

Bath Spa University Sustainability Strategy

This is the second iteration of our Bath Spa University Sustainability Strategy, which was first published in 2018. Since this time, Bath Spa has made significant progress across the sustainability agenda, and the time has come to celebrate these achievements and set new goals as we continue our journey to becoming an environmentally and socially positive institution.

Amongst our many achievements, we have made some significant changes to the business that are worth celebrating up front. In 2019, we published our Strategy 2030 document, which set sustainability at the heart of our mission. Everything in this Sustainability Strategy directly supports this statement:

Our purpose is to challenge our students and staff to realise their talent and thrive, for their own benefit and for the wider good.

By doing this we will think and make the world better.

A key part of this Strategy was the formation of the Centre for Innovation and Knowledge Exchange, with the express purpose of building relationships within the wider community and fulfilling our responsibility as a social enterprise. In recognition of the outstanding work in this space, we were awarded the “Social Enterprise Gold Mark” in 2022 for our wide range of short courses, aimed at providing “green skills” (many of which are free). We are currently developing a framework to measure social value across the institution, which will help in our aim of continual improvement.

In 2019, we announced our target to reach Net Zero carbon by 2030 via a joint Climate Emergency Declaration in collaboration with our Students’ Union. In 2020, we published our new Carbon Reduction Management Plan, which set out in more detail what this meant and how we would achieve it. This work continues to evolve as our institution develops and grows.

Whilst the Covid-19 pandemic in 2020 halted progress in some aspects of our strategy, we also saw a modal shift towards home and online working that has greatly assisted in the reduction of our commuting and business travel emissions.

In early 2022, our Board of Governors agreed a “Responsible Investment Policy” and the formation of a committee to oversee its implementation. This is a sector-leading Policy, which excludes investments that support the fossil fuel industry, both directly and indirectly.

Our Sustainability Vision

To create sustainability-minded, socially-engaged global citizens, by using the principles of sustainability to guide our values, actions, research and curricula, and through leading by example.

Through our actions and choices, it is our intention our activities will have a positive impact on society, the environment and the futures generations. We recognise that this is a journey, and we have much to learn along the way, but by using sustainability as our guide, we know that our goal is achievable.

Guiding principles

This Strategy is framed in support of the United Nations Sustainable Development Goals (UN SDGs) and our own ambitions move towards becoming a net-positive business. Each of our themes contributes to one or more of the UN SDGs, which are indicated using the appropriate logos in each thematic section below. We use the Times Higher Education Impact Ranking as an external gauge of how we are progressing in terms of supporting the SDGs and we are developing tools to measure the direct impact of our research and curriculum.

Structure and Governance

Our environmental impacts and wider sustainability goals are managed through our ISO14001 and ISO50001 Environmental and Energy Management Systems. This ensures that sustainability is adequately funded and prioritised in decision-making, is communicated effectively through our communications strategy and is systematically assessed and improved.

The Sustainability Strategy is managed under nine thematic headings, each of which is led by a member of the BSU Senior Management Team. This ensures that sustainability is a core consideration in everything we do. This work is coordinated by the Sustainability Steering Group (SSG), which is chaired by the Chief Financial Officer and comprises senior staff members from across the University’s schools, departments and student body. The SSG reports to the Vice Chancellor and Board of Governors. Each strategic theme has an aim and a Policy-driven set of Targets and Key Performance Indicators.

The strategic themes are:

- Theme 1: Education**
- Theme 2: Research**
- Theme 3: Social Enterprise and Partnership Building**
- Theme 4: Estate Management**
- Theme 5: Digital Technology**
- Theme 6: Transport**
- Theme 7: Procurement**
- Theme 8: Health and Wellbeing**
- Theme 9: Sustainable Financial Management**
- Theme 10: Sustainable Food and Catering**

Measures of success

Unique measures of success are identified as relevant for each theme. In addition, we have developed a “maturity matrix”, which provides an annually agreed measure of the success of each theme against the aims and targets identified in the strategy. We use this to report progress annually and to identify areas that require more focus.

Alongside these internal measures of progress, we also use two external league tables; the UK HE sector-based People and Planet University League (the Green League) and the international HE sector Times Higher Education Impact Ranking, which measures worldwide institutions contributions to achieving the UN Sustainable Development Goals (SDGs).

To understand and quantify our impact as a Social Enterprise, we have recently started working to create a bespoke framework for measuring our social value institution wide. This will allow us to report on our work but also to make more informed decisions based on data collected. Collating this data into one place will allow us to see the impact we are making on a local, national and global scale, showing us where to concentrate our efforts and where we could be making more of an impact.

The story so far 2008 - 2023

Our sustainability journey began in 2008, with the founding of an Environment Manager post and the development of our Environmental Steering Group (predecessor to the Sustainability Steering Group), to guide and oversee the development of a strategic approach to environmental management. By 2010, we’d become one of the first universities to achieve the prestigious Eco campus Platinum award and our environmental management system was accredited to ISO14001 in the same year.

Our early efforts were recognised externally through the People and Planet Green League, in which we achieved a top-ten placing for three years running and have managed a First-class placing in every year since 2010, except in 2016. In 2023, we achieved 18th place in the UK.

During 2010, we published our first Carbon Reduction Management Plan, which set out how we would reduce our Scope 1 and 2 emissions by 50%, or 2,000 tonnes, over the following 10 years to 2020. We delivered this programme in 2017, three years early and, despite a 50% growth in the size of the estate (orange bars Figure 4) and a significant increase in operational activity, we have come close to our target of 2,000 tonnes per year (black dotted line Figure 3). However, in 2016, we collaborated with our regional universities to procure 100% UK solar and wind-generated electricity, which eliminated our scope 2 emissions, so reducing our overall footprint to c.1,000 tonnes per year (green bars Figure 3). While total carbon emissions remain our primary target, carbon and energy intensity, measured in terms of kg CO₂/m²/y and kWh/m²/y respectively are also very important metrics as they describe the efficiency improvements resulting from the carbon reduction programme. Energy intensity has been reduced by 46% so far (red line Figure 4) and carbon intensity has been reduced by 94% accounting for our procurement of zero carbon (renewable) electricity (blue line Figure 3).

Covid-related changes to ventilation regulations hampered further energy and carbon efficiency improvements between 2020 and 2022. These have now been lifted and the efficiency work continues.

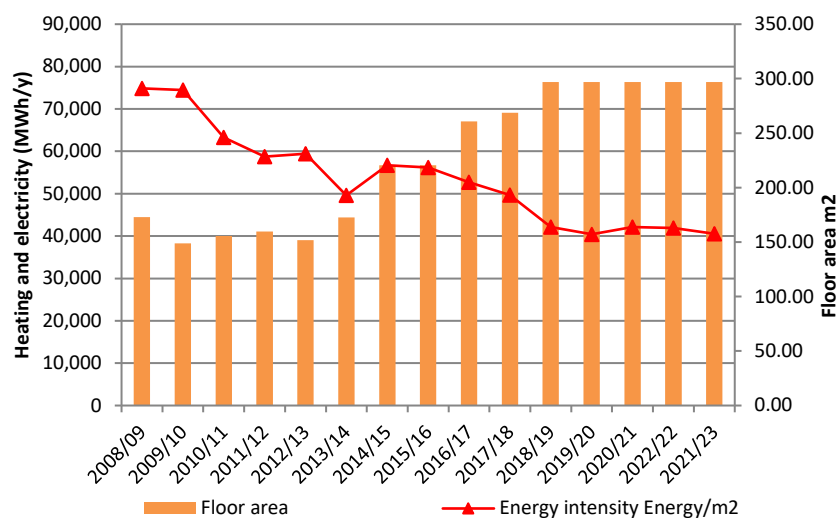


Figure 2. BSU Floor area (m² GIA; orange bars) and energy intensity (kWh/m²/y; red line)

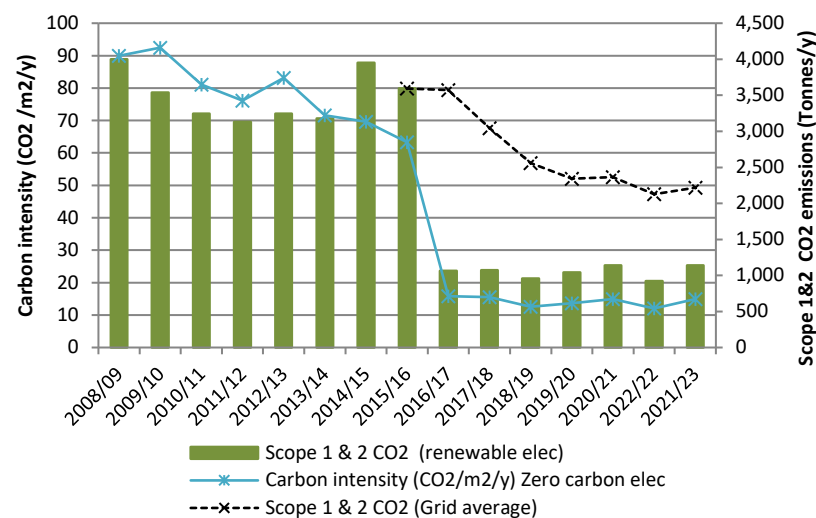


Figure 1. Scope 1&2 CO₂ emissions accounting for zero carbon electricity (t/y; Green Bars). Scope 1&2 CO₂ excluding zero carbon electricity (t/y; black dashed line) and carbon intensity accounting for zero carbon electricity (kg CO₂/m²/y; blue line)

In 2021, we published our current Carbon Reduction Management Plan, which sets out our path to Net Zero emissions by 2030, including a range of Scope 3 emissions. This plan currently excludes supply chain emissions from general procurement and construction emissions. This is due to a current lack of maturity in the understanding of such emissions.

