UNIVERSITY OF THE ARTS LONDON
ISO 14001 Guidance Document for Central Services

<table>
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<th>Version</th>
<th>Date</th>
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<td>1</td>
<td>29th Nov 2017</td>
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### Version and Audit Control Sheet

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<thead>
<tr>
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<th>Date</th>
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<th>Author</th>
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<td>4 Context of organisation 6 Planning</td>
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<td>Minor updates and corrections</td>
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<td>6</td>
<td>Aug 2020</td>
<td>Updates to reflect changes due to Covid-19</td>
<td>Rebecca Smart (Energy Projects Support Officer)</td>
<td>Ian Lane (Associate Director – Sustainable Operations)</td>
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<td></td>
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<td>Minor updates and corrections and updated links to relevant documents</td>
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<td>Rebecca Smart (Energy Projects Support Officer)</td>
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<td>Updates with latest information and to reflect reduction in Covid-19 measures</td>
<td>Rebecca Smart (Energy Projects Support Officer)</td>
<td>Ian Lane (Associate Director – Sustainable Operations)</td>
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1 Scope

Background

The ISO 14001 International Standard specifies the requirements for an Environmental Management System (EMS) that the University of the Arts London (UAL) can use to enhance its environmental performance and respond to the Climate Emergency. This International Standard is intended for use by the University seeking to manage its environmental responsibilities in a systematic manner that contributes to the environmental pillar of sustainability.

This International Standard helps the University to achieve the intended outcomes of its environmental management system, which provides value for the environment, the university itself and other interested parties. Consistent with the university’s Environmental Policy, the intended outcomes of an environmental management system include:

- enhancement of environmental performance;
- fulfilment of compliance obligations;
- achievement of environmental objectives.

This International Standard applies to the environmental aspects of the university’s activities, products and services that the University determines it can either control or influence considering a life cycle perspective.

Aim of the Environmental Management System

The International Standard provides the University with a framework to protect the environment and respond to changing environmental conditions in balance with socio-economic needs. It specifies requirements that enable an organization to achieve the intended outcomes it sets for its environmental management system.

A systematic approach to environmental management can provide top management with information to build success over the long term and create options for contributing to sustainable development by:

— protecting the environment by preventing or mitigating adverse environmental impacts, commonly referred to as the Climate Emergency;
— mitigating the potential adverse effect of environmental conditions on the organization;
— assisting the organization in the fulfilment of compliance obligations;
— enhancing environmental performance;
— controlling or influencing the way the University consumes and disposes by using a life cycle perspective that can prevent environmental impacts from being unintentionally shifted elsewhere within the life cycle;
— achieving financial and operational benefits that can result from implementing environmentally sound alternatives that strengthen the organization’s market position;
— communicating environmental information to relevant interested parties.
This EMS covers operations and equipment managed directly by the University Estates Department. It excludes facilities not owned or controlled by UAL, for example College activities related to teaching, learning and research. Halls of residences not owned by UAL are also excluded. Thirteen academic sites across the six Colleges are covered and three halls of residences are covered.

The EMS considers sixteen aspects which are grouped into eight categories. This structure and the aspects can be seen in the diagram below.

![Diagram of environmental aspects](image)

*Figure 1: The environmental aspects that make up UAL’s EMS.*
Success Factors

The success of the environmental management system depends on commitment from all levels and functions of the University, led by top management. The University can leverage opportunities to prevent or mitigate adverse environmental impacts and enhance beneficial environmental impacts, particularly those with strategic and competitive implications. Top management can effectively address its risks and opportunities by integrating environmental management into the University’s business processes, strategic direction and decision making, aligning them with other business priorities, and incorporating environmental governance into its overall management system.

Demonstration of the successful implementation of this International Standard can be used to assure interested parties that an effective environmental management system is in place and can be an inspiration to our student community. As explained in this document (section 6.1.2) the University monitors its success through reducing the level of risk that aspects pose – using a red, amber, green (R-A-G) system, the University aims to reduce aspects from high/red risks to medium/amber risks and onto low/green risk.

By April 2019, 60% of all the aspects included in the EMS were scored low risk, identified by the colour green on the UAL Risks & Opportunities Register. The university seeks to maintain this performance threshold.
2 Normative references

There are no normative references relevant to the UAL EMS.
3 Terms and definitions

Please refer to the glossary, located at the end of this document.
4 Context of the organisation

4.1 Understanding the organisation and its context

Achieving a balance between the environment, society and the economy is considered essential to meet the needs of the present without compromising the ability of future generations to meet their needs. Sustainable development as a goal is achieved by balancing the three pillars of sustainability.

Societal expectations for sustainable development, transparency and accountability have evolved with increasingly stringent legislation, growing pressures on the environment from pollution, inefficient use of resources, improper waste management, climate change and the Climate Emergency, degradation of ecosystems and loss of biodiversity.

This has led UAL to adopt a systematic approach to environmental management by implementing an environmental management system with the aim of contributing to the environmental pillar of sustainability.

UAL’s mission is to be at the forefront of learning, creativity and practice in creative arts. Comprising more than 20,000 students from over 100 countries, the University offers a range of academic programmes from further education through to undergraduate, postgraduate and research degrees. The University aims to promote talent, creativity and intellectual excellence in an organisational culture assisting staff and students to develop and commercially advance their abilities and ideas. It works to provide a bridge between higher education and professional practice, serving the creative economy.

UAL’s Strategy 2022-2032 has identified the challenges and opportunities that are most important to UAL and its future. The guiding policies are our response to each of these issues in turn:

Guiding policy 1, To give our students the education they need to flourish in a changing world
Guiding policy 2, To bring a high-quality creative education to more students than ever before
Guiding policy 3, To change the world through our creative endeavour

The ISO 14001 management system supports UAL in achieving this.

UAL has its origins in five previously independent art, design, fashion and media colleges, which were brought together to form the London Institute in 1986. The Wimbledon College of Art joined in 2006. The colleges were originally established from the 19th century to the early 20th century. In 2003, the London Institute received Privy Council approval for university status and was renamed the University of the Arts London in 2004.

