SAFETY, HEALTH & ENVIRONMENT

UCLan Safety, Health & Environmental Management

2016 - 2017 Annual Report
Safety, Health & Environment Section
INTRODUCTION

UCLan is committed to providing and maintaining a safe and healthy working environment for all its employees, students, interested parties and other persons who may be affected by its activities and to be a “model international University for sustainability” by achieving continuous environmental improvement.

The Board, as the Governing Body of the University, bears ultimate responsibility for the safety and health of the University’s students, staff and visitors. The Board are also responsible for its environmental obligations. In practice, the Board has delegated the authority for ensuring compliance to the Vice-Chancellor.

The Vice-Chancellor has further delegated authority to the Chief Operating Officer to represent safety, health and environment at the Audit and Risk Committee and reporting to the University Board. The Vice-Chancellor has also delegated safety, health and environment responsibilities to Executive Deans, Heads of Schools and to the Directors of Professional Services which is consistent with the delegation of other responsibilities within the University portfolio.

The Board maintains strategic oversight of all matters related to safety, health and environment and seeks assurance that effective arrangements are in place and are working correctly. All board members should take the lead in ensuring the effective communication of safety, health and environmental duties, responsibilities, benefits and best practice throughout the University.

UCLan recognises that safety, health & environmental management is an essential function and must therefore continually improve, update and adapt to changes. Similarly it must also do what is reasonable to avoid or to minimise any adverse environmental impacts from its activities and promote and adopt environmental sustainability initiatives.

Successful safety, health and environmental management requires the full support and active co-operation of all employees and students within UCLan, where all persons recognise and appreciate that safety, health and environment is everybody’s responsibility.

UCLan Safety Health & Environment Policy
The University’s Safety, Health & Environment Policy and its associated Organisational and Procedural Arrangements can be viewed here.

UCLan Safety, Health & Environment Strategy
The University is committed to the proactive management of safety, health and environmental issues within UCLan via its SHE Strategy 2014 – 2017. The aim of the Strategy is to help fulfil all statutory and moral obligations regarding the safety, health and welfare of its students, staff, visitors and the wider community by assisting in the provision of a safe, healthy and supportive campus environment in support of research, innovation, internationalisation and enterprise.

The Strategy can be viewed here.

UCLan Safety, Health & Environment Committee
The purpose of the Committee is to implement the principles of consultation and involvement enshrined in both the Safety Representatives and Safety Committees Regulations 1977 and in best practice health and safety management.

The Committee convenes three times a year and reports to the University Board, it is chaired by the Chief Operating Officer and is comprised of a wide representation of staff from across the University and at all levels including representatives of the recognised Trade Unions.

The terms of reference, Committee minutes, membership, etc., can be viewed here.
Safety, Health & Environment (SHE) Section

The SHE Section plays a vital role within UCLan, monitoring UK and European legislative standards and interpreting them as policies, procedures and guidance for managers, to ensure the University is compliant with its statutory duties.

The Section provides competent and professional advice on a range of safety, health and environmental issues occurring within the University, from fire safety, emergency planning, radiation protection, fieldwork, research, hazardous waste disposal, environment and sustainable development, laser safety, first aid, accident reporting, machinery and construction safety through to training in all aspects of safety, health and environment for both staff and students.

The Section has a number of highly trained Advisers who have specific responsibility for providing both general and specialist advice and guidance to their designated faculties, schools and professional services.

Health & Safety Processes, Protocols and Management Review

During 2016 the Chief Operating Officer commissioned Corporate Operations to review health and safety processes, protocols and management with the objective of supporting the Senior Executive Team and the SHE Team in establishing whether SHE is adequately resourced, consider any risks associated with process change and to ensure that SHE arrangements are fit for purpose, reflect structural changes and that they meet sector best practice.

The review also coincided with the retirement of the existing SHE Manager Christine Edwards after 15 years in the role.

The main recommendations of the report were:

- The development of a new SHE Management System with a greater focus on leadership and responsibility;
- Ensure SHE management is built into the UCLan’s planning process;
- Review and recommend an appropriate SHE service structure to enable the new Management System to operate effectively and to support the University meet its health and safety requirements;
- Review the functionality of the SHE Committee to effectively support the SHE Management System and ensure the Terms of Reference place far more responsibility and accountability on Faculties, Schools and Services reporting their own SHE key activities and issues;
- Review all SHE policies and procedures to ensure they align with the aspirations of the new SHE Management System;
- Ensure all managers communicate with the SHE Section in regard to significant restructurings, course / module development, equipment purchases, etc., that may have SHE implications;
- Implement best practice in risk assessment to align risk management for health and safety with the management of corporate risk;
- Develop Service Level Agreements to manage expectations and ensure clear understanding of the roles and responsibilities of the SHE Team and the responsibilities of Colleges, Schools and Services through the line management structure;
- Review the current responsibilities and tasks undertaken within SHE and recommend which could or should be transferred to another area or managed through the line management route;
- Reinforce the management and monitoring of health and safety training is the responsibility of relevant line managers and should be managed through the appraisal process;
- Develop practices and processes to facilitate the required flow of information through the Health and Safety Management System;
- Develop a new SHE Strategy to reinforce and implement the new SHE Management System.
Leadership and Management for Safety, Health & Environment