We have implemented an innovative, streamlined, bagless, low-transport, three-stream waste and recycling process, which has enabled us to recover around 75% of our waste materials for recycling every year since 2016. We have recently arranged for our general waste to be pre-sorted to recover any residual recyclable materials, which, together with the engagement campaigns we have planned, we expect will result in recycling rates well above 80%.

Moving

As we progress towards the pivotal 2030 target, we will continue to dedicate resources to achieving our Net Zero Carbon ambitions and ensure a strong foundation for sustainability throughout the university. Our dedicated Sustainability Team will continue to work with leaders throughout the institution to support operations and learning that benefit both people and the planet.

We will ensure the university operated under best practice and adapts policies in line with developments in both the environment and higher education sectors. We will do this through themes identified bel

Forward

2024-2029

Theme 1: Education for a sustainable future

All universities are in the privileged position of being able to expand and influence the life-choices made by students throughout their lives. With this comes a responsibility to provide the knowledge and understanding necessary to consider the impacts of their decisions. Providing students with an understanding of the social, environmental, ethical and economic consequences of their life choices represents our greatest opportunity to affect the world positively. It is this opportunity that lies at the heart of our drive to improve the access for all our students and staff to sustainability-related understanding, relevant to their lives and study.

Our goal is for every student leaving Bath Spa to be sustainability literate and to have the knowledge and understanding required to be able to make informed choices throughout their lives. This includes the ability to think critically about the structures that exist and to provide appropriate challenges in order to achieve meaningful change and to empower our students to contribute to a just, thriving and sustainable future for all. In addition, a working knowledge of concepts such as circular economies, planetary boundaries, corporate responsibility, resource efficiency and constraint, supply chain resilience, cradle-to-cradle thinking and competitive advantage through sustainability will greatly increase the employability of students entering many career fields.

[Our Education Strategy](#) has this ambition at its heart, with the aim “to ensure our programmes of study are inspiring and relevant, operating at the intersection of professional, creative and sustainable approaches to real world issues”. In addition, a key objective is “to ensure our programmes are regionally anchored and address global challenges including the Sustainable Development Goals”.

In support of our Education Strategy, sustainability forms one of Bath Spa’s four core Education Design Principles and as such is a prominent part of all our taught programmes. Some subjects focus explicitly on this topic, including Global Development and Sustainability, Biology and Geography, while others consider sustainability in a contextual sense, specifically relating to their subject area. We have also developed a range of sustainability modules and courses that are available to all students. These include a certified Carbon Literacy course, which is available to all students and staff.

A key aspect of our Education Strategy and vital to the embedding of sustainability are our graduate attributes. Recently revised, these are ten attributes designed to inspire and guide the personal and professional growth of our students. Many align with the UN SDGs, including being a future thinker, ethical leader, critical thinker, digitally resourceful, adaptable innovator and inclusive collaborator.

Pivotal to our Education Strategy is the connection to Bath Spa’s research. We aim to enhance the reciprocal relationships between research, innovation, professional practice and teaching, to ensure research and knowledge exchange activities are driven by the demands of the curriculum. Our Education Strategy aims to incorporate current research and knowledge exchange, while our Research Strategy aims to embed our global research into our teaching and learning activities and curriculum.

In order to understand the reach of our sustainability content, to identify potential areas of improvement and to ensure that our curriculum is free from greenwashing, we are currently mapping all our courses against the UN SDGs, using our own mapping tool and carrying out a review of courses using the [QAA-led Anti Greenwashing Toolkit](#).

Adult Education

The sustainability education we offer is not limited to BSU undergraduates and post-graduates. A key part of our identity as a “Gold Mark Social Enterprise” is the education we provide to adults in the region. Improving the employment prospects of adults in our community through education, directly supports SDGs 8, 9, 10, 11 & 12. To this end, we provide a range of [short courses and skills bootcamps](#), aimed at improving the employment prospects of adults in our community. These include specific sustainability-related courses, such as Carbon Literacy Training and the Net Zero Bootcamp. Recognising the financial difficulties often faced by adults looking to improve their life chances, many of these courses are delivered free of charge.

What good looks like

Our aspiration is for all BSU students to leave the university with the knowledge and skills required to play their part in thinking and making the world better. To achieve this would require that;

- Sustainability, in its widest sense reflecting the UN SDGs, is a clear “graduate attribute”, or similar measure, and is an integral part of programme design across the curriculum.

- A structured review process is in place to ensure that all courses meet a range of education quality measures, including sustainability and anti-greenwashing
- Development opportunities and knowledge resources are available to assist all academic staff to understand how their areas of the curriculum interact with the UN SDGs and how to integrate this into their courses
- Carbon literacy is part of the induction process for all staff and students

Aspect of strategy	Description
Vision	Our goal is for every student leaving Bath Spa to be sustainability-literate and to have the knowledge and skills required to make informed choices for a positive impact throughout their lives
Aims	<ul style="list-style-type: none"> • To ensure that sustainability-literacy is embedded throughout all our programmes of study, alongside access to learning opportunities with more explicit focus on sustainability • To embed our new graduate attributes and programme design tools to increase the visibility of sustainability literacy • To provide all staff and students with access to sustainability-related knowledge and understanding, relevant to their, work, study, lives and interests • To promote sustainable behaviour that aligns with Bath Spa’s core values
Targets	<ul style="list-style-type: none"> • Approval and implementation of new sustainability open module • Continue to promote and support sustainability through the Teaching Expertise guide • Review current programmes of study against the UN SDGs and anti-greenwashing criteria • Delivery of Bath Spa Carbon Literacy course to students and staff • Develop a Living Lab framework to increase opportunities to engage in real-world Sustainability Projects • Include sustainability related questions within module evaluations
KPIs	<ul style="list-style-type: none"> • Number/ percentage of students receiving Carbon Literacy Certification • SDG curriculum related e.g. all courses to mention at least 9 SDGs • % of students responding positively to Sustainability question in end of year or module review • % of students and staff undertaking Carbon Literacy by 2026, increase % by 2029 • % of students confirm sustainability knowledge in module evaluations • Number of students reached directly through workshops and presentations within courses
Responsibility	Pro-Vice-Chancellor Student Experience
Supporting documents	<ul style="list-style-type: none"> • Sustainability Policy • Education Strategy • Teaching Expertise Guide

Theme 2: Research



Universities have the privilege of contributing to international research and innovation. We strive to ensure Bath Spa remains a well-connected centre for innovation and collaboration through engagement with local, regional and international partners, with research at the centre. Our goal is to deepen our positive global impact by building meaningful relationships with research centres around the world with values that reflect our own.

The interconnectedness of the Research and Educations strategies is pivotal to their individual success. We aim to enhance the relationships between research innovation, professional practice and teaching to ensure knowledge exchange activities are driven by the demands of the curriculum.

Where our Education Strategy aims to incorporate an exchange of research and knowledge, our Research Strategy aims to embed our global research into teaching and learning activities within the curriculum. We believe that this co-development approach, guided by our core values, will drive continual improvement in both our research and teaching, thereby ensuring both elements effectively address the contemporary societal and environmental challenges we face.

Our three Strategic Research Centres will lead and support interdisciplinary research across the following areas:

- Cultural and Creative Industries
- Environmental Humanities
- The Story Society

Our strategic objectives for 2030 are focussed around the following four thematic areas:

- Strengthening our research environment and culture
- Building our research enterprise and knowledge exchange profile and activities
- Creating a distinctive international research profile, linked to the UN Sustainable Development Goals
- Ensuring that our research underpins everything that we do

The UN SDGs recognise the key role of interdisciplinary, partnership-based working, the defining characteristic of all our research centres and activities. For instance, our Centre for Environmental Humanities brings together scholars, artists, writers and natural scientists to work with public communities to produce ethical, creative, historically informed and culturally sensitive responses to environmental problems. Furthermore, the Centre for Policy, Pedagogy and Practice (PPP) provides a creative space for pedagogic and action research by academics in the School of Education and other Bath Spa schools of study. Our broad scope encompasses researchers interested in understanding how education, when done well, can contribute to social justice, conceived as recognition, representation and redistribution.

As new schools and departments are created in the University, new opportunities for meaningful research unfold. An example of this is Bath Spa’s new Centre for Fashion and Global Sustainability will address the substantial global challenges of sustainability within this key sector.