Six distinctive and distinguished Colleges make up the university:

- Camberwell College of Arts
- Central Saint Martin’s College of Arts and Design
- Chelsea College of Art and Design
- London College of Communication
- London College of Fashion
- Wimbledon College of Art
UAL also has direct control over four Halls of Residence: Portland House, Brooke Hall, Gardens House and as of Summer 22, Archwood House. Brooke Hall is excluded from the EMS as the lease will expire shortly and the university will vacate the building.

Due to the Covid-19 pandemic, all of the university’s buildings closed in March 2020 and staff and students began to work remotely. The buildings gradually reopened in the summer of 2020 for essential maintenance. The academic year 2020/21 began with a ‘blended learning’ approach of online learning with increasingly amounts of face to face teaching through the following academic year. Home working (referred to as dynamic working) is common for operational staff. The buildings now operate with far less precautions to reduce the risk of spreading the virus. During the Covid-19 pandemic the university functioned within a context of increased health and safety.

4.2 Understanding the needs and expectations of interested parties

Interested parties have been identified along with their needs and expectations. Those which were deemed relevant have become compliance obligations.

A PESTLE analysis was undertaken to determine this and to determine the internal and external issues that may affect ability of UAL to carry out its EMS. The resulting document can be found in Appendix 1 of this document.

A PESTLE analysis is a tool used to identify factors that may affect an organisation. The letters stand for Political, Economic, Social, Technological, Environmental and Legal. This analysis helps an organisation understand how it is affected by these factors and how it may need to respond to them.

4.3 Determining the scope of the EMS

The scope of the EMS is available in Appendix 2 and is also publicly available here for all interested parties to view.

4.4 EMS

To achieve the intended outcomes, including enhancing its environmental performance, UAL shall establish, implement, maintain and continually improve an environmental management system, including the processes needed and their interactions, in accordance with the requirements of this International Standard.

UAL considers the knowledge gained in section 4.1 and 4.2 while establishing and maintaining the EMS.

5 Leadership

5.1 Leadership and commitment

UAL’s Environmental Policy was drafted by the Associate Director (Sustainable Operations) and approved by the UAL Sustainability Advisory Panel (SAP) and the university’s Vice-Chancellor. The SAP
has since been replaced by the Climate & Environment Action Group (C&EAG) and the Social Purpose Lab (SPL). These aim to integrate best sustainability practice, into UAL’s approach. However, the ISO Management System is still owned by the Director of Estates – Steve Howe, who oversees its implementation.

UAL’s Strategy 2022-2032 has identified the challenges and opportunities that are most important to UAL and its future. The guiding policies are our response to each of these issues, one of which is “To change the world through our creative endeavour”. The Director of Estates oversees the how UAL’s sustainability initiatives are managed on site, including the ISO 14001 and ISO 50001 management systems. As explained in more detail in section 6.1.2, the Associate Director (Sustainable Operations) monitors the individual aspects included in the EMS with the aim of reducing the level of risk that aspect poses. Using a R-A-G warning system, UAL aims to reduce those aspects that are marked high/red risks to medium/amber risks and ultimately to low/green risk. Additionally, Management Reviews are shared with and reported to the Director of Estates. UAL employs two sustainability professionals (located within the Estates Department) who manage the EMS – the Associate Director (Sustainable Operations) and the Energy Projects Support Officer. The structure of the Estates Department can be viewed in the organisation chart available in Appendix 3.

Inputs from the wider university are heard through the university’s response to the climate emergency. This has seen staff and students from across the university come together in student-led climate assemblies to discuss and respond to pertinent issues. This has meant active communities have grown across UAL with the Climate & Environment Action Group, Social Purpose Lan and Climate Emergency Network both contributing to the creation of initiatives and the dissemination of research, projects and information. The Climate & Environmental Action Group provide feedback to the Ass. Dir. (Sus Ops).

The university provides a revenue budget for the implementation of sustainability-related initiatives to promote improvements in UAL environmental stewardship.

**5.2 Environmental policy**

UAL’s environmental policy is publicly available online [here](#).

**5.3 Organisational roles, responsibilities and authorities**

The management structure of the EMS is shown below.
<table>
<thead>
<tr>
<th>Responsibility for Environmental Policy/Management</th>
<th>Resourced by</th>
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</thead>
<tbody>
<tr>
<td>A focal point for sustainable academic strategy and delivery, sustainable business operations, carbon reduction, community building using the influence of art and design as they relate to the climate emergency. It aims to ensure that there is a coordinated approach across the University for reducing its environmental impact, and developing its influence and literacy in the field of climate emergency.</td>
<td>Climate &amp; Environment Action Group, Climate Emergency Network, Social Purpose Lab</td>
</tr>
<tr>
<td>Owns the ISO 14001 and ISO 50001 systems. Management reviews are reported to the Director of Estates.</td>
<td>Director of Estates</td>
</tr>
<tr>
<td>Lead on implementation of Environmental Policy. Reports on the performance of the EMS and environmental performance to the Director of Estates.</td>
<td>Associate Director (Sustainable Operations)</td>
</tr>
<tr>
<td>Lead on the EMS. Maintains the EMS and ensures it is functioning correctly. Conducts site visits and updates the risk and opportunities register. Evaluates compliance and obligations including legal obligations and updates the legislation updates register when necessary. Conducts PESTLE analysis. Controls documentation ensuring it is up to date, monitors and reports on utility data. Communicates awareness to others in the organisation – updating publicly available documents and information and reports audit findings and other relevant information on the EMS to FMs.</td>
<td>Energy Projects Support Officer</td>
</tr>
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</table>

Table 1 – Roles and responsibilities at UAL

The Facilities Managers (FMs) at each site are made aware of their roles and the EMS through the monthly ‘ISO Emails’, FM team meetings, the distribution of key facts documents and the sharing of feedback from site visits (carried out twice a year at each site).
6 Planning

6.1 Actions to address risks and opportunities

6.1.1 General

When scoping the EMS the university has considered the context of the organisation including its activities, scope and interested parties. The EMS reflects the current state of the university. Issues likely to affect the EMS in the near term are:

- Disposal of building assets and the creation of new ones
- Expansion of buildings or acquiring new buildings
- A significant increase in the number of students
- Any additional processes for which the Estates Department is asked to manage
- Aspects transitioning from high risk to low risk (see section 6.1.2).