During 2017 the SHE Team developed a new leadership and management structure for the effective management of the University’s SHE obligations to its staff, students and visitors.

The structure is based on the guidance document ‘Leadership & Management of Health and Safety in Higher Education Institutions’ produced by the University Safety & Health Association with input from the Universities and Colleges Employers Association’s and the Higher Education Safety and Health Forum. The guidance has received endorsement from Universities UK. It also aligns with the University’s Environmental Management System in meeting the leadership and management requirements of the international standard ISO14001:2015.

The guidance also follows the Health & Safety Executive’s guidance ‘Leading Health and Safety at Work’ which sets out an agenda for the effective leadership of health and safety.

The new structure sets out responsibilities and actions at all levels within UCLan, from the governing body to executive team, supervisory staff, line managers, academics, other staff and students. The focus is on embedding actions and behaviours associated with a positive organisational safety, health and environmental culture.

The broad principles of leadership and management are consistent with the approach utilised by the Environmental Management System, which the University has successfully implemented since 2010.

The new Leadership & Management structure will:

- focus on behaviours associated with promoting a positive SHE culture and reinforce understanding that safety, health and environment is everybody’s responsibility and a collaborative effort;
- demonstrate a commitment to SHE at institutional, faculty, school, service and individual level and embed it as a core value;
- integrate SHE management into UCLan’s strategic corporate objectives and planning process;
- ensure changing circumstances, both internally and externally, are considered to ensure the SHE arrangements are not compromised;
- identify and implement transparent methods of informing and consulting with employees, students, trades unions, staff representatives and other interested parties;
- ensure sufficient resources are provided for the management of SHE;
- promote sensible risk management and ensure there is a shared understanding of the SHE risk profile of the University;
- seek out opportunities to ensure continual improvement in creating a safe, healthy and sustainable campus;
- clearly define SHE responsibilities for all staff;
- develop SHE competency across UCLan;
- identify a meaningful set of SHE key performance indicators;
- identify the processes for review of the SHE management system and learn from experiences, whether they be positive or negative.

The SHE Team will fully consult with staff via the SHE Committee on the implementation of the structure and develop a new University Safety, Health and Environment Policy and Strategy to reflect the Leadership and Management structure document.

See overleaf for current SHE Section team structure as of August 2017.
Operational Update

While the SHE Section achieved the majority of the actions outlined in the SHE Annual Report 2015-2016, the Section focused much of its attentions on the actions resulting from the Health & Safety Processes & Management Review by Corporate Operations these included:

- Drafting the new Leadership & Management of SHE structure, including a transitional implementation plan;
- Reviewing job descriptions, assessing workloads and proposing a new team structure including additional team resources;
- Identifying and developing new training requirements for managers;
- Revising UCLan’s template risk assessment form;
- Reviewing current SHE responsibilities and tasks undertaken by the team and making recommendations on what could be transferred to another area or managed through the line management route;
- Working with Corporate Operations on a revised UCLan SHE Committee, including new membership, terms of reference, SharePoint based Committee site and new reporting pro forma’s for Faculties, Schools and Services.

In addition to the Leadership actions, from February 2017 the SHE Section Advisers assimilated into their role the former SHE Manager's responsibilities these included radiation protection, budget management, management reports and meetings, external statutory returns, line management of administration staff, etc.


The Section also continued to provide considerable advice and support to both staff and students from across the University on a diverse range of safety, health and environmental issues including managing, advising and auditing the implementation of new statutory legislation, new research and teaching developments, the risk assessment of such and the identification, design and monitoring of safety controls to mitigate risk.

Emergency Management

Emergency planning ensures early recovery from an unforeseen incident that maximises safety, minimises problems and enables operations to continue should the need arise. The plan assists the University to manage such incidents rather than just merely 'respond' to them.

An incident may occur at any time of the day, night or weekend, with little or no warning. As it is not possible to predict the chain of events that may occur when an incident takes place, published emergency management plans can serve only as guidance and/or a checklist, requiring modification and adaptation whilst 'in operation' to meet the requirements of individual situations.