To measure quantitatively the interaction of our research output against the UN SDGs, we have developed a mapping tool, which is under continual development. We are also developing an Impact Tracker, which seeks to support researchers throughout their projects to understand and maximise the social impact of their work.

The initial review of our publications over a three-year period indicated that approximately 287 publications directly supported the realisation of one or more of the SDGs (Table 1). This will serve as a baseline while the model is refined over time.

Table 1.

Research publications from 2020-2022 that supported the UN SDGs, by School																		
School	SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15	SDG 16	SDG 17	Total SDG contributions
Bath Business school	2	1	5	3	2		2	5	7	7		1	1		1	4		41
School of art	1			1				1	1	1		1						6
School of design																		0
School of music & performing arts				1						1								2
School of creative industries				1	2		2		4	2						1		12

Restricted - Other

School of education			1	15	4		1	1	1	13		1				3		40
School of humanities	1	3	2	1			3	3	1	1		2	3		4	2		26
School of sciences	10	20	4	8	2	6	14	16	9	5	11	13	18	2	19	3		160
Number of times SDG was covered	14	24	12	30	10	6	22	26	23	30	11	18	22	2	24	13		287

Aspect of strategy	Description
Vision	To be a vibrant and well-connected centre for new ideas, with no internal boundaries and an international profile for creativity, culture and enterprise in research.
Aims	To embed the University's values of Respect, Inclusivity, Collaboration and Sustainability into all of our work. To actively engage with stakeholders from across the local, regional and global community. To enhance the reciprocal relationships between research, innovation, professional practice and teaching. To support all 17 UN SDGs holistically.
Targets	Series of townhall/seminars focussed on projects embracing UNSGDs (Andy/RSO) Link more closely to Global Citizenship programme (Gin Darcy/Ian Gadd) UN SDGs as criteria in internal seed funding calls (SP) Link to Turing programme – volunteer opportunities funded overseas (Charlotte Cooper)
KPIs	SDG research mapping outputs Research outputs
Responsibility	Pro-Vice-Chancellor for Research and Enterprise,
Supporting documents	Research Strategy 2030

Theme 3: Social enterprise and partnership building



Building enterprise through local, regional and international partnerships is central to our 2030 Strategy and directly supports SDG 17: Partnerships for the Goals. Our partnerships include educational, commercial environmental and cultural, which together contribute to SDG 1: No Poverty, SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth, SDG 9 Industry, Infrastructure and Innovation, SDG 10, Reduced Inequalities, SDG 13: Climate Action, SDG 16: Peace, Justice and Strong Institutions and SDG 11: Sustainable Cities and Communities. We will build partnerships and work with employers, cultural organisations, academics and alumni to:

- foster economic and cultural development (local, regional, international)
- improve our student learning and graduate outcomes
- ensure that our work is relevant, useful and needed
- fulfil our role as a social enterprise

As the fifth largest employer in the Bath area, we contribute significantly to the local economy and are in a strong position to have a positive impact on local communities. Furthermore, our student population brings both positive financial impact and risk of negative local community relationships. It is our aim to play a meaningful role in local and regional sustainable economic development and social cohesion, through the development of and contribution to key partnerships. It is also our aim to continue to develop international partnerships for knowledge and exchange, for the benefit of all.

Regional Partnership Development:

We have established a dedicated Centre for Innovation and Knowledge Exchange, led by Pro Vice-Chancellor External (PVCE), whose remit is to:

- Review and refresh existing partnerships to ensure that they; demonstrably benefit the quality of student education (SDG 4); reduce inequalities by targeting hard to reach communities (SDG10); promote good health and wellbeing (SDG 3); and improve the chances of decent work and economic growth (SDG 8).
- Build BSU's business and commercial connectivity and activity. By engagement in partnerships with the Chamber of Commerce, Business West, Bath BID, Bath Initiative, the West of England Combined Authority, BANES Council, local businesses and others, we will influence our Local and National Industrial Strategies to promote a sustainable approach. We have established partnerships with local cultural organisations, working to embed BSU within our community for mutual benefit. The Short Course Unit works to upskill and reskill those in the region. Our Digital Skills programmes, especially Skills Bootcamps, work to create pathways to employment, innovation and research (SDG 3,5,4,11) cocreated with local employers and organisations.
- Work to grow our Social Enterprise work and contribution to the Social Economy in the region. Especially through the set up and running of the Bath Social Impact Network.

International Partnership Development:

The Global Academy of Liberal Arts network (GALA) forms a key part of BSU's international strategy, supporting opportunities for international engagement by staff and students primarily through BSU's GALA Outreach scheme that has provided over 200 awards since 2017/18.

GALA is an international community of diverse, innovative, and socially responsible universities and colleges whose aims are to transform lives and to enhance global understanding through interdisciplinary collaboration in teaching and research.

As part of this, GALA has agreed a set of *network* objectives (i.e. things that GALA will aim to do as a *group*) and a longer list of *partner* objectives (i.e. objectives provided by each partner that align with their own institutional/faculty strategy) for 2022-25. The former includes an expectation that GALA will have "facilitated innovative and interdisciplinary collaborations in teaching and research, some of which will have explicitly engaged with the Sustainable Development Goals". Several of the partner objectives also cite SDGs directly or indirectly (for example):

- Facilitate at least one SDG-focused teaching/student collaboration per year with a GALA partner (BSU)
- Sustainability: Further align our work with UN Sustainable Development Goals, building socially responsive uses of media and the arts (and associated technologies) and evolving our educational models within a global ecosystem (Columbia College, Chicago, USA)
- Finding university partners to help expand CGU faculty research and programming, and curriculum related to global wellness, public health and the liberal arts, and provide mobility funds and research initiative support (Claremont Graduate University, USA)
- To develop research collaborations, summer schools, and student mobility opportunities in the following areas: Cultural Heritage, Digital Humanities, Sustainability and Literature and languages (University of Parma).

More recently, the network has established a series of research groups to support collaboration between partners across the network; these include 'Fashion, sustainability, heritage crafts, inclusion' and 'Environmental Crisis'.

In June 2024, the University of Parma and Bath Spa University collaborated on a residential summer school programme called 'Ecological Transformations: Ethics and Praxis in the Environmental Humanities'.

GALA held a two-venue conference in April 2023 on the broad theme of 'Sustainable Liberal Arts', comprising events Wits University ('Sustainable Development Goals'), and Utrecht University ('Sustainable Liberal Arts'). These involved a mix of in-person and online speakers from across the network. The 2024 conference, which marks the tenth anniversary of the network, will focus on 'How do the liberal arts respond to a world in crisis?' and will include six panels dedicated to the theme of 'Environmental Crisis'

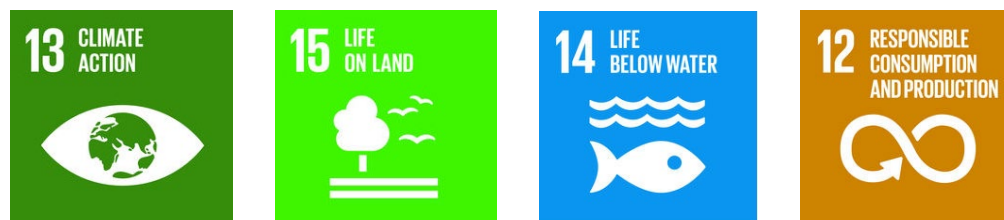
Student Community Partnership

In addition to the positive financial impacts of our student population, we are acutely aware of the potential negative impacts on local communities, including disturbance and the cost of local rental property. We are involved in several initiatives aimed at improving local communities and maintaining good relationships, most notable through the Student Community Partnership (a tripartite working group, comprising Bath Spa University, Bath and North East Somerset Council and the University of Bath). Indicatives include volunteering opportunities run by our Students' Union, B&NES Transport Forum, GREEN Group (Green Resources, Energy and Environment Network) and local giving through our Pack-for-Good campaign (British Heart Foundation, Food Bank and FareShare)

Aspect of strategy	Description
Vision	To foster mutually beneficial relationships with our local communities and those of our students, to foster economic and cultural development (local, regional, international) and to play an active role with our partner organisations in the continual improvement of Bath region's prosperity and societal cohesion.
Aims	<ul style="list-style-type: none"> To continually develop and contribute to local, regional and international partnerships aimed at sustainable development and the realisation of the UN SDGs. To continually manage and develop good relationships with our local communities, through the SCP and continual engagement To grow contribution to the Social Economy in the region
Targets	<ul style="list-style-type: none"> Zero complaints to the University regarding student behaviour or our impact on local communities To influence positively the development of local and regional industrial strategies To create a pathway for Social Enterprises from Start up to growth, positively influencing the Social Economy of the region. (2024) Expanding the delivery of Carbon Literacy/ Climate Education to the wider community (2028) To develop and contribute to partnerships aimed at sustainable development and the realisation of the UN SDGs. To influence local and regional industrial strategies positively. Where possible, integrate UN SDGs as criteria in internal seed funding calls to support the 17 UN SDGs holistically.
KPIs	<ul style="list-style-type: none"> Social Impact Report
Responsibility	Professor of Social and Creative Enterprise Head of Development for European Projects PVC Student Experience
Supporting documents	SCP Action Plan Bath Social Impact Network guiding principles Gala Network Objectives

Theme 4: Estate management

Theme 4, Estate management, includes all the activities undertaken to run the University's physical estate. This includes energy consumption and all its associated environmental costs, management of waste and water and, of course, the habitat, biodiversity and heritage value of our campuses. It also includes the design and construction of new developments and major refurbishments, which will be essential to meeting our Net Zero 2030 commitments. We manage our estate to be as clean, efficient and biodiverse as we can, recognising the cultural heritage value of our main campus, always striving to minimise our negative impacts on the environment and finding ways to create positive impact.