The UAL Risks and Opportunities Register documents the risk/opportunity level posed from each environmental aspect (see the Register for how this is calculated). It also has the tab ‘Managing Aspects – Risk and Opportunities’ which states the risks of not managing aspects and the opportunities from managing aspects and it indicates to the actions to address these.

There are a number meetings which provide the opportunity to understand any changes and how this may impact the EMS. These include the Senior Management Team Meetings, Utilities Risk Management Meetings and C&EAG, SPL meetings. These meetings effectively act as review panels and occur with key stakeholders in attendance who all understand the importance of preventing pollution through the implementation the UAL EMS. External oversight is provided to the energy and water aspects of the EMS through our ISO 50001 (Energy Management) accreditation. Also, UAL has appointed external auditors (PWC) to review the procurement and management of utility supply contracts and an audit was conducted in November 2017. No non-conformities or areas of improvement were identified at this time.

6.1.2 Environmental Aspects

All relevant aspects included in scope can viewed in Figure 3 (below). Environmental aspects and associated impacts are documented in the UAL Risks and Opportunities Register. This document captures all the relevant environmental aspects within the scope, an appreciation of how each aspect is being managed. The score is determined from the site visits and uses a simple formula (explained in the document) to determine the significance of these aspects under business as normal conditions, abnormal conditions and emergency situations.

The significance of the aspect determines the level of risk or opportunity. The higher the significance, the greater the risk or opportunity. The UAL Risks and Opportunities Register is updated after all sites visits are completed. The Sustainability Team measures progress and improvements of each aspect. High risk or high opportunity aspects are reported in the Management Review.

The ‘Life cycle – Impacts’ tab on the UAL Risks and Opportunities Register identifies the impacts of UAL's environmental aspects and how it is managed at each stage in their life cycle. The stages are acquisition, design, delivery, use and end of life.
6.1.3 Compliance Obligations

UAL’s compliance obligations were determined by a PESTLE analysis (see Appendix 1). These obligations are in the UAL Risks and Opportunities Register.

UAL’s legal obligations that relate to environmental aspects have been identified using The Compliance People’s Legislation Update Service (LUS). The LUS sends monthly emails regarding updates to relevant environmental legislation. Any updates to legislation and action taken in relation to it are recorded on the Legislation Updates Log. The LUS has the capabilities to mark each piece of legislation with a red, amber, green (R-A-G) system to reflect compliance. After all site visits across the Estate have been completed, environmental aspects (and therefore the level of compliance with obligations) are evaluated on the UAL Risks and Opportunities Register and marked using the R-A-G system. The level of compliance reflects the level of risk (opportunity to improve). The UAL Risks and Opportunities Register explains how the risks/opportunities posed by environmental aspects are calculated. The aspect of ‘transport’ cannot be measured through site visits because transport such as train journeys and flights are not related to sites. The data on these journeys is gathered each year through the travel agency who makes the bookings. Construction is also measured outside of site visits – criteria is stated in the Design Brief for Sustainability and is monitored through certification schemes.
and through Scope 3 emissions during the Estates Management Report (EMR) and through Project Design Sustainability Checklists.

<table>
<thead>
<tr>
<th>Compliance score</th>
<th>R-A-G status</th>
</tr>
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<tbody>
<tr>
<td>≥ 36</td>
<td>Green <em>(no intervention required)</em></td>
</tr>
<tr>
<td>15 to 35</td>
<td>Orange <em>(priority item for the next scheduled audit)</em></td>
</tr>
<tr>
<td>≤ 14</td>
<td>Red <em>(immediate action required before next scheduled audit)</em></td>
</tr>
</tbody>
</table>

Table 2 – How each environmental aspect meets statutory compliance standards is determined through its compliance score

UAL uses the ‘Plan – Do – Check – Act’ framework to evaluate compliance and implement continual improvement. How this model works with the EMS is shown in the diagram below. The University measures progress and improvement by aspects in the R-A-G system transitioning from red to amber, and amber to green.

**PLAN**

Site visits, internal audits and management reviews planned 12 months in advance. Environmental aspects or sites which have been deemed high risk will be prioritised.

**ACT**

Implement outputs of management review.

**DO**

Site visits and *UAL Risks and Opportunities Register* are carried out and shared with relevant parties. Internal audit completed.

**CHECK**

Management review completed and report to Director of Estates to endorse actions to address non-conformities and areas for improvement.

*Figure 4 – UAL PDCA model*
6.1.4 Planning Action

UAL addresses significant environmental aspects, compliance obligations and risks and opportunities through the EMS and integrates processes such as site visits, communication, awareness and management reviews with the current ISO 50001 Energy Management System already in place at UAL where practical. The effectiveness of these actions and whether they meet the ISO 14001 standard is assessed through internal audits.

Site visits are conducted at every site to assess if they meet compliance obligations – both legal and non-legal. After each site visit the findings are reported back to relevant parties where they are able to action findings. The ‘Objectives Register’ from the LUS provides a platform for this; findings which need action are assigned to a person along with a deadline and the ability to add progress comments; the objectives registers keeps track of completed, pending and overdue jobs.

After all site visits, compliance and risk level is evaluated through the R-A-G system on the UAL Risks and Opportunity Register and the Legislation Update Service. Areas identified as high risk or with high opportunity lead to corrective action being planned and are reported in the Management Review.

The number of aspects marked as Red, Amber, Green and whether they are low, medium or high risk is recorded on the UAL Risks and Opportunity Register, as per the table below. Each aspects is also recorded as to whether it is in a normal, abnormal or emergency condition.

All evaluations, summarised in the table, are kept so that comparisons can be made meaning the effectiveness of actions can be seen. This is reported in the Management Reviews that are presented to the Director of Estates. An example from recent site visits is shown in the table below.

<table>
<thead>
<tr>
<th>Winter 22</th>
<th>Green (Low Risk)</th>
<th>Amber (Medium Risk)</th>
<th>Red (High Risk)</th>
</tr>
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<tbody>
<tr>
<td>No. of aspects in an ‘normal condition’</td>
<td>7</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>No. of aspects in an ‘abnormal condition’</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>No. of aspects in an ‘emergency condition’</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>9</td>
<td>7</td>
<td>0</td>
</tr>
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6.2 Environmental objectives and planning to achieve them

6.2.1 Environmental Objectives

UAL has a set of targets and an action plan to achieve them which are available publicly online and in Appendix 4.

