undertake SWOT analysis	Poor strategic decisions from weak governance; lack of accountability; regulatory non-compliance	Strengthen governance through independent non-executive director; align governance with ISO 14001 leadership requirements	Applicable — governance defines leadership commitment and accountability (Cl. 5.1, 5.3)	Governance framework updated Jan 2026	Current	14-Aug-2026		6.1.4 — governance structure risk → R&O Register (F0614-01)
C08	30-Jan-24	External origin	Political stability	Dependency	Monitoring of political developments, scenario planning, diversified geographic customer base	5	3	**15**	High	High relevance, high priority	Undertake PESTLE analysis	Trade disruption from policy changes; tariffs increasing cost base; Brexit-related regulatory changes	Leverage UK manufacturing base for reshoring trend; position for defence sector opportunities	Applicable — political environment affects market access and regulatory requirements (Cl. 4.1)	Post-election policy review completed — no immediate impact identified	Current	30-Jul-2026	RO55	6.1.4 — political instability risk → R&O Register (F0614-01)
C09	18-Mar-24	Internal origin	Material cost	Preferred Supplier	Forward buying on key commodities, quarterly price reviews, supplier framework agreements	3	5	**15**	High	High relevance, high priority	Undertake SWOT analysis	Margin erosion from material price increases; inability to pass costs to customers on fixed-price contracts	Negotiate volume-based pricing; evaluate alternative materials; implement value engineering programme	Applicable — material costs directly affect product pricing and margin (Cl. 8.1)	Steel prices +12% YTD — hedging strategy under review	Under Review	18-Jun-2026	RO33	6.1.2 — material costs linked to resource use aspects (F0612-01)
C10	5-Jun-24	Internal origin	Infrastructure availability	Functional	Planned maintenance schedule, building condition survey, equipment replacement programme	3	4	**12**	Medium	Medium relevance, high priority	Undertake SWOT analysis	Production disruption from equipment failure; HSE risk from ageing infrastructure	Capital investment in modern equipment; evaluate facility expansion or relocation	Applicable — infrastructure is essential for product conformity (Cl. 7.1.3)	CNC replacement programme on track — 2 of 4 machines delivered	Current	05-Dec-2026	RO14	6.1.2 — infrastructure defines EMS scope and process aspects
C11	22-Apr-24	External origin	Currency exchange rates	Technical	Currency hedging on major contracts, pricing in GBP where possible, monthly exposure monitoring	4	4	**16**	High	High relevance, high priority	Undertake PESTLE analysis	Profit erosion on export orders from adverse FX movements; import cost volatility	Develop pricing models with FX clauses; increase domestic revenue share to reduce exposure	Applicable — currency risk affects financial performance and pricing (Cl. 4.1)	GBP/EUR hedged through Q3 2026	Current	22-Oct-2026		6.1.4 — currency risk → R&O Register (F0614-01)
C12	15-May-24	External origin	Climate change	Influence	Environmental policy, energy monitoring, carbon footprint baseline, sustainability reporting	4	4	**16**	High	High relevance, high priority	Undertake PESTLE analysis	Regulatory penalties from future emissions legislation; customer requirements for carbon reporting	Solar panel installation for energy reduction; position as sustainable manufacturer; pursue ISO 14001	change is a mandatory consideration under ISO 14001:2026 Clauses 4.1 and 6.1.4. Informs environmental aspects (6.1.2), R&O Register (6.1.4), and environmental	Net zero roadmap drafted — board review Q2 2026	Current	15-Nov-2026	RO53	6.1.2 + 6.1.4 — climate change is an environmental aspect source AND a risk (F0614-01 RO53)
C13	2-Jul-24	External origin	Natural disasters	Regulatory	Business continuity plan, insurance coverage, offsite backup, emergency response procedures	2	3	**6**	Minor	Low relevance, medium priority	Undertake PESTLE analysis	Business interruption from flood, fire, or severe weather; loss of stock and equipment	Improve BCP testing regime; evaluate cloud-based systems for operational resilience	scenarios are now explicitly addressed under ISO 14001:2026 Clause 6.1.4 (risks) and Clause 8.2 (emergency preparedness).	BCP test completed Nov 2025 — 4hr RTO achieved	Current	02-Jan-2027	RO70	6.1.4 — natural disaster emergency scenario → R&O Register (F0614-01)
C14	28-Feb-24	Internal origin	Strategy direction	Dependency	Annual strategic planning process, quarterly strategy reviews, balanced scorecard	3	2	**6**	Minor	Low relevance, medium priority	Undertake SWOT analysis	Misaligned priorities wasting resources; missed growth opportunities from lack of clear direction	Use context analysis outputs to inform strategic plan; align environmental objectives with business strategy	Applicable — strategic direction defines the EMS scope and environmental policy (Cl. 5.1, 5.2)	3-year strategic plan approved by board Jan 2026	Current	28-Aug-2026		6.1.4 — strategic direction informs intended EMS outcomes
C15	10-Jan-24	External origin	Law and regulations	Authority	Regulatory tracking log, legal advisory retainer, industry body memberships, compliance calendar	4	4	**16**	High	High relevance, high priority	Undertake PESTLE analysis	Non-compliance penalties; loss of licences or approvals; product liability exposure	Proactive compliance monitoring; use regulatory change as catalyst for process improvement	regulatory requirements are a primary source of compliance obligations under ISO 14001:2026 Clause 6.1.3 (F0613-01). Also informs R&O Register	ISO 14001:2026 transition planning initiated — gap analysis due Q2 2026	Under Review	10-Jul-2026	RO17	6.1.3 — legislation and regulation are compliance obligations (F0613-01)
C16	5-Mar-24	Internal origin	Types of activities and processes	Functional	Process map, documented procedures, process performance KPIs, internal audit programme	4	5	**20**	Very High	Very high relevance, high priority	Undertake SWOT analysis	Inefficient processes increasing cost and lead time; inconsistent outputs affecting quality	Lean manufacturing implementation; process automation for high-volume operations	Applicable — directly defines the processes within EMS scope (Cl. 4.4)	Process interaction map updated for ISO 14001:2026 readiness	Current	05-Sep-2026	RO62	6.1.2 — types of activities/processes determine aspect identification scope
C17	12-Jun-24	Internal origin	Maturity of the business	Functional	Annual business review, management experience assessment, succession planning	3	3	**9**	Medium	Medium relevance, high priority	Undertake SWOT analysis	Over-dependence on founding directors; knowledge concentration risk; immature decision-making	Develop second-tier management capability; document institutional knowledge; professionalise governance	Applicable — organisational maturity affects EMS implementation effectiveness (Cl. 5.1)		Current	12-Dec-2026		6.1.4 — organisational maturity affects EMS risk profile
C18	1-Apr-24	External origin	Standards	Voluntary	Standards library, BSI membership, technical committee participation, transition planning process	4	4	**16**	High	High relevance, high priority	Undertake PESTLE analysis	Loss of certification from failure to transition to revised standards; customer audit failures	Early adoption of revised standards as competitive differentiator; integrate multiple standards (IMS)	Applicable — standards compliance defines certification scope (Cl. 4.3)	ISO 14001:2026 gap analysis 60% complete	Under Review	01-Oct-2026	RO53	6.1.3 — voluntary standards are compliance obligations (F0613-01)