Minimising energy and water waste, improving efficiency, driving down carbon emissions and minimising discharges all make good business sense and go hand-in-hand with providing a first-class working, living and studying environment. We have invested heavily in cost-effective measures and skill-development to combine these complementary goals. In addition, we are actively supporting the development of renewable energy in the UK by purchasing 100% REGO-backed renewable electricity and engaging with our energy services provider in the development of renewable Power Purchase Agreements (RPPAs). To eliminate fossil fuels from our heating systems, we are currently developing our Phase 2 Decarbonisation programme, in which we intend to replace all combustion plant on our main Newton Park campus with heat pump technology.

Diversion of our waste back into the circular economy has been a primary focus over recent years and we've been pretty successful so far. We have developed a simple, innovative, bagless waste management process that has enabled us to recycle upwards of 70% of the waste we produce across our campuses and residential facilities. We are continually working to improve this and are seeking ways of reducing the quantity of waste we produce. Going forward, we are intensifying our engagement activities amongst both our staff and student bodies. From the 2023/24 academic year, we will be sending our general waste to a specialist facility, where it will be sorted to recover any remaining recyclable materials and preparing the remaining waste for energy recovery.

As with much of the HE sector, Bath Spa has invested heavily in new-build and refurbishment to accommodate growth and improve the student experience. Both our major developments at Newton Park have achieved BREEAM "Excellent" and all refurbishments have been carried out to optimise energy and water efficiency. Moving forward, we are aiming for Passivhaus standard for new developments and will design any new facilities or refurbishments to contribute to the overall decarbonisation of our estate.

Biodiversity is under threat everywhere from human development and climate change. We are incredibly fortunate to operate from a rural, parkland estate in the beautiful surroundings of the Heritage City of Bath. We recognise this and continually work to improve the ecological value of our estate via our on-going biodiversity and habitat management plan, which is assessed annually.

Theme 4.1: Energy and Carbon



During 2010, we published our first Carbon Reduction Management Plan, which set out how we would reduce our Scope 1 and 2 emissions by 50%, or 2,000 tonnes, over the following 10 years to 2020. In 2017, we delivered this programme three years early, despite a 50% growth in the size of estate (orange bars Figure 1) and a significant increase in operational activity. We have come close to our target of 2,000 tonnes per annum (black dotted line Figure 2). In 2016, we collaborated with our regional universities to procure 100% UK solar and wind-generated electricity, which eliminated our scope 2 emissions, so reducing our overall footprint to c.1,000 tonnes per year (green bars Figure 2).

While total carbon emissions remain our primary target, carbon and energy intensity, measured in terms of kg CO₂/m²/y and kWh/m²/y respectively are also very important metrics as they describe the efficiency improvements resulting from the carbon reduction programme. Energy intensity has been reduced by 46% so far (red line Figure 1) and carbon intensity has been reduced by 94% accounting for our procurement of zero carbon (renewable) electricity (blue line Figure 2).

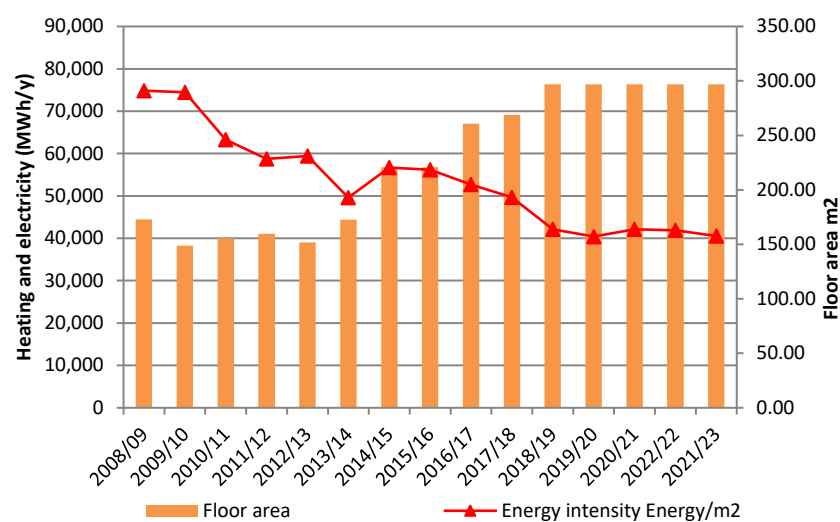


Figure 4. BSU Floor area (m² GIA; orange bars) and energy intensity (kWh/m²/y; red line)

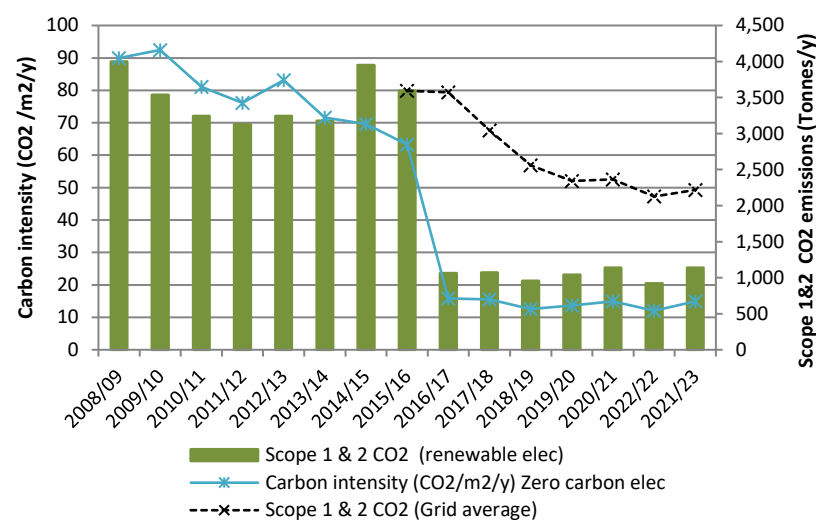


Figure 3. Scope 1&2 CO₂ emissions accounting for zero carbon electricity (t/y; Green Bars). Scope 1&2 CO₂ excluding zero carbon electricity (t/y; black dashed line) and carbon intensity accounting for zero carbon electricity (kg CO₂/m²/y; blue line)

In 2021, we published our current Carbon Reduction Management Plan, which sets out our path to Net Zero emissions by 2030, including a range of Scope 3 emissions. This plan currently excludes supply chain emissions from general procurement and construction emissions. This is due to a current lack of maturity in the understanding of such emissions.

Our dual focus towards 2030 is on continuing to optimise the operation of all our estate and to decarbonise heating at Newton Park, our main campus. This work is currently (2023) in the developmental phase. It will take a “whole campus” approach to prioritise demand-side heat reduction, followed by the replacement of our existing gas and biomass plant with low/zero-carbon heat pump-based heat sources.

Construction and Refurbishment

Minimising carbon emissions from both the construction and operation of new developments and major refurbishments will be essential components of meeting our Net Zero 2030 commitments. In order to ensure we use the best available methods to achieve this, we have developed a [Sustainable Construction Policy](#), which sets out a range of standards for energy, carbon, well-being and accessibility.

Aspect of strategy	Description
Vision/Aims	Our Vision is to play a leading role in the decarbonisation of the HE sector, to deliver on our responsibilities under the Climate Change Act 2008, the Paris Agreement of 2016 and their future updates, and to share our learning with our staff, students and the wider community. Our Aim is to become a certified Carbon Neutral organisation by 2030
Targets	<ul style="list-style-type: none"> Support the development of corporate PPAs to ensure our electricity supply is provided by new-to-Earth renewable sources by 2030 Develop available on-site renewable generation opportunities by 2030 Reduce Scope 1 & 2 CO₂ emissions to 2,000 tonnes by 2025 Set up a carbon offsetting scheme, linked to Bath Spa’s Education for Sustainable Development programme by 2025 Decarbonise heat provision at Newton Park by 2029 Certified Carbon Neutral under PAS2060 by 2030
KPIs	<ul style="list-style-type: none"> Carbon intensity (kg CO₂/m²/y) Energy intensity (kWh/m²/y) Annual CO₂ emissions Annual electricity, gas, and biomass consumption Renewable energy generation

Baseline	<ul style="list-style-type: none">• 4,000 tonnes Scope 1 & 2 (2010)
Responsibility	Director of Estates supported by Sustainability Team
Supporting documents	Environmental Policy Carbon Reduction Management Plan 2021-2030 Sustainable Construction Policy ISO 14001 Operational Procedure 4.4.6.9

Theme 4.2: Estate management – Waste



Since the implementation of our innovative waste and recycling strategy in 2014, we have consistently recycled over 70% of our waste (Figure 6), sent less than 2% to landfill, reduced litter, eliminated sharps-based injuries and not used any black refuse sacks in our operations.