Documents related to the targets such as policies and detailed action plans (e.g. the Biodiversity Action Plan and the Travel Plan) are also available online. Where possible targets are monitored and measured. The aspects to which the objectives relate are monitored and assessed through site visits and consumption data. Findings regarding utility consumption and waste production can be found online.
6.2.2 Planning action to achieve environmental objectives

On the UAL Risks and Opportunities Register the 'Monitoring and Measurement' tab shows what is monitored and measured and when, the method, the performance evaluation criteria and when results are evaluated. An action plan for each objective can be found online and in Appendix 4.
7 Support

7.1 Resources

The University employs two full-time sustainability professionals. Section 5.3 shows the roles and responsibilities of these staff. The scope of the EMS covers 17 buildings that each have an assigned Facilities Manager who supports the EMS through the day-to-day management of the site. They are able to report environmental hazards. Funding is usually available through Estates budgets such as for training, events (e.g. Green Week) and improvement measures (e.g. BMS improvements).

7.2 Competence

Only personnel with suitable qualifications and experience are employed to work on tasks which have the potential to cause significant environmental impact. The same is applied to contractors, for example the waste contractor. Staff are trained in a number of areas for example Low Energy Training (provided by a third party – GAIA), spillage training, waste training and asbestos awareness training. There is a Facilities Management Training Matrix that is updated regularly to reflect the training all Facilities Managers are expected to complete.

We have taken notable steps forward with the rolling out of new energy efficiency measures (Carbon Management Plan v11) designed to lower usage, as well as new processes for waste disposal designed to increase recycling while reducing landfill.

UAL is proud that to say that our carbon emissions are lower than the sector median. In recognition of our achievements, UAL’s Associate Director (Sustainable Operations) Ian Lane, was Highly Commended at the prestigious Green Gown Awards 2016, held annually to celebrate sustainability excellence within the further and higher education sector.

The Energy Projects Support Officer (currently Rebecca Smart) joined UAL in 2016 having completed an MSc in Climate Change; Environment, Science & Policy. Rebecca completed the Energy Institute’s Level 2 Energy Management Training in 2020 and continued her professional development by attending webinars hosted by the Energy Managers Association and the Chartered Institute of Building Services Engineers regarding energy & water auditing, building controls, heat pumps and Local Exhaust Ventilation systems. Rebecca leads on all site surveys and internal audits, boosting the understanding she gained by attending an internal auditing course hosted by Loreus Ltd.

7.3 Awareness

Regular C&EAG meetings (held with senior university members) and Management Reviews are an avenue to state potential impacts of UAL’s actions and the importance of an EMS and how it can manage risks and enhance environmental performance. They are also a place to raise the implications of non-conformities which, if raised during an external audit, would include the need for a corrective action plan and potentially even the loss of certification. Outside of a corrective action plan, non-conformities raised through the operations of the EMS (section 8) can also be raised here and plans to resolve issues made.

The Environmental Policy and other information regarding UAL’s EMS is available online through the official UAL website. Those whose work has a significant impact on the EMS such as FMs are regularly
updated through the monthly ISO emails, FM Meetings, they have access to a key facts document which is updated annually and they receive reports from site visits for them to action. FMs and FAs have also received energy awareness training and waste training.

There is a wealth of information online, including the action plan and policies which are available to all, including third party organisations, who are expected to adhere to these policies.

7.4 Communications
7.4.1 General
The below sections explain what is communicated, when, to who and how.

7.4.2 Internal Communication
Information about the EMS is communicated at a senior level to the C&EAG every quarter. This action group makes recommendations to the UAL Executive Board, and reviews the university’s purpose, context, brand identity and policy, in relation to UAL’s environmental impacts with a view to establishing a cohesive strategy and supporting policies and actions that address the urgency of the climate emergency.

The Director of Estates also owns the EMS and so monitors its performance – they view the Management Reviews and have oversight of the impacts of the EMS.

- Information regarding the EMS is communicated to the Facility Managers, the Head of Campus Services, Head of Hard FM, the Associate Director of Estates, the Director of Estates and accommodation Residence Managers through the monthly ISO email. This focuses on energy consumption but includes other aspects of the EMS. The EMS can also be communicated through the Facilities Managers Meetings.
- The Climate Emergency Network is a forum for any member of UAL (staff or student) to contribute their ideas and opinions about sustainability. Key messages are passed onto the Associate Director (Sustainable Operations).
- The sustainability team has also engaged with the internal staff newsletter – The Big Picture to publish articles and raise awareness.
- The Carbon Dashboard reports on environmental performance on energy, water and waste for each site and is available for all staff and students to view.
- In early 2020 the sustainability website was redesigned to improve readability and navigation so the user can more easily find information they are looking for.
- UAL’s sustainability website contains information on the climate emergency, sustainable learning, teaching and research, sustainability in action, staff and student engagement, our achievements, policies and sustainable documentation, contacts and how to get involved and the carbon dashboard.
- Information on sustainability at UAL is included on welcome guides which all new students have access to when they arrive at UAL.
7.4.3 External Communication

The information outlined below is available to members of the public as well as all students and staff.

- UAL’s sustainability website contains information on the climate emergency, sustainable learning, teaching and research, sustainability in action, staff and student engagement, our achievements, policies and sustainable documentation, contacts and how to get involved and the carbon dashboard.
- Public documentation. All key sustainability documentation is publicly available on the UAL website.
- The UAL Carbon Dashboard allows both staff and students to view energy, water and waste consumption at all UAL sites and also monitor targets and performance against the Carbon Management Plan.
- Green Gown awards – UAL has received multiple Green Gown Awards which celebrate sustainability projects and progress at Universities and Colleges.

7.5 Documented Information

7.5.1 General

Documents required by this standard and other documents deemed relevant are signposted throughout this guidance document.

7.5.2 Creating and Updating

Relevant documents have an identification and description, are appropriately formatted and where necessary (e.g. the Environmental Policy) are reviewed and approved regularly.

7.5.3 Control of documented information

The C&EAG/SPL or Director of Estates (document dependent) approves policy/strategy documents after drafting by the Sustainability Team, such as the Environmental Policy. These are reviewed regularly and updated if required. The date and version of the documents are clearly identified at the top of the documents. Only the Sustainability Team and Digital Communication have access to update these on the website. Monitoring and verification documents are kept such as the UAL Carbon Dashboard.