The University’s primary purpose when an emergency occurs is to ensure the safety and well-being of its staff/student community and to safeguard the environment.

Due to significant structural changes within UCLan and in recognition of national security threats the University has spent considerable time reviewing and overhauling the existing emergency plan to ensure it is effective, fit for purpose and meets the needs of all interested parties.

Further information can be found here.
Audits & Inspections

UCLan continues to operate its successful internal audit regime, which focuses on ensuring so far as is reasonably practicable statutory compliance whilst improving SHE management and standards throughout the University.

A schedule of audits is drawn up for each academic year, these cover various activities, processes, SHE management arrangements, buildings, facilities or equipment. Additional audits are undertaken as and when required by the Section to meet the needs of the relevant school/service, as the result of changes in legislation or best practice, or in the event of a significant accident, incident or near-miss.

Despite the significant work required for the SHE review and subsequent actions, across the University’s various audits and inspections were completed during 2016-2017.

The average compliance score for all audits completed using the standard audit package was rated ‘very good’ at 89% (a rise of 7% over the previous years average).

Staff from across the University should be commended for their continued positive commitment to safety, health & environmental management within their areas of control which should form an excellent foundation for the introduction of the Leadership & Management structure.

Audits undertaken in 2016-17 covered a broad spectrum of issues and activities including:

- Risk assessment;
- Fire safety management;
- Hazardous substances;
- Risk assessment;
- Research & Laboratory Safety;
- Hazardous and clinical waste safety;
- Workshop & work equipment safety;
- Student work placements;
- Events Safety;
- Display Screen Equipment & staff welfare;
- Building Audits (fire safety, first aid, etc.);
- SHE management arrangements;
- Environmental management compliance.

Aon Risk Management Insurance Claims Defensibility Audit

In April 2016 UCLan was subject to a insurance claims defensibility audit by the University’s brokers Aon Risk Management. The audit focussed on 22 of UCLan’s internal health, safety & insurance processes and policies required to assist the insurers defend claims brought against UCLan for alleged failures in its duty of care.

The University scored an excellent 91.3%, 3 of the 4 areas that did not receive top marks will be addressed by the implementation of the leadership structure the remaining issue will be addressed by the insurance section.

EXTERNAL AUDITS / INSPECTIONS

External audits are also an excellent method of checking the University’s compliance with statutory requirements.

During 2016-17, the following audits / inspections were undertaken by external agencies:

- Aon Risk Services - Insurance Claims Defensibility Audit;
- Environment Agency & Counter Terrorist Security Advisers - Inspections under the Environmental Permitting Regulations 2010;
- Peak RPA (Radiation Protection Adviser) - Inspections under the Ionising Radiation Regulations 1999;
- LRQA - ISO14001 EMS external surveillance audits;
- Lancashire Fire & Rescue Services - Fire Risk Assessment audit to assess compliance with fire safety legislation;
- Statutory compliance inspections of lifts & lifting equipment, pressure systems, portable electrical appliances, Legionella, fire extinguishers and asbestos management;
- PCC, Environmental Health Services - inspections of catering facilities under food safety/food hygiene legislation.
Fire Risk Management
The University continues to operate a robust and successful fire risk management system in order to comply with legislative requirements and work towards sector best practice. The system is based upon risk profiling the property portfolio to determine a schedule of fire risk assessments, the latter being a formal record following survey/inspection of individual buildings. Action plans are developed from the fire risk assessments to summarise any actions identified, with completion of the actions being monitored in terms of progress. Fire risk assessments and action plans are completed and managed by the designated ‘competent person,’ based within the SHE Section in compliance with the ‘Regulatory Reform (Fire Safety) Order 2005’ and associated competency criteria.

During 2016 – 2017, the following were successfully completed:
22 - Fire safety surveys and associated fire risk assessments with action plans.
2 - Halls of residence fire record audits.
Campus-wide cladding risk assessment following the Grenfell Tower fire in June.
4 - Reassurance visits to leased accommodation halls.

Fire risk assessments and associated action plans completed during the period continue to demonstrate a positive improvement in fire safety standards and management across the University.

The ‘call challenge’ process remains in place with UCLan Security team investigating fire alarm activations and only summoning Lancashire Fire & Rescue Services (LF&RS) response for actual or suspected real fire situations. Fire alarm activations are proactively monitored to ensure that unwanted fire alarm activations are kept to a minimum in order to avoid unnecessary business disruption. Fire drills are schedule at the latter of part of the year on an annual basis.
Operational Update: Training

The Health and Safety at Work etc. Act 1974 requires employers such as the University to provide information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety of employees.

The vast majority of specific health, safety and environmental legislation also requires employers to provide adequate training to employees e.g. working with chemicals, pollution control, computer use, machinery, fire, manual handling, radiation, hazardous waste, etc.