Our total waste production generally reflected the growth of the University between 2013 and 2019 (blue columns Figure 5), until the Covid pandemic disrupted normal activity. Waste per FTE also followed this trend as we increased on-site student accommodation (red line Figure 5), maximising at around 48 kg/FTE/y in 2018. However, this relationship has been broken and has remained fairly consistent at around 25kg/FTE/y since 2019/20.



Figure 6. Recycling as a % of total waste, showing rates of consistently above 70% since the implementation of our new, simplified strategy in 2014

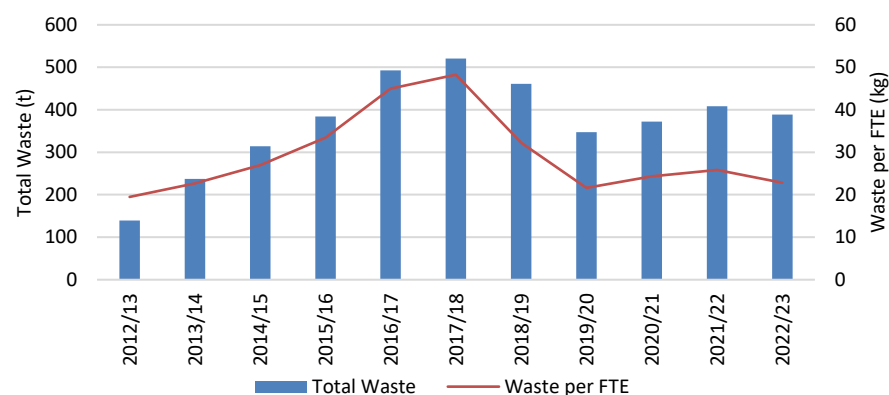


Figure 5. Total waste (t) and waste per FTE (kg; staff and students) since 2012-13

Successful waste management is a combination of the right infrastructure, process and messaging, coupled with continual engagement with staff and students, particularly with our annual intake of first-year students. We believe that we’ve got the infrastructure and process about right and are working to develop ever-more innovative and engaging interaction with our students and staff to maintain and improve behaviour.

While our aims are to minimise waste arisings and to maximise on-site recycling, we actually have limited influence and control over what students do in terms of these activities within their halls of residence. Hence, alongside the engagement activities, from Aug 2023, we have arranged for our “residual” non-recycling waste to be sorted at a transfer station to recover the remaining recyclable materials before being processed into fuel for energy from waste (EfW). We expect this to reduce our EfW stream by at least 50% and increase our overall recycling to as much as 90%

Aspect of strategy	Description
Vision/Aims	Our vision is to make sure our waste benefits society by avoiding landfill and supporting the circular economy. We aim to do this by: <ul style="list-style-type: none"> Consistently reducing the waste we produce Maximising the return of our waste materials to the circular economy, through effective recycling Sending nothing to landfill
Targets	<ul style="list-style-type: none"> To understand and reduce food waste in halls To understand and reduce food waste from our catering activities To consistently divert over 80% of our waste to recycling and anaerobic digestion (AD) every year <ul style="list-style-type: none"> To send less than 1% of our waste to landfill by 2027 To reduce contamination rates within our waste stream
Baseline (2022)	<ul style="list-style-type: none"> 26kg total waste per FTE (students and staff) 73% recycling 6 tonnes Waste to landfill
KPIs	<ul style="list-style-type: none"> Recycling/ Waste rates for all waste streams
Responsibility	Estates Department- Head of Facilities
Supporting documents	Environmental Policy Waste Management Policy Waste Management Plan Operational Procedure 4.4.6.8

Theme 4.3: Estate management – Water



Water conservation is becoming ever more important as climate change disrupts rainfall patterns, while our water demand continues to increase.

To ensure that our new builds and refurbishments are water efficient, we have used the BREEAM “Excellent” to guide the design process in our recent developments. In addition to these requirements, we installed rainwater harvesting in our Commons building, which provides non-potable water for toilet flushing. We have invested in comprehensive, building-level water metering infrastructure and have installed break points and submeters on our water mains infrastructure at our main Newton Park campus. This enables us to monitor closely our water consumption at the building level and to quickly spot unusual usage and leaks.

Over the last few years, we have identified and eliminated over 3m³/h worth of leaks on our main infrastructure and are currently working on the last remaining losses. Due to the antiquated nature of much of our water main infrastructure, this is an on-going process of identification, repair and replacement. The progress we have made is evident from our water consumption records (Figure 7), which show a trend of continual improvement since 2017/18. The process of monitoring, leak identification and remediation continues and specification of water efficient services in all refurbishments and new developments will be key to maintaining this improvement in water efficiency.

In addition, our approach to planting and maintenance of university grounds has been strongly influenced by improving drought resilience and minimising the need for supplementary watering.

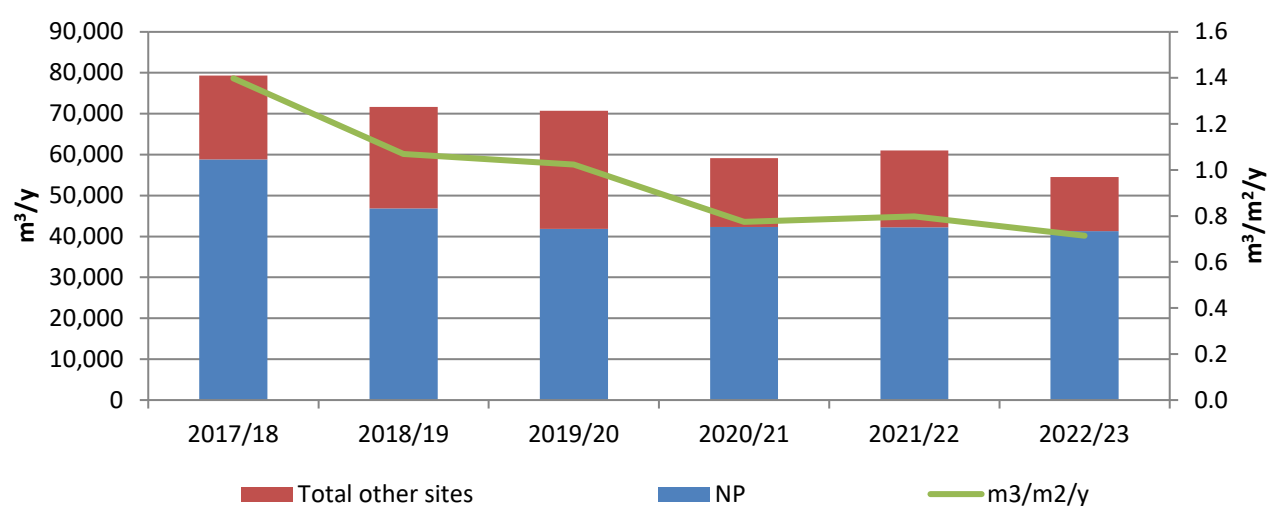


Figure 7. Water consumption on Newton Park (lower blue bar) and other sites (upper red bar) and water efficiency in terms of consumption per m² of building floor area.

Aspect of strategy	Description
Vision/Aims	To be amongst the most water-efficient organisations in the HE sector by minimising uncontrolled water loss and maximising water efficiency in all our buildings, processes and practices
Targets	<ul style="list-style-type: none"> Reduce water loss at Newton Park by 50% against 2023 baseline by 2027 Improve water efficiency to below 0.7 m³/m²/y by 2027 Reduce mains-fed use of water for grounds to zero by 2027
KPIs	<ul style="list-style-type: none"> Water loss (continuous flow m³/y) Water efficiency (m³/m²/y)
Baseline	<ul style="list-style-type: none"> 2023 Water loss (recorded as continuous flow at Newton Park) 11,500 m³/y 2023 Water efficiency - 0.76m³/m²/y
Responsibility	Estates Department – Sustainability Manager/Head of Maintenance/Grounds Manager
Supporting documents	Environmental Policy Environmental Planner Operational Procedure 4.4.6.11 BSU water consumption master

Theme 4.4: Estate management – Biodiversity



Biodiversity is under threat everywhere from human development and climate change. We are incredibly fortunate to operate from a rural, parkland estate in the beautiful surroundings of the Heritage City of Bath. We recognise this and continually work to improve the ecological value of our estate. The work we do to improve biodiversity across our estate directly supports SDG 13; Climate Action, SDG 14; Life Below Water and SDG 15; Life on Land.