Policy, strategy and operational documents are version controlled, as is the Carbon Dashboard (this is password protected and not to be confused with the UAL Carbon Dashboard). Updates to the UAL main website are added by the Sustainability Team and reviewed and approved by a central communications team.

In February 2017 the Information Manager (Estates Department) distributed a document entitled ‘New Records Management System’ for the Estates Management Team, focusing on a need to improve the Estates filing system. The initial motivation for this work was from a data protection
perspective but this exercise assists in satisfying clause 7.5.3. It resolves issues such as losing needed information, storing unnecessary information, duplicating documents and preventing UAL from falling foul of breaching The Data Protection Act. The system is simple, intuitive and comprehensive.
8 Operation

8.1 Operational planning and control

Site visits of the 17 sites covered in the scope of the EMS are conducted twice a year – once in the winter and once in the summer. They are assessed based on the compliance obligations previously identified (see the UAL Risks and Opportunities Register). The criteria to ensure the obligations are met are listed in the site surveys. There is a site survey template which is used for all sites which can be viewed in the Shared Drive. This covers the aspects energy, water, waste, air, biodiversity and hazards and poses various questions covering best practice and compliance including availability of documentation. The aspect of ‘transport’ cannot be measured through site visits because transport such as train journeys and flights are not related to sites. The data on these journeys is gathered each year (during return of the Estates Management Report (EMR)) through the travel agency who makes the bookings. Construction criteria is stated in the Design Brief for Sustainability and is monitored through certification schemes and through Scope 3 emissions during EMR.

Once all sites are surveyed the UAL Risk and Opportunities Register and the Legislation Update Service are updated using the R-A-G system as described in section 6 to identify areas of high risk and opportunity and to evaluate legal compliance.

The follow up action that then takes place is shown in the table below:

<table>
<thead>
<tr>
<th>Compliance score</th>
<th>R-A-G status</th>
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<tbody>
<tr>
<td>≥ 36</td>
<td>Green <em>(no intervention required)</em></td>
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<tr>
<td>15 to 35</td>
<td>Orange <em>(priority item for the next scheduled audit)</em></td>
</tr>
<tr>
<td>≤ 14</td>
<td>Red <em>(immediate action required before next scheduled audit)</em></td>
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*Table 3 – Follow up action to be taken depending on the compliance score.*

Areas of high risk that need greater management oversight are passed on through Management Reviews where corrective actions can be planned. Orange risk areas that can be improved are fed back to Facilities Managers through the internal communications in place such as site visit feedback, Monthly ISO emails or Facilities Management Meetings. This process ensures that compliance obligations and actions towards our targets are being met. The UAL Risks and Opportunities Register allows for the environmental aspects to be scored during ‘abnormal’ and ‘emergency’ conditions.

The tab ‘Life Cycle – Impacts’ on the UAL Risks and Opportunities Register shows how environmental aspects are managed through each of their life cycle stages – acquisition, design, delivery, use and end of life.
8.2 Emergency preparedness and response

UAL has a Disaster Response Plan which is available here. This covers a wide range of scenarios including loss of utilities at a local level, flood or gas leak. There is also an app available to be used in emergency situations which provides guidance and has the emergency contact details for each utility. In addition, all Facilities Managers have been distributed a sheet of emergency contact details for each utility and it states who is the supplier for each utility. Facilities Managers have also been given a Chemical Spillage Flow Chart, detailing how to respond to such a spill and they have been provided with a spill kit and spill kit training. A flow chart for ‘oil leaks and spills’ has also been distributed.
9 Performance Evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

The 'Monitoring and Measurement' tab of the UAL Risks and Opportunities Register shows what is monitored and measured and when, the method, the performance evaluation criteria and when results are evaluated. Utility supply data is stored and analysed using the Carbon Dashboard and site visits are key to monitoring other environmental aspects. After each site visit the findings are reported back to relevant parties where they are able to action findings. The ‘Objectives Register’ from the LUS provides a platform for this; findings which need action are assigned to a person along with a deadline and the ability to add progress comments; the objectives registers keeps track of completed, pending and overdue jobs. Once all site visits have taken place, evaluation occurs using the UAL Risks and Opportunities Register using information from the site visits and performance criteria mentioned in the ‘Monitoring and Measurement tab’.

9.1.2 Evaluation of Compliance

Compliance is evaluated during the site visits and reported back to Facility Managers using the ‘Objectives Register’ (as mentioned in section 9.1.1).

Compliance is also recorded on the Legislation Update Service where each piece of legal and other compliance can be marked with a ‘traffic light’ status. The LUS has the capabilities to mark each piece of legislation or the other compliance obligations with a red, amber, green system to reflect compliance. The LUS sends monthly emails regarding updates to relevant environmental legislation. After all site visits, the level risk is evaluated and marked using the R-A-G system.

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<tr>
<th>Compliance score</th>
<th>R-A-G status</th>
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<td><em>(priority item for the next scheduled audit)</em></td>
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<tr>
<td>≤ 14</td>
<td>Red</td>
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<td><em>(immediate action required before next scheduled audit)</em></td>
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</tbody>
</table>

Table 4 – How each environmental aspect meets statutory compliance standards is determined through its compliance score
9.2 Internal Audit

9.2.1 General

Internal audits take place at planned intervals and these assess whether the EMS conforms to UAL’s own requirements for the EMS and the requirements of the ISO 14001 International Standard. The internal audits also assess whether it is being implemented and maintained effectively. Pie charts of the internal audit schedule can be found in Appendix 5.

In addition to internal audits of the system, site visits take place to assess compliance with obligations as described in section 6.1.4.

9.2.2 Internal Audit Programme

The internal audit schedule can be found in the Appendix 5 and one the Shared Drive. The Energy Projects Support Officer has a good understanding of management systems and ensures they conduct audits to ensure objectivity and impartiality.