Successful SHE training will:

- Assist the University in fulfilling its statutory and common law duties of care;
- Reduce the likelihood of staff, students and others being injured or affected by ill-health from activities or facilities for which the university has responsibility;
- Ensure environmental protection and continued certification to ISO 14001:2015;
- Develop and maintain a positive SHE culture;
- Provide an ideal opportunity for delegates to raise SHE issues from within their own work areas;
- Contribute to continued safety, health and environmental competence throughout the University.

During 2016-17 the SHE Section delivered 99 classroom based training courses to 979 staff and 2,330 staff completed online safety training courses.

With regard to student training the SHE Section delivered 23 training sessions to 471 under & post graduate students during 2016-17 and 257 completed online safety courses.

Of the staff who provided feedback on SHE training courses during 2016-17, 99.2% rated the training as either Very Good or Good.

Training Courses Delivered to Staff: Fire Safety/Marshal/Extinguisher, DSE, Health & Safety for Managers, Risk Assessment, Stress Management / Awareness, First Aid, Lone Worker, Automated External Defibrillator, Evacuation Chairs, Ladder Safety, Manual Handling, Spill Containment, COSHH.

Training Courses Delivered to Students: UK & overseas student placement safety & risk assessment, event safety management, emergency first aid, COSHH, CIEH Level 2, ladder safety etc.

Leadership Structure Training

The SHE Section will be looking to expand its training provision with the implementation of the Leadership & Management structure to include additional IOSH Managing Safely courses for all managers and supervisors and for University Board and Executive Team members running the one day IOSH Leading Safely course.

Training Courses Delivered to Externals

Resources permitting, the Section also continues to provide training to external organisations as a means of income generation, this assists the Section in meeting the costs of delivering courses and with their own continuous professional development needs.

During 2016-17 a number of external delegates attended the Institute of Occupational Safety & Health (IOSH) Managing Safety training as well as UCLan staff. As with internal courses the feedback from delegates was very good.

Leadership Structure Training

The SHE Section will be looking to expand its training provision with the implementation of the Leadership & Management structure to include additional IOSH Managing Safely courses for all managers and supervisors and for University Board and Executive Team members running the one day IOSH Leading Safely course.
Operational Update: Accident, Incident and Near Miss Statistics

The accompanying charts provide a statistical comparison of accidents involving staff and students for the academic year September 2016/August 17 compared against the same periods in both 2015/16 and 2014/15.

In total there were only 49 accidents reported by staff in 2016-17 compared with 66 in 2015-16, representing a 26% decrease.

With regard to students, there were 31 recorded accidents in 2016-17, broadly comparable to the 30 incidents reported in 2015-16.

There were 15 near miss incidents reported in 2016-17 ranging from vehicles, objects falling from buildings, flooding from defrosting freezers and flooring causing a potential trip hazard.

Analysis of individual accident reports shows the vast majority of those reported were also very minor in nature and there was no significant pattern in the causation factors or the type of minor injuries received.

In terms of accident severity, the total for more serious accidents, e.g. those requiring reporting to the Health & Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), for staff there were 3 reported in 2016-17 compared to 5 in 2015-16, a 40% decrease.

There was 1 reportable student accident during 2016-17 (a student slipped on a scarp of fabric in a fashion workshop fracturing her elbow) compared with none reported in 2015-16.

The SHE Section in consultation with relevant line managers will continue to thoroughly investigate accidents and near misses as and when they occur and assess whether there are any discernible patterns or issues identified that may be addressed via improved control measures and/or provision of information, instruction and training, etc.

The Section, through proactive safety management, will continue to strive in 2017/18 towards the University’s aspirational goal of zero recorded accidents and ill-health occurrences.
Benchmarking UCLan’s Accident & Incident Performance

Non RIDDOR reportable staff accidents 26% below sector average

Benchmarking UCLan’s Accident & Incident Statistics

The statistics below benchmark the University’s accident and incident staff reporting data against 69 other participating higher education institutions by the Universities Safety & Health Association (USHA).

It should be noted that USHA is still currently collecting data for the 2016-17 academic year so the benchmarking comparison is against 2015-16 data. Additionally USHA’s reporting is not inline with UCLan’s academic year therefore the USHA reported data varies slightly from the UCLan academic year only data on page 9.

The RIDDOR sector average for reportable incidents in 2015-16 was 3.67 per university, compared to a total of 5 at UCLan for the same period. UCLan’s figure for 2016-17 at 3 is below the 2015-16 sector average.

When looking at non RIDDOR reportable incidents UCLan’s 2015-16 figure of 59 was markedly lower than the sector average of 80.26 incidents per institution and significantly UCLan’s figure for 2016-17 has showed a continued fall with only 49 accidents reported, 26% below sector average.