Our main campus “Newton Park” includes all the pleasure grounds, lakes and park owned by the Duchy of Cornwall and is registered at grade II* on the English Heritage Register of Parks and Gardens. The site includes two Scheduled Monuments, eleven listed buildings and numerous other sites recorded on the local Historic Environment Record. This historical significance brings with it certain constraints, which must be considered as part of the habitat and biodiversity enhancements we make. However, Newton Park campus has great biodiversity potential and, within the confines these constraints, we work hard to improve the biodiversity and habitat value of the landscape, while also maintaining and restoring the campus’ heritage value.

From 2014-2024, we have done this under the guidance of our 10-year joint Landscape and Habitat Management Plan (LHMP). The LHMP was instigated as part of two developments, the Commons and Gardens, which were completed between 2013 and 2016. The LHMP has been delivered by Bath Spa’s in-house Grounds Management Team, with independent oversight and annual monitoring by Nicholas Pearson Associates. We will be progressing this into a Campus Management plan that considers the cohesion of biodiversity, heritage and student life.

The LHMP was the turning point regarding the approach management of the campus grounds; it highlighted the importance of biodiversity and provided guidance of how to manage areas to improve it. Regular surveys of species such as Birds, Bats, Amphibians, Badgers and Otters gave us a record of how species numbers were responding to management. The Phase 1 Baseline survey of 2009 was repeated in 2022.

This showed marked improvements in the range of habitats on campus, particularly relating to grassland management with many areas of meadow, flexible mowing regimes and a mosaic of grassland habitats, all of which encourage greater biodiversity. Ornamental planting on campus is now more diverse and there are now large areas of bulbs, providing early flowering species for pollinators. The parkland areas have been under an HLS agreement (higher Level Stewardship) for many years. Most recent initiative includes planting parkland trees and several large areas of meadow.

In addition to this work, the University achieved “[Hedgehog Friendly Campus Gold Accreditation](#)” from the British Hedgehog Preservation Society in 2023. Whilst we no longer engage directly with this award, we will continue to enact and uphold conservation works and monitoring of hedgehogs at our sites.

Moving forward, we will publish a Campus Management Plan (CMP) to replace the LHMP. The CMP will identify how we will continue to improve habitat and species diversity, while increasing climate resilience and maintaining its heritage value. The CMP will consider these improvement plans within the context of the University setting and take into consideration the balance between student life and nature enhancement work. Over the next five years, we will prioritise the engagement of students with nature and conservation works through curriculum engagement and a “Living Lab framework”. We are also planning to achieve “Green Flag” status to showcase Newton Parks nature, heritage and facilities.

Our immediate ongoing biodiversity commitments include:

Monitoring of specific species which continues to build on the survey records of the LHMP. This may include species such as Bats, Newts, Bird Box surveys, although the greater emphasis should be on habitat improvements overall such as:

- creating additional wildflower areas,
- vary mowing regimes,
- maintaining Woods and Parkland areas, increasing planting as appropriate.
- maintaining all our aquatic habitats.

New plantings will be planned to increase habitat diversity and support pollinators, using species that are adaptable to climate change wherever possible.

Aspect of strategy	Description
Vision	To make Bath Spa University a showcase for first class biodiversity management within a designated Heritage Parkland and engage students in ongoing improvements works and opportunities to contribute to long-term research.
Aims	<ul style="list-style-type: none"> • To formalise a Living Lab framework as a tool to link our physical environment to the curriculum • To become a Green Flag campus • To sign the Native Positive Universities Scheme
Targets	<ul style="list-style-type: none"> • To publish an updated Campus Heritage and Biodiversity Plan by July 2025 • To achieve Green Flag Award for our main campus by 2025 • Establish habitat baselines for development/ improvement at Newton Park by 2026 • Become a Nature Positive University by 2027 • Develop maps for interpretation and student engagement by 2024 • Work with academic schools to develop a Living Lab framework to engage students in ongoing grounds and conservation work by 2027

KPIs	<ul style="list-style-type: none">• Number of student research projects based at Newton Park• Green Flag score• Species monitoring results
Baseline	2023 LHMP report
Responsibility	Grounds Manager
Supporting documents	LHMP report 2023 Operational procedure 4.4.6.5

Theme 5: Digital Technology



Globally, digital technology is responsible for 6-12% of global energy usage and is estimated to contribute 2.3-3.7% of global carbon emissions, similar in scale to the Aviation industry. According to an IPCC report, aggregated carbon emissions through use of the Internet alone were estimated at 1.7bn tonnes in 2020. An estimated 80% of our digital carbon footprint is bound up in equipment manufacture and distribution; the remaining 20% is accounted for in operational usage, whether on premise, in the Cloud or remote. For HEIs, emissions associated with IT typically account for 5-10% of their carbon footprint. The growing popularity of Generative AI (GenAI) technology is responsible for soaring environmental costs, both in energy and water usage, so it is expected that operational usage costs will increase.

In addition to the climate impact, worker exploitation, hazardous and toxic working conditions and environmental pollution are common factors throughout mineral extraction and digital technology supply chains, including post-use waste management.

Conversely, digital presents several opportunities to support Bath Spa’s commitment to attain Net Zero by 2030, by enabling the flexible working practices that became ubiquitous during the pandemic. Digital has helped us to reduce travel-related carbon emissions, to develop more efficient processes and support our productivity. It is a core strategic enabler to deliver a truly excellent student and staff experience. Digital is the future, and being mindful of how we use and manage our digital infrastructure now and in future will help us to reduce our carbon footprint, while capitalising on its many benefits. Our digital theme examines how we can achieve this.

Our ambitious Strategy for Digital Transformation embeds digital as a cornerstone of our University Strategic Plan, and the sustainability of our digital estate is one of our driving principles.

Aspect of strategy	Description
Vision	“We will exploit the opportunities of digital transformation responsibly, consolidating and integrating our practice, technologies and data where possible to minimise Bath Spa’s environmental impact.”
Aims	<ul style="list-style-type: none"> • Cloud First Our digital services will be Cloud first where possible. We will continue to invest in Cloud technologies to reduce Scope 1 and 2 emissions. Our strategic partners for Cloud services will demonstrate a robust commitment to achieving Carbon Neutral or Carbon Negative status by 2030 and help us to quantify our Scope 3 emissions. • Digital First We will consider the wider business context and benefits of digital at the outset of every new University initiative. • Responsibly procured We will use all available resources to understand and mitigate human rights and environmental risks throughout the lifecycle of our digital infrastructure. • Energy Efficient We will use industry energy standards to ensure we buy the most efficient equipment available and develop strategies to minimise in-use energy consumption
Targets	<p>Equipment manufactures and distribution</p> <ul style="list-style-type: none"> • We will replace our 4-year rolling replacement cycle for staff endpoint devices with a 5-year replacement cycle, enabling us to reduce the overall number of devices purchased and use them more effectively. <ul style="list-style-type: none"> • We will engage with Electronics Watch to understand, and where possible mitigate, human rights abuses and environmental risk within the supply chain • We will pursue opportunities to reuse or donate endpoint devices, only recycling where necessary • Where we must recycle, all IT equipment will be recycled to the highest standards of sustainability and data protection. • We will work with suppliers to understand and quantify our Scope 3 emissions. <p>Operational Usage</p> <ul style="list-style-type: none"> • Our on-premises digital estate will utilise energy-efficient infrastructure that is high performing and measurable for electricity usage and carbon emissions. We will ensure we use the minimum equipment required to deliver robust, resilient services to the University. • As we reduce the complexity of our digital infrastructure, we will continue to consolidate our services where possible onto less hardware to minimise electricity usage and carbon emissions • We will continue to develop automated power saving measures to reduce power usage where possible • We will continue to improve remote support and management to reduce the need for campus visits for technical support • We will undertake communications campaigns such as “don’t standby, switch off” to raise awareness among staff on power-saving measures, for use on campus and remotely • We will work with Schools and Departments to continue to reduce paper usage and printing where possible <p>Supporting our Education Strategy: Knowledge Development and Exchange</p>

	<ul style="list-style-type: none"> • We will continue to develop courses to capitalise on the affordances of digital, supporting “any time, anywhere” access to course materials, enabling flexibility for students and facilitating productive on campus attendance for quality contact time. • We will continue to develop a rich variety of online digital learning resources in support of flexible learning • We will provide rich management information to support effective business decision-making, thereby reducing the incidence of data silos (and therefore storage) across the University • Our digital ecosystem will support rich and efficient communication and collaboration mechanisms, regardless of participant locations • We will publish guidelines on the impact of digital connectivity on the environment and suggestions to mitigate this through changing practice <p>Support Estates and Services management through improve connection of devices and sensors, developing management systems and ensuring an appropriate mix of technical and administrative support.</p> <ul style="list-style-type: none"> • We will ensure that our Estates strategy incorporates the notion of intelligent environments where connected devices and sensors generate data on estates usage that can inform decision making <ul style="list-style-type: none"> • We will develop and manage systems to support physical or remote access to, and effective use of, a range of multi-use physical spaces and equipment • We will streamline systems across the University to facilitate room and equipment booking and measure room usage to ensure physical spaces support current practice • We will include the effective pedagogical use of learning spaces and equipment in our plan for developing the digital fluency of teaching staff, and provide support and training materials for staff and students using these spaces. • We will assess the level of technical support required to adequately maintain (and keep current) technology-equipped rooms. We will ensure that a sufficient and appropriate mix of technical, administrative and teaching support is available.
KPIs	<ul style="list-style-type: none"> • Net Zero Supplier Tool carbon emissions for Digital and IT related services • ENPI measurements of KWh/M2 for Data Centres • Number of pages printed by students • Number of staff and students signed up to/ participating in online digital learning resources
Responsibility	Chief Information Officer
Supporting documents	Digital Sustainability Action Plan

Theme 6: Transport



The impacts of our business and commuting-related travel occur both locally from pollution and congestion and globally from carbon emissions. We have managed our local travel-related impacts for several years through an award-winning Travel Plan, which has just been updated for the period 2023-2028. Looking forward, it is important to continually improve on our progress to date and to expand our efforts to manage and reduce the global impacts of carbon emissions from overseas travel.