9.3 Management Review

Responses to the internal audits are carried out by the Associate Director (Sustainable Operations). This review of the management system is reported to the Director of Estates.
10 Improvement

10.1 General
Through the undertaking of site visits and internal audits opportunities for improvement become identified and actioned. Through the sharing of the site visit reports and targeted communications to the Facilities Managers, the Sustainability Team invite key stakeholders to actively participate with our Plan-Do-Check-Act approach to ISO 14001.

10.2 Non-conformity and corrective action
UAL reviews the EMS as per the internal audit schedule (Appendix 5). Internal audits allows for non-conformities and potential non-conformities to be identified and their causes stated formally. Recommendations and non-conformities found through the internal audit process are addressed by the Associate Director (Sustainable Operations). A Management Review is prepared and shared with the Director of Estates. Records of addressing non-conformities are captured in the Management Reviews. Records of specific non-conformities related to each aspect are recorded on the ‘Objectives Register’ on the LUS platform.

The outcomes identified by external auditors (such as surveillance and accreditation audits) also identify any opportunities for improvement and any non-conformities. If this occurs a Corrective Action Plan is required by the auditor within four weeks of the audit being issued to UAL. The causes, corrective action, owner of each action and monitoring intervals should be explained (an example of a Corrective Action Plan can be seen in Appendix 6).

10.3 Continual Improvement
The University aims to continually improve the suitability, adequacy and effectiveness of the EMS to reduce pollution.
Appendix 1 - Interested Parties PESTLE Analysis

### Political stakeholders
**Interested parties include**
- Planet’s Universities Green League
- European Committee for Standardisation
- Environmental Association of Universities & Colleges
- Social Purpose Lab

**Satisfying the needs and expectations of**
- UAL Climate Action Plan
- UAL’s Strategic Plan
- The UAL Climate Emergency Network

### Economic stakeholders
**Interested parties include**
- UAL’s Executive Board
- Estates SMT
- People & Planet’s Universities Green League
- European Committee for Standardisation
- Environmental Association of Universities & Colleges

**Satisfying the needs and expectations of**
- UAL Climate Action Plan
- UAL’s Strategic Plan
- The UAL Climate Emergency Network

### Social stakeholders
**Interested parties include**
- UAL’s Executive Board
- Estates SMT
- People & Planet’s Universities Green League
- Environmental Association of Universities & Colleges
- Climate Action Network
- Social Purpose Lab

**Satisfying the needs and expectations of**
- UAL Climate Action Plan
- UAL’s Strategic Plan
- The UAL Climate Emergency Network

### Technology stakeholders
**Interested parties include**
- UAL’s Executive Board
- Estates SMT
- UAL Staff and Students
- UAL on-line (once defined)

**Satisfying the needs and expectations of**
- UAL Climate Action Plan
- UAL’s Strategic Plan
- The UAL Climate Emergency Network

### Legal stakeholders
**Interested parties include**
- UAL’s Executive Board
- Estates SMT
- People & Planet’s Universities Green League
- European Committee for Standardisation
- Higher Education Statistical Agency

**Satisfying the needs and expectations of**
- UAL Climate Action Plan
- UAL’s Strategic Plan
- The UAL Climate Emergency Network

### Environmental stakeholders
**Interested parties include**
- UAL’s Executive Board
- Estates SMT
- People & Planet’s Universities Green League
- European Committee for Standardisation
- Environmental Association of Universities & Colleges
- Social Purpose Lab

**Satisfying the needs and expectations of**
- UAL Climate Action Plan
- UAL’s Strategic Plan
- The UAL Climate Emergency Network
- Climate & Environment Action Group
- Social Purpose Lab
Appendix 2 - Scope

ISO 14001 Scope v4, Feb 2023

Scope

The scope covers all areas of the university – this includes all operations, plant rooms and equipment managed directly by the University Estates Department. The scope covers the aspects of energy, waste, waste, sustainable procurement, travel, construction and refurbishment, emissions and discharges and biodiversity.

The scope of this certification excludes facilities not owned or controlled by UAL, for example College activities related to learning, teaching and research. Halls of Residences not owned by UAL are not included.

The locations included cover all academic buildings the University occupies and all the Halls of Residences the University owns.

<table>
<thead>
<tr>
<th>Included</th>
<th>Excluded</th>
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<tbody>
<tr>
<td>Academic</td>
<td></td>
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<tr>
<td>Byam Shaw (inc. annexes)</td>
<td>Bernard Myers House</td>
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<tr>
<td>Curtain Road</td>
<td>Brooke Hall*</td>
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<tr>
<td>Elephant and Castle</td>
<td>Cordwainers Court</td>
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<tr>
<td>Golden Lane</td>
<td>The Costume Store</td>
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<tr>
<td>Greencoat</td>
<td>Don Gratton House</td>
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<tr>
<td>High Holborn</td>
<td>Emily Bowes Court</td>
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<tr>
<td>JPS</td>
<td>Furzedown Student Village</td>
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<tr>
<td>Kings Cross</td>
<td>Glassyard Building</td>
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<td>Lime Grove</td>
<td>Highline Building</td>
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<td>Mare St</td>
<td>Manna Ash House</td>
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<tr>
<td>Merton Hall Road</td>
<td>Sketch House</td>
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<tr>
<td>Millbank</td>
<td>Will Wyatt Court</td>
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<td>Peckham Road</td>
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<td>Wilson Road</td>
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<td>Residential</td>
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<td>Archwood House</td>
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<td>Gardens Halls</td>
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<tr>
<td>Portland House</td>
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</tbody>
</table>

*Brooke Hall has been excluded as it will soon no longer be part of UAL’s Estate.

Within academic buildings, the activities included are those controlled by Estates and Facilities (including communal areas). The learning, teaching and research activities (which are controlled by the Colleges) are included in the scope of a separate ISO 14001 certification.