Previously sector benchmarking focussed particularly on two areas: slips/trips/falls and manual handling (shown as handling/lifting & carrying by USHA.) During 2015-16 UCLan reported 2 slip/trip/fall and no manual handling incidents. An examination of non RIDDOR incidents shows that UCLan’s figure for slips/trips/fall is comparable to the university sector average. UCLan’s figure for manual handling is less than half the average for the sector, a testament to the investment in manual handling training over recent years.

The Section will continue to strive to maintain the low levels of overall reportable accidents and for slip/trip/fall and manual handling incidents through proactive inspections of workplaces and work activities, collaboration with all faculties, schools and services and through the provision of information, instruction and training.
Occupational Health

The University continues to work very closely with our Occupational Health providers and is continually reviewing process and support mechanisms to ensure that they meet the needs of the University and its staff. The priority parking permit process has now been in place for over a year and is due to be reviewed to ensure that its purpose is being met and that permits are being issued and reviewed appropriately and that additional support is being provided where this is required. This is particularly pertinent with the changes that are taking place on campus as part of the Masterplan project as this has had a significant impact on parking locations.

The University, in conjunction with Occupational Health, has recently developed a new process for our frequent travellers which ensures that staff travelling on University business have access to the most up to date advice and guidance and are issued with the appropriate vaccines in a timely manner and adjusted for seasons. We now have a dedicated Travel Nurse who is specifically trained in all aspects of overseas vaccinations and health advice and is creating travel health plans with all of our frequent travellers across the University.

The University’s health surveillance programme is ongoing with the process being reviewed on a regular basis to confirm that all appropriate staff are assessed.

Wellbeing Agendas

Mental Health issues are still the main reasons for referral to our Occupational Health service. The majority of these cases do stem from issues outside of the workplace, however we are still committed to supporting staff as much as possible so that they receive the appropriate work based support and can remain in work where possible as this is often a key tool in terms of a member of staff’s general recovery.

Training sessions on supporting the mental health of both staff and students has now been run on a monthly basis for the last 12 months (3 different sessions each month). Attendance and feedback from these sessions has been very good and the ‘Supporting Staff’ session has just been reviewed and will be run again on a regular basis for the next 12 months.

In addition to this, the University Staff Experience Steering Group continues to work with staff across the University, focussing on finding solutions for concerns raised by staff through the staff survey.

Business Continuity Management

Business Continuity Management is a fundamental element of the University’s risk management arrangements, helping the University to identify its key assets and services and any threats to them. Using strategic planning and testing exercises minimise the impact of potential disruption and effective recovery after an event.

As part of the Health & Safety Processes, Protocols and Management Review it was identified that the existing Business Continuity Management System was not ideally positioned within the SHE Section, but would work more efficiently if responsibility were transferred to the University’s Corporate Development Team with its strategic planning remit.
Environmental Management System and ISO14001

In October 2016 UCLan’s Environmental Management System achieved certification to the international standard ISO14001:2015. The University is now ISO14001 certified until October 2019 as approved by Lloyds Register Quality Assurance UK (LRQA). The University was one of the first UK universities to achieve certification to the 2015 standard and was praised by LRQA as an early adopter of the standard. Certification gives the University the assurance that our environmental management system is effective in meeting its intended outcomes; environmental protection, legal compliance and continual improvement. ISO14001 certification also demonstrates to stakeholders that the University is an environmentally responsible organisation committed to improving its environmental performance.

A review of UCLan’s environmental impacts in July 2016 showed that its significant aspects arising from our activities, products and services remain the same. They are grouped into six themes; waste management, travel, sustainable procurement, pollution prevention, use of natural resources and land development and buildings. The risks and opportunities associated with these aspects are managed within the management system. The system also identifies products and services that the system cannot control but can influence through supply chain management and our students through teaching and learning opportunities.

Procedures detailing operational controls to manage or mitigate its six significant impacts continue to be implemented and structural changes within the University have necessitated a full review and update of procedures to reflect staff responsibilities.

Relevant operations regularly audited by the SHE Section to ensure compliance.

In addition, to meet the new requirements the internal audit programme will include audits against the clauses detailed in ISO14001:2015. Six monthly surveillance audits undertaken by LRQA will also continue to ensure that the University remains on track for the three year ISO14001 re-certification audit cycle.

Strategic Commitments

The Vice Chancellor, Mike Thomas and the Students’ Union President, Sana Aqbal approved the Environmental Sustainability Policy in July 2017. The publicly available Policy forms the framework for environmental management at UCLan and is applicable to the day to day activities of all staff and students with implementation centrally coordinated by Estates Services. All new staff are required to complete the on-line introductory course ‘Environmental Management at UCLan: An Introduction’ and it is recommended that this should be repeated every three years. The training was updated in July 2017 and is accessed via Blackboard.