At Bath Spa, we are privileged to be situated in a beautiful rural location. However, this presents particular difficulties in relation to developing sustainable commuting behaviours, as we are poorly served by public transport links.

After several years of investment in improving bus services and increasing on-campus accommodation, we've seen a marked reduction in commuting-related car journeys, coupled with a corresponding increase in bus travel. Changes to working practices, specifically the facilitation of home working, have also significantly reduced staff commuting-related emissions in the 2022/23 academic year.

Our pre-covid business travel emissions had been falling year-on-year since 2017/18 and this trend appears to have continued since the post-Covid return to "normality" (Figure 8). For the 2023/academic year, the university is implementing a new travel booking system, which will enable staff to choose travel modes and accommodation according to the least available carbon footprint.

Our primary measures to continue the reductions in transport emissions are detailed in our new Travel Plan. These centre around continuing to improve public transport provision and to work with regional partners to decarbonise it, facilitating and encouraging EV uptake for staff, continuing to promote and facilitate safe active travel and, crucially, to continue to improve the digital, virtual work experience, to reduce the need for business travel.

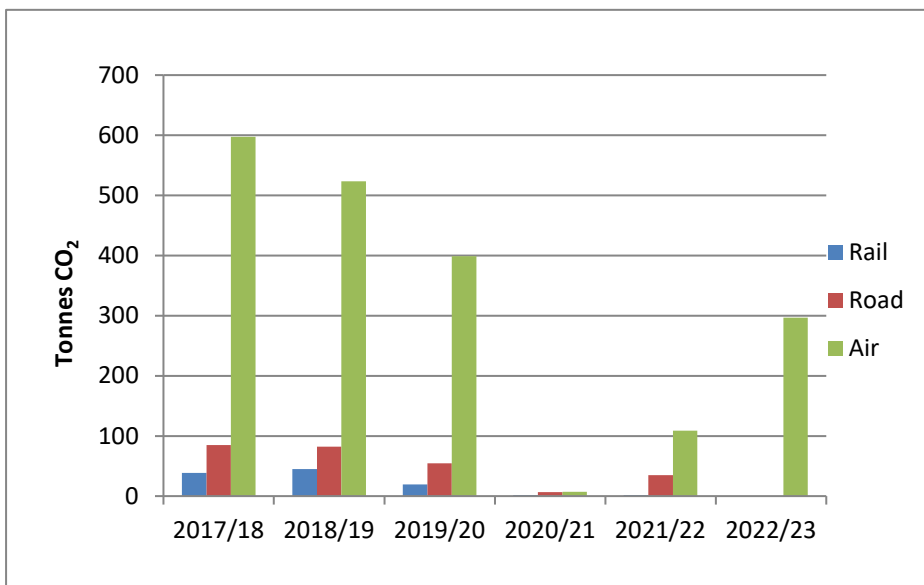


Figure 9. Business travel emissions 2017/18 - 2022/23, showing a decreasing trend and Covid-related drop during the pandemic. Road and rail travel are not included for 2022/23 due to data quality issues with our new finance system.

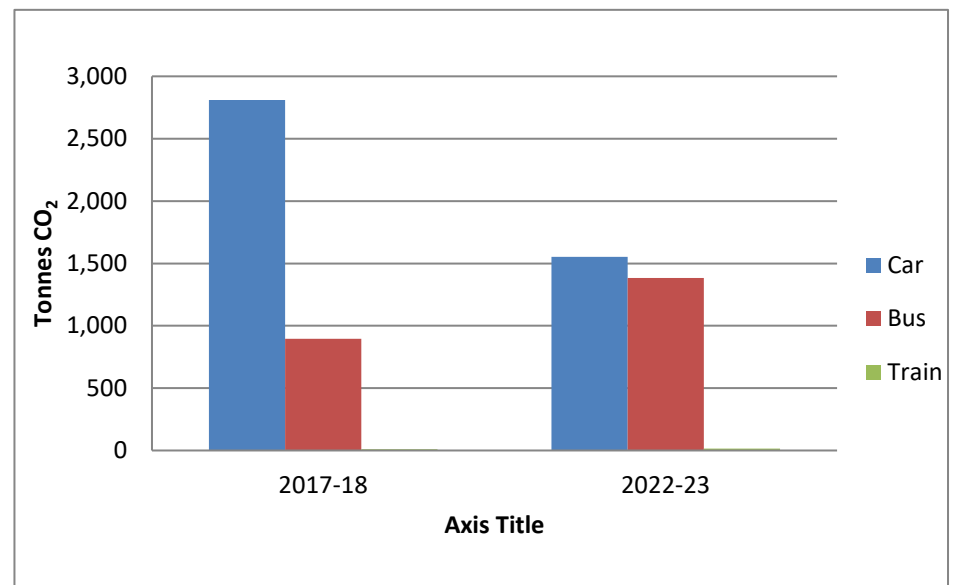


Figure 8. Commuting emissions by car, bus and train for 2017/18 and 2022/23 academic years, showing a substantial decrease in car emissions and a shift towards bus travel.

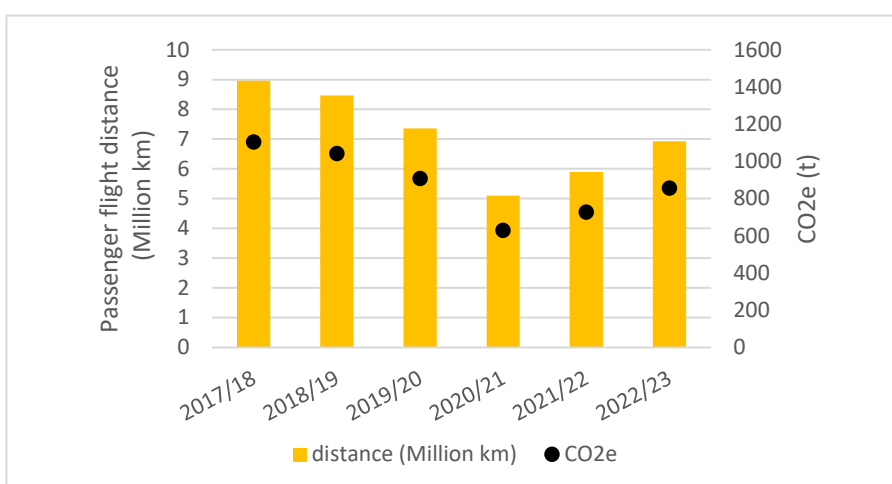


Figure 10. Overseas student commuting to BSU, based on one return flight per student per year.