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Context Scoring Matrix

Five explanatory notes below the band table trace the full calculation chain: Power = Priority × Relevance → Influence band from thresholds → Importance lookup → Strategy routing (SWOT/PESTLE/Competitor), and the cross-reference requirement for High/Very High issues to the Risk Register.

Power (Effects of influence) = Priority x Relevance		Priority of Interested Party (Effects on decisions)				
		1 (Very Low)	2 (Low)	3 (Medium)	4 (High)	5 (Very High)
Relevance of Interested Party (Effects on activities)	1 (Very Low)	1	2	3	4	5
	2 (Low)	2	4	6	8	10
	3 (Medium)	3	6	9	12	15
	4 (High)	4	8	12	16	20
	5 (Very High)	5	10	15	20	25

Score	Influence	Importance	Strategy	Objectives	Management Action
1 to 4	Very Low	No relevance, low priority	Monitor interest	Detect opportunities from growing interest	No immediate action required. Review annually or when context changes significantly.
5 to 8	Minor	Low relevance, medium priority	Keep satisfied	Build interest, monitor for changes	Maintain awareness. Include in periodic management review. Monitor for escalation triggers.
9 to 12	Medium	Medium relevance, high priority	Keep informed	Maintain interest, monitor for changes	Active monitoring required. Assign owner. Review quarterly. Consider controls and risk assessment.
13 to 16	High	High relevance, high priority	Manage closely	Maintain support, monitor for changes	Priority action. Formal controls required. Link to Risk Register. Review monthly. Report to management.
17 to 25	Very High	Very high relevance, high priority	Engage proactively	Sustain active engagement, anticipate changes	Critical issue. Immediate management attention. Mandatory risk assessment. Dedicated owner. Continuous monitoring.

Alignment Notes

The Power score (col I) is calculated as Priority (col G) × Relevance (col H) on the Context Analysis sheet.

The Influence band (col J) is derived from the Power score using the thresholds in the Score column above.

The Importance description (col K) is looked up from the Influence band using the definitions in column C above.

Issues scoring 13+ (High or Very High) should be cross-referenced with the F0614-01 Risk & Opportunity Register.

The Suggested Strategy (col L) routes Internal issues to SWOT analysis, External issues to PESTLE analysis, and Competitors to Competitor analysis.

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