Governance

Actions within the Environmental Management Plan are tracked via a series of Sustainable Development Improvement Groups to ensure that continual improvement takes place and that Targets are met. Progress is reported to the SHE Committee chaired by Michael Ahern, Chief Operating Officer to ensure that senior management are kept informed and that adequate resources are provided. The SHE Committee acts as the Environmental Management Review, a requirement of ISO14001.

Resources

A sustainability budget of approx. £25,000 has been used to drive engagement activities, provide support and kick-start sustainability related projects as well as for external ISO14001 auditor visits. Staffing resources have seen a reduction following the departure of the Environment and Sustainability Coordinator in January 2017.
**Performance Indicators**

Within the EMS, the three-year Environmental Management Plan (2016-2019) drives continual improvement. There are 8 areas under which an Objective, Target and a series of Actions have been agreed in order to continually improve on our environmental performance in these areas. At the end of the reporting year 2016/17 the following metrics apply:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>On Track / Off Track</th>
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<tbody>
<tr>
<td><strong>Energy:</strong> Absolute carbon emissions associated with the consumption of electricity and gas by 2020 to be less than 2013/14</td>
<td>Building Energy Intensity to be reduced by 1.5% each year</td>
<td>On Track</td>
</tr>
<tr>
<td><strong>Potable Water:</strong> Reduce consumption by 50% by 2020 based on the 2006/7 baseline</td>
<td>Reduce water consumption by 2% every year</td>
<td>Off Track</td>
</tr>
<tr>
<td><strong>Construction &amp; Refurbishment:</strong> Manage and minimise the environmental impact of alteration and or construction of buildings including the enhancement of biodiversity</td>
<td>New buildings to obtain BREEAM Excellent. Full building refurbishments to obtain BREEAM Very Good</td>
<td>On Track</td>
</tr>
<tr>
<td><strong>Pollution:</strong> Minimise the potential to pollute the environment with hazardous materials</td>
<td>Reported Local incidents, non-conformities or near misses to be less than 5 per year</td>
<td>On Track</td>
</tr>
<tr>
<td><strong>Sustainable Procurement:</strong> Fully embed sustainability across the UCLan’s procurement practices through implementation of the Flexible Framework</td>
<td>Achieve Level 4 of the Flexible Framework by 2017</td>
<td>On Track</td>
</tr>
<tr>
<td><strong>Waste &amp; Recycling:</strong> Reduce the total mass of operational waste generated through implementation of the waste hierarchy embedding a culture of reduction, re-use, recycling</td>
<td>Total recycling and composting rates to reach 65% by 2018</td>
<td>Off Track</td>
</tr>
<tr>
<td><strong>Commuting &amp; Business Travel:</strong> Reduce the carbon emissions associated with business and commuting travel through implementation of the Travel Plan</td>
<td>Solo car commuting rates (staff) to meet 47% by 2018. Set University business travel modal split targets for domestic solo car use by 2018</td>
<td>On Track</td>
</tr>
<tr>
<td><strong>Environmental Management System:</strong> Ensure the significant environmental aspects of the University operations are continually reduced and mitigated via the EMS</td>
<td>Obtain University certification to ISO14001:2015 by 2016</td>
<td>On Track</td>
</tr>
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Energy and Carbon Investments

During the last academic year the budget for investment into carbon reduction projects saw a reduction by 17%, down to £250,000. The maintenance team continued to focus on LED lighting upgrades as this provides a proven carbon saving with this year’s projects including Moot Court, C&T building, Whitendale Halls of Residence and individual rooms in Hanover and Leighton. Inverters and controls were installed in two air handler units in Brook Building. Previously the HVAC system was running constantly between 9am and 5pm, the new controls mean that the HVAC only operates during occupation.

For the period 14/15 to 15/16 absolute scope 1 and 2 carbon emissions associated with electricity and gas consumption have fallen by over 23%. When energy building intensity is considered, which is a calculation of carbon emissions relative to internal floor space, this reduced by 19% in the same period. Estimates for the period 15/16 to 16/17 indicates a reduction in scope 1 and 2 emissions and building intensity of 16%. These reductions are in a large part to reductions to the carbon emission factors used to calculate carbon emissions.

Year on year, absolute scope 3 carbon emissions from water supply have fallen over 15% and scope 3 emissions from wastewater treatment have fallen over 11%. Although the University is still on track to meet the 50% reduction in water by 2020 (currently at 47% reduction from the baseline year) there has been a slight increase in water consumption this year by approx. 2.5%.