Aspect of strategy	Description
Vision	Our vision is for a future in which the need for travel of all forms is reduced through technology and, where travel is required, this is undertaken via decarbonised modes, which do not contribute to climate change or poor local air quality. We understand that, despite our measures to reduce transport emissions of all forms, significant proportions of business travel and overseas student commuting will continue to create emissions for some years to come. These residual emissions will be offset responsibly, while aviation becomes decarbonised.
Aims	<ul style="list-style-type: none"> • To manage and reduce Bath Spa’s commuter-related impacts on local road congestion, air quality and carbon emissions • To manage and reduce carbon emissions from BSU’s business-related transport, student field trips and overseas student commuting • To enable the safe, timely and affordable transport of staff and students to and from their places of work and study and to improve student satisfaction across the University
Targets	<ul style="list-style-type: none"> • To CO2 from student car journeys 30% by 2026 • To reduce carbon emissions from staff and student commuting by 25% by 2026 • Work with regional partners (BANES, RUH, Bath Uni) to develop an action plan that facilitates modal shift to decarbonise transport in the local areas. • To continue to reduce business travel related emissions through guidance and virtual facilitation by 2023. • To continue to replace BSU vehicle fleet with EVs by 2028 • To offset 100% CO_{2e} emissions from business travel and overseas student commuting that cannot be decarbonised by 2030 • Improve the provision and flexibility of bus services for staff and students • To improve student satisfaction with the quality and reliability of bus services • To enable alternative personal e-micro transport options for students and staff (Jan 2025) • Increasing Provision of EV charging point across all sites • Continue to facilitate Staff movement towards EVS
KPIs	<p>Responses from Travel Survey</p> <p>Key Travel Data</p> <p>Overseas travel measurements</p> <p>BANES Measurements on Air Quality (Check with Lucy)</p>
2023 Baselines	<p>Daily commuting by car (passenger journeys) - 479,000 journeys per year</p> <p>Zero Emission bus journeys - Zero</p> <p>Carbon emissions:</p> <ul style="list-style-type: none"> • Commuting emissions 1,550 t • Overseas student commuting 1,043 t • Business travel 375 t
Responsibility	Facilities and Services (transport) Manager
Supporting documents	<p>BSU Travel Plan</p> <p>Travel Policy</p>

Theme 7: Procurement


Our procurement decisions can have profound consequences down the supply chain from carbon emissions, pollution, soil loss, animal welfare, worker exploitation and even modern slavery. We are at the beginning of a journey to assess the impacts of our procurement, to manage them and increase their positivity wherever possible. Our approach will be to integrate the principles of sustainability into each step of the procurement process, in a step-by-step fashion.

We have enhanced our supplier due diligence process and data capturing and quality. Collecting data on the location and size of organisations we purchase from so we can measure engagement with SMEs, Social Enterprises and our local supply base; and enhancing our reporting through Higher Education Supply Chain Emissions tool (HESCAT) coding of suppliers at source which will improve our accuracy of supply chain Scope 3 and category spend reporting. We will systematically review category areas and our supply chains to identify areas of high risk and develop mitigation strategies to address these. We will use available resources and tools, such as the [Net Positive Futures' Supplier engagement tool](#) to help us understand and mitigate these risks. We will work with other organisation to ensure a larger impact, such as Government Commercial Function, Purchasing Consortia including UKUPC and local networks, and Electronics Watch (IT).

To ensure new contracts address these risks, we will continue to use government recommended supplier selection questions, and develop tender criteria and evaluation processes, which include appropriately weighted sustainability metrics and social value propositions. As part of a larger piece of work on enhancing Contract Management we will ensure that monitoring and improvement of sustainable practices are a focus.-

To help our staff understand the risks in their particular areas of procurement and how to address these, we will provide training and support, which will be coordinated through a Sustainable Procurement Working Group.

This will all be done within the framework of ISO20400 implementation, which will be fully implemented in 2028.

Aspect of strategy	Description
Vision	To embed best practice in sustainable procurement across the University, to ensure best value for the University while minimising any negative impact our purchasing decisions may have on the environment and people throughout our supply chains.
Aims	<ul style="list-style-type: none"> • Implement a framework to reduce and wherever possible improve the environmental impact of procurement and give purchasers the tools to help with managing these risks. • Improve our data sources and use of tools to better understand our supply chains and highlight the highest risk areas to focus on first. • Integrate responsible procurement including sustainability, social value and other supply chain risks in purchasing throughout the institution. • Engage with suppliers to measure and reduce scope 3 emissions. • Consider sustainability from start to end of the contract lifecycle and enhance skills and tools in this area to drive improvements. • Enhance our reporting/measures to track progress.
Targets	<ul style="list-style-type: none"> • Update Sustainable Procurement Policy and develop Responsible Procurement Strategy. • Work on implement of ISO20400 for full implementation by 2028. • Continue training for all procurement staff in sustainable procurement and raise awareness with the wider University. Include procurement in carbon literacy training and roll out Modern Slavery awareness training (working with HR). • Engage with suppliers to improve measurement of scope 3 emissions and understanding of highest risk areas and mitigating action. • Develop Sustainable Merchandising Policy • Identify and prioritise local products to reduce the footprint of transportation and support the local economy • Ensure sustainability and social value requirements are clear and include relevant criteria in the tender process with a minimum weighting of 10% of the total score. • Improve engagement of supply base including introduction of procurement section on BSU external website.
KPIs	<ul style="list-style-type: none"> • Net Positive Futures supplier engagement to improve accuracy of information on supply chains • Number of staff who have completed Carbon Literacy Training • Supplier data improvements to provide information on: <ul style="list-style-type: none"> • Supplier locations: local, regional, national and international • SMEs, Social Enterprises and Charities • Categorisation of spend to improve accuracy of Scope 3 reporting and targeted planning • Improvement in data sources and accuracy will allow for establishing a baseline and setting of targets to drive improvement
Responsibility	Head of Procurement, Procurement Specialist, Sustainable Procurement Task Group,
Supporting documents	Sustainability Policy Responsible Procurement Policy

Theme 8: Health and wellbeing

Bath Spa University aims to provide a safe, healthy, positive and environmentally friendly place to study and work for all members of its community. We provide a wide range of staff benefits, which support local, flexible prosperity. This work directly supports SDG 3: Good Health and Wellbeing, and SDG 8: Decent Work and Economic Growth. Our comprehensive Policies and procedures on Equality, Harassment, Inclusivity and Safeguarding make Bath Spa a safe, accessible and supportive place to be a student or employee and directly contribute to SDG 5: Gender Equality and SDG 10: Reduced Inequalities.

At BSU, we are taking a whole university approach to mental health and wellbeing and are committed to achieving the University Mental Health Charter. The Charter framework provides a set of evidence-informed principles, which will enable us to critically evaluate our approach, to ensure that Bath Spa University is recognised for the excellent work it is doing. We recognise that happy, healthy and well supported staff and students remain motivated, achieve higher outcomes, are an asset to the University and we work hard to maintain these attributes within the BSU community. We are due to submit our Mental Health Charter application in Autumn 2024, followed by an on-site assessment by the Student Minds assessment team in November and we expect to receive an outcome in mid 2025.

Other joint student and staff initiatives, include Report and Support, the online reporting tool where any member of the BSU community, and visitors can submit a report, either anonymously or to seek contact with an advisor.

In our staffing, we have chosen to minimise outsourcing as much as possible. This means our cleaners, caterers and security team members benefit from the security and support afforded to our academic and professional services staff. All our employees are paid above the National Living Wage, according to the Living Wage Foundation.

Amongst the measures we take to achieve this for our staff are: Annual Equality and Diversity week; Mental Health Awareness Week; Well-being week and associated activities offered over the year; Flexible working policy; Occupational Adoption leave, maternity and paternity schemes; Occupational Health support; Employee Assistance programme. For our students, we provide professional advice and guidance services across all campuses, including London, specialist services for disabled students, mental health services that work in partnership with external statutory and third sector organisations, an on-site medical service at our Newton Park campus, and an inter-faith chaplaincy, led by a full time University Chaplain. A range of initiatives & activities are provided, which are designed to empower students to manage and improve their physical and mental health and wellbeing. This includes a 24/7 student helpline staffed by mental health professionals, the Autwell group – an Autism only space, a one-stop digital space for students to self-refer into Student Wellbeing Services, ask questions, seek advice and assessment.

It is our aim to continually improve our provision of physical and mental health services to our students and staff. Following the completion of the Mental Health Charter, BSU will be launching a Mental Health & Wellbeing Strategy. The strategy will help to embed a university-wide approach and will contain a dynamic action plan that will be reviewed and monitored by students and staff.

Aspect of strategy	Description
Vision	To provide a safe, inclusive, healthy, positive and environmentally friendly place to study and work for all members of its community.
Aims	<ul style="list-style-type: none"> • Deliver a Mental Health and Wellbeing Strategy for Bath Spa University • Establish a Student Steering Group to influence student wellbeing initiatives and monitor the implementation of the Mental Health Strategy
Targets	<ul style="list-style-type: none"> • To maintain current staff survey engagement scores • To ensure that absence levels do not exceed sector norms • To receive consistent feedback from students about efficacy of wellbeing services • To develop the evidence-informed and data-driven approach into student wellbeing and plan/deliver targeted interventions and services • Submit Mental Health Charter (2024) • Launch BSU Mental Health & Wellbeing Strategy
KPIs	<ul style="list-style-type: none"> • Student participation and oversight of MH&W Strategy • Staff engagement scores • Absence levels • Student feedback
Responsibility	HR Director Head of Student Wellbeing Services BSU SU CEO Line Managers
Supporting documents	Health and Wellbeing Sulis pages and Mental health pages SWS pages: https://www.bathspa.ac.uk/students/student-wellbeing-services/

Theme 9: Sustainable Financial Management

Financial sustainability for the University requires that our money is safe and provides a reasonable return. However, how we invest our money and where we do our banking provide powerful opportunities to align financial decision-making with our core values. Positive “Impact Investing” provides opportunities to extend our Social Enterprise activities beyond our direct relationships with local organisations. Ensuring that our investments contribute to creating a decarbonised, sustainable future and are not used to finance fossil fuel extraction, environmental degradation or human exploitation is essential to ensuring that we are truly playing