<table>
<thead>
<tr>
<th>Site</th>
<th>Included</th>
<th>Excluded</th>
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</thead>
<tbody>
<tr>
<td>Byam Shaw</td>
<td>Included areas refer to spaces in both buildings that make up Byam Shaw</td>
<td>Areas - Workshops (eg print), studios, Aspects - energy, water, waste</td>
</tr>
<tr>
<td></td>
<td>Areas - Communal space</td>
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<tr>
<td>Location</td>
<td>Areas</td>
<td>Aspects</td>
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<tr>
<td>Curtain Road</td>
<td>Communal space e.g. reception area, café (will be under Estates not College controled next year), shop, social space.</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
</tr>
<tr>
<td>Elephant and Castle</td>
<td>Communal spaces, canteen.</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
</tr>
<tr>
<td>Golden Lane</td>
<td>Student lounge, other communal areas</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<tr>
<td>Greencoat</td>
<td>Classrooms, communal spaces e.g. kitchens</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<tr>
<td>High Holborn</td>
<td>Office space</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<tr>
<td>JPS</td>
<td>Communal areas, canteen, office space eg student services</td>
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<tr>
<td>Kings Cross</td>
<td>Office space, canteen, communal areas e.g. 'The Street', reception area., shop,</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<tr>
<td>Lime Grove</td>
<td>Communal areas eg reception area., Canteen, shop, student lounge, courtyard</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<tr>
<td>Mare St</td>
<td>Reception, shop, student hall (lounge area), dye garden, other communal areas</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<td>Location</td>
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<td>Millbank</td>
<td>Canteen, café, shop, outside space – entrance, parade ground, other communal areas</td>
<td>energy, water, waste, biodiversity, air, construction, hazards</td>
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<td>Peckham Road</td>
<td>Reception, café, other communal areas</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<tr>
<td>Wilson Road</td>
<td>Reception, other communal areas</td>
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<td>Achwood House</td>
<td>Whole site</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<td>Garders House</td>
<td>Whole site</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<td>Portland House</td>
<td>Whole site</td>
<td>energy, water, waste, air, construction, biodiversity, hazards</td>
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<td>Aspects – energy, water, waste</td>
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Appendix 3 – Estates Organisational Chart
## Appendix 4 – EMS Action Plan

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Appendix 5 – Internal Audit Schedule
# Appendix 6 – Corrective Action Plan (example)

**Report Title** – ISO 14001 Corrective Action Plan Aug 2021  
**Response To** – TW 20220315 UAL EMS SURVEILLANCE REPORT  
**Author(s)** – Ian Lane (Ass. Dir. Sustainable Operations)  
**Date** – 3rd Aug 2021

**Background**

Following the surveillance audit of UAL’s ISO 14001 system from 14th – 18th March, 2022 the university is required now to prepare, document and implement a correction action and a corrective action plan. Each finding has been investigated to identify root causes or underlying trends. Appropriate action(s) has been identified to eliminate the cause of any nonconformity in order to prevent reoccurrence.

The action plan defines timely action, timescales and responsibilities and will be submitted within 28 days (from the 18th March, 2022).

## Corrective Action Plan

<table>
<thead>
<tr>
<th>Non-conformity</th>
<th>Issue identified by the auditor</th>
<th>Root cause and corrective action</th>
<th>Owner and monitoring intervals</th>
</tr>
</thead>
</table>
| NC 01 – JU – Operational Planning and Control  
Clause: 8.1 | It was noted during the site tour at Wilson Road that some fluorescent tubes were stored underneath the stairs unprotected and not in the coffins provided or alternative storage preventing the tubes from falling over breaking. | It is likely the fluorescent tubes were located temporary prior to collection. An order will be raised with Suez (UAL’s waste and recycling partner) to collection and dispose of safely. | Lynda Bradish, with support from local Facilities Manager.  
Monitored at the next EMS site audit |

<table>
<thead>
<tr>
<th>Area of Improvement</th>
<th>Issue Identified</th>
<th>Corrective action</th>
<th>Owner</th>
</tr>
</thead>
</table>
| OFI 01 – Operation – Waste Management:  
Clause: 8.1 | Some lighting units were stored with the fluorescent tubes inside, awaiting removal. There was no imminent issue as the fluorescent tubes were protected, however consideration should be taken to improve waste storage practices. | It is likely the fluorescent tubes were located temporary prior to collection. An order will be raised with Suez (UAL’s waste and recycling partner) to collection and dispose of safely. | Lynda Bradish, with support from local Facilities Manager.  
Monitored at the next EMS site audit |
Glossary of Terms

3.1 Terms related to organization and leadership

3.1.1 management system
set of interrelated or interacting elements of an organization (3.1.4) to establish policies and objectives (3.2.5) and processes (3.3.5) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines (e.g. quality, environment, occupational health and safety, energy, financial management).

Note 2 to entry: The system elements include the organization's structure, roles and responsibilities, planning and operation, performance evaluation and improvement.

Note 3 to entry: The scope of a management system can include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

3.1.2 environmental management system
part of the management system (3.1.1) used to manage environmental aspects (3.2.2), fulfill compliance obligations (3.2.5), and address risks and opportunities (3.2.11)

3.1.3 environmental policy
intentions and direction of an organization (3.1.4) related to environmental performance (3.4.11), as formally expressed by its top management (3.1.5)

3.1.4 organization
person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives (3.2.5)

Note 1 to entry: The concept of organization includes, but is not limited to sole trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

3.1.5 top management
person or group of people who directs and controls an organization (3.1.4) at the highest level

Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization.

Note 2 to entry: If the scope of the management system (3.1.1) covers only part of an organization, then top management refers to those who direct and control that part of the organization.

3.1.6 interested party
person or organization (3.1.4) that can affect, be affected by, or perceive itself to be affected by a decision or activity

EXAMPLE Customers, communities, suppliers, regulators, non-governmental organizations, investors and employees.

Note 1 to entry: To "perceive itself to be affected" means the perception has been made known to the organization.
3.2 Terms related to planning

3.2.1 environment
surroundings in which an organization (3.1.4) operates, including air, water, land, natural resources, flora, fauna, humans and their interrelationships

Note 1 to entry: Surroundings can extend from within an organization to the local, regional and global system.

Note 2 to entry: Surroundings can be described in terms of biodiversity, ecosystems, climate or other characteristics.

3.2.2 environmental aspect
element of an organization’s (3.1.4) activities or products or services that interacts or can interact with the environment (3.2.1)

Note 1 to entry: An environmental aspect can cause (an) environmental impact(s) (3.2.4). A significant environmental aspect is one that has or can have one or more significant environmental impact(s).

Note 2 to entry: Significant environmental aspects are determined by the organization applying one or more criteria.