Healthy & Sustainable Buildings

The Engineering Innovation Centre is on track to obtain BREEAM ‘Excellent’. At RIBA Stage 2 there was an aspiration to obtain BREEAM ‘Outstanding’ for the new Student Centre, however, financial constraints has meant that BREEAM ‘Excellent’ is now a realistic target and at the end of Stage 3 is on track to obtain this as the design progresses.

The Healthy and Sustainable Campus group are currently investigating how the principles of other building standards (WELL and Living Building Challenge) can be incorporated into capital projects to add value to BREEAM and achieve healthy and sustainable buildings. This net positive approach is one which mitigates the negative environmental impacts of buildings whilst promoting positive health and wellbeing to achieve truly sustainable buildings.

In the case of extensions the RICS SKA principles have been used to incorporate sustainable features into the student social spaces such as natural ventilation, energy efficient lighting and heating systems.

A new Biodiversity Action Plan has been produced which sets out the biodiversity principles for campus and recognises the value of city centres in supporting wildlife and biodiversity.

Sustainable Procurement

The Purchasing team and the Environment and Sustainability Manager have been working in partnership with NetPositive Futures to embed sustainable procurement throughout procurement. A shared understanding of sustainable procurement at UCLan has been developed with purchasing staff which identifies five priority impact areas for procurement at UCLan; Resource Efficiency, Carbon Reduction, Supplier Development, Community & Collaboration and Student Enrichment. A new Sustainable and Ethical Procurement Policy has been developed and work is on-going to amend procedures and deliver on the five impact areas.
Implementing the Waste Hierarchy

Estates Services Waste & Recycling Team have continued to collect recycling at source throughout 2016/17. This ensures that high quality recyclates can be collected and provide an income stream for the University. Building Managers have helped distribute hundreds of desk top recyclers to staff offices and removed personal waste bins to encourage the source segregation of waste and recycling. In our halls of residences Recycling Bags were again distributed to student kitchens.

Since May 2016 the University has worked with Bagnall and Morris (B&M) to collect general waste which is recovered as Refuse Derived Fuel meaning less than 5% of our waste goes to landfill. However, with no secondary sorting of general waste by B&M to extract recyclates that have entered general waste the University’s recycling figures have reduced to 39%. It is therefore more important than ever for staff and students to use the correct recycling bins.

Re-use is a key element of the waste hierarchy and in support of this the University now has three permanent stationery ‘shops’ across campus which distribute unwanted stationery to students with lever arch files and box files being particularly popular items. The Waste and Recycling team also extended the end of year re-use scheme with the British Heart Foundation, siting temporary donation banks in student areas of the city to complement permanent banks outside halls of residences.

The Estates team also continued to store furniture for re-distribution internally and externally, donating many items to local charities. Waste audits reveal that disposable coffee cups continue to make up a significant portion of general waste and to reduce this waste stream china mugs and reusable KeepCups are promoted at outlets.
Sustainable and Active Travel

During 2016/2017 sustainable travel initiatives continued to progress in support of the University’s Travel Plan. Improvements included the installation of additional cycle lockers bringing the total number of individual bike lockers for hire to 55. Dr. Bike was rebranded as ‘Bike Works’ and with improved marketing and communications provided a free monthly bike maintenance and repair service to over 220 staff and student bikes.

Discounted bus tickets for staff and students continued with both Stagecoach and Preston Bus and we were also able to purchase a license allowing us to produce personalised travel plans through our car share partner; myPTP. Results from the annual travel survey were positive with staff solo car commuting having reduced by 5.5% (48.5%) which is on target for 2016/17 and well on track to meet the target for 2017/2018. Student solo car commuting also reduced by 1% (21%) However, that figure is still 5% under target.

With the new Fylde Road car park in operation and some central car parks closed this may have helped encourage staff to switch to more sustainable modes. A new and increased marketing campaign for prospective and new students may also help get the student solo car commuting rate back on target.

Although there are currently no targets set for business travel, UCLan collates data on modal split for domestic business travel. Carbon emissions are also measured via the Travel Plan. Modal split analysis shows that business travel by private vehicles (referred to as grey fleet) is the most popular mode accounting for 43% of carbon emissions associated with domestic business travel. The setting of business travel targets is considered to be a positive next step so that progress can be monitored and measured and it these should be agreed to coincide with the launch of the Travel Plan 2018-2023.

Engagement

Green Week again took place in February 2017 and was delivered by the ES Green Team. This was a smaller event compared with previous years due to the SU Green Ladder project no longer active. The week was planned around daily themes; food, travel, waste and recycling, water and energy. A focus for the week’s events was on individual responsibilities to ‘be the change’ using an on-line DoNation pledge scheme for students and staff. The scheme is based on individual pledges to carry out easy environmental actions for a period of 3 months after which time they should become habits.

In 2016/17 the Welcome Village was used by the ES Green Team to eco-welcome students to UCLan where items such as donated stationery, re-usable bags and water bottles were distributed free to encourage sustainable behaviours.

The Green Team has been active throughout the year providing a shared mailbox greenteam@uclan.ac.uk to facilitate communication on environment and sustainability issues to staff and students.
Summary
The University of Central Lancashire is committed to providing and maintaining a safe and healthy working environment for all its employees, students, stakeholders and any other persons who may be affected by its activities. The University is also committed to continuous environmental improvement and being “a model international University for sustainability”.

During 2017 the SHE Team developed a new leadership and management structure for the effective management of the University’s Safety, Health and Environment. The structure sets out responsibilities and actions at all levels within UCLan, from the governing body to executive team, supervisory staff, line managers, academics, other staff and students. The focus is on embedding actions and behaviors associated with a positive organisational safety, health and environmental culture. The implementation phase will commence in 2017-18.

In addition to the Leadership actions, from February 2017 the SHE Section Advisers assimilated into their role the former SHE Manager’s responsibilities these included radiation protection, budget management, management reports and meetings, external statutory returns, line management of administration staff, etc. A new University Safety, Health & Environment Manager commences in November 2017.

In April 2016 UCLan was subject to a insurance claims defensibility audit by the University’s brokers Aon Risk Management. The audit focussed on 22 of UCLan’s internal health, safety & insurance processes and policies required to assist the insurers defend claims brought against UCLan for alleged failures in its duty of care. The University scored an excellent 91.3%.

In October 2016 UCLan’s Environmental Management System achieved certification to the international standard ISO14001:2015. The University is now ISO14001 certified until October 2019 as approved by Lloyds Register Quality Assurance UK (LRQA). The University was one of the first UK universities to achieve certification to the 2015 standard and was praised by LRQA as an early adopter of the standard.

In total there were only 49 accidents reported by staff in 2016-17 compared with 66 in 2015-16, representing a significant and commendable 26% decrease in staff accidents.

With regard to students, there were 32 recorded accidents in 2016-17, broadly comparable with the 30 reported in 2015-16.

In another excellent achievement sector benchmarking data for total non reportable staff accidents to the HSE in 2016-17 indicated that UCLan is 26% below the sector average.

The Section delivered 102 classroom based training courses to 988 staff, of the staff who provided feedback 99.2% rated the training as either ‘very good’ or ‘good’. UCLan staff also completed 2,333 online safety training courses during the year. The Section delivered 20 training sessions to 480 students and 247 also undertook online SHE training.

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Staff and students in all schools and services should again be commended for their continued positive commitment to safety, health & environmental management within their areas and sphere of control during 2016-17.
2017-2018 will be a phenomenally busy year for the SHE Section, which will include the commencement of a new Safety, Health & Environment Manager and recruitment of addition posts to the SHE Team to ensure the University is compliant with its statutory SHE requirements and best practice and is able to effectively commence implementation of the new Leadership & Management Structure.

The Team will not only be addressing the significant number of reactive issues the it deals with on a daily basis, but also working to implement the Leadership & Management of SHE structure, including but not limited to:

- Continue with consultation and awareness raising on the Leadership & Management of SHE structure;
- Review all SHE policies, procedures and strategies to ensure they align with the requirements of the Leadership structure;
- Development of new SHE Faculty, School and Services Service Level Agreements so all parties can clearly understand what to, and what not to expect from the SHE Advisory Service;
- Launch of new the SHE Advisory Service;
- Develop a 'Safety, Health & Environment is Everybody's Responsibility campaign';
- Development of process to allow Faculty/Schools/Services to manage their own Training Needs Analysis matrices;
- Continue development of a checklist to facilitate Faculty’s, Schools and Services assessing whether restructures, new course or business / research development, equipment purchases, etc., require specialist SHE advice, input, consultation, etc. from the planning stage;
- Expand the training provision to include additional IOSH Managing Safely courses for staff and for University Board and Executive Team members the IOSH Leading Safely course;
- Phase in the new UCLan template risk assessment form for all new risk assessments;
- Reviewing the Occupational Health Service tender;
- Run new environmental campaigns spread throughout the year coinciding with national events where appropriate;
- Continue to to address performance indicators and objectives set within the Environmental Management Plan 2016-2019;
- Look at developing additional role specific SHE online training courses;
- Setting business travel targets to coincide with the launch of the Travel Plan 2018-2023.

Safety, Health & Environment Section
October 2017