3.2.3 environmental condition
state or characteristic of the environment (3.2.1) as determined at a certain point in time

3.2.4 environmental impact
change to the environment (3.2.1), whether adverse or beneficial, wholly or partially resulting from an organization’s (3.1.4) environmental aspects (3.2.2)

3.2.5 objective
result to be achieved

Note 1 to entry: An objective can be strategic, tactical, or operational.

Note 2 to entry: Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product, service and process (3.3.5)).

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as an environmental objective (3.2.6), or by the use of other words with similar meaning (e.g. aim, goal, or target).

3.2.6 environmental objective
objective (3.2.5) set by the organization (3.1.4) consistent with its environmental policy (3.1.2)

3.2.7 prevention of pollution
use of processes (3.3.5), practices, techniques, materials, products, services or energy to avoid, reduce or control (separately or in combination) the creation, emission or discharge of any type of pollutant or waste, in order to reduce adverse environmental impacts (3.2.4)

Note 1 to entry: Prevention of pollution can include source reduction or elimination; process, product or service changes; efficient use of resources; material and energy substitution; reuse, recovery, recycling, reclamation; or treatment.

3.2.8 requirement
need or expectation that is stated, generally implied or obligatory

Note 1 to entry: “Generally implied” means that it is custom or common practice for the organization (3.1.4) and interested parties (3.1.6) that the need or expectation under consideration is implied.

Note 2 to entry: A specified requirement is one that is stated, for example in documented information (3.3.2).

Note 3 to entry: Requirements other than legal requirements become obligatory when the organization decides to comply with them.
3.2.9 compliance obligations (preferred term)
legal requirements and other requirements (admitted term)
legal requirements (3.2.8) that an organization (3.1.4) has to comply with and other requirements that an organization has to or chooses to comply with

Note 1 to entry: Compliance obligations are related to the environmental management system (3.1.2).

Note 2 to entry: Compliance obligations can arise from mandatory requirements, such as applicable laws and regulations, or voluntary commitments, such as organizational and industry standards, contractual relationships, codes of practice and agreements with community groups or non-governmental organizations.

3.2.10 risk
effect of uncertainty

Note 1 to entry: An effect is a deviation from the expected — positive or negative.

Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Note 3 to entry: Risk is often characterized by reference to potential “events” (as defined in ISO Guide 73:2009, 3.5.1.3) and “consequences” (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of these.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated “likelihood” (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.

3.2.11 risks and opportunities
potential adverse effects (threats) and potential beneficial effects (opportunities)

3.3 Terms related to support and operation

3.3.1 competence
ability to apply knowledge and skills to achieve intended results

3.3.2 documented information
information required to be controlled and maintained by an organization (3.1.4) and the medium on which it is contained

Note 1 to entry: Documented information can be in any format and media, and from any source.

Note 2 to entry: Documented information can refer to:

— the environmental management system (3.1.2), including related processes (3.3.5);
— information created in order for the organization to operate (can be referred to as documentation);
— evidence of results achieved (can be referred to as records).
3.3.3  
life cycle  
consecutive and interlinked stages of a product (or service) system, from raw material acquisition or generation from natural resources to final disposal  

Note 1 to entry: The life cycle stages include acquisition of raw materials, design, production, transportation/delivery, use, end-of-life treatment and final disposal.  

[SOURCE: ISO 14044:2006, 3.1, modified — The words "(or service)" have been added to the definition and Note 1 to entry has been added.]  

3.3.4  
outsourc (verb)  
make an arrangement where an external organization (3.1.4) performs part of an organization's function or process (3.3.5)  

Note 1 to entry: An external organization is outside the scope of the management system (3.1.1), although the outsourced function or process is within the scope.  

3.3.5  
process  
set of interrelated or interacting activities which transforms inputs into outputs  

Note 1 to entry: A process can be documented or not.  

3.4  
Terms related to performance evaluation and improvement  

3.4.1  
audit  
systematic, independent and documented process (3.3.5) for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled  

Note 1 to entry: An internal audit is conducted by the organization (3.1.4) itself, or by an external party on its behalf.  

Note 2 to entry: An audit can be a combined audit (combining two or more disciplines).  

Note 3 to entry: Independence can be demonstrated by the freedom from responsibility for the activity being audited or freedom from bias and conflict of interest.  

Note 4 to entry: "Audit evidence" consists of records, statements of fact or other information which are relevant to the audit criteria and are verifiable; and “audit criteria” are the set of policies, procedures or requirements (3.2.8) used as a reference against which audit evidence is compared, as defined in ISO 19011:2011, 3.3 and 3.2 respectively.  

3.4.2  
conformity  
fulfilment of a requirement (3.2.8)  

3.4.3  
nonconformity  
non-fulfilment of a requirement (3.2.8)  

Note 1 to entry: Nonconformity relates to requirements in this International Standard and additional environmental management system (3.1.2) requirements that an organization (3.1.4) establishes for itself.  

3.4.4  
corrective action  
action to eliminate the cause of a nonconformity (3.4.3) and to prevent recurrence  

Note 1 to entry: There can be more than one cause for a nonconformity.  

3.4.5  
continual improvement  
recurring activity to enhance performance (3.4.10)  

Note 1 to entry: Enhancing performance relates to the use of the environmental management system (3.1.2) to enhance environmental performance (3.4.11) consistent with the organization's (3.1.4) environmental policy (3.1.3).  

Note 2 to entry: The activity need not take place in all areas simultaneously, or without interruption.
3.4.6 effectiveness
extent to which planned activities are realized and planned results achieved

3.4.7 indicator
measurable representation of the condition or status of operations, management or conditions


3.4.8 monitoring
determining the status of a system, a process (3.3.5) or an activity

Note 1 to entry: To determine the status, there might be a need to check, supervise or critically observe.

3.4.9 measurement
process (3.3.5) to determine a value

3.4.10 performance
measurable result

Note 1 to entry: Performance can relate either to quantitative or qualitative findings.

Note 2 to entry: Performance can relate to the management of activities, processes (3.3.5), products (including services), systems or organizations (3.1.4).

3.4.11 environmental performance
performance (3.4.10) related to the management of environmental aspects (3.2.2)

Note 1 to entry: For an environmental management system (3.1.2), results can be measured against the organization’s (3.1.4) environmental policy (3.1.3), environmental objectives (3.2.6) or other criteria, using indicators (3.4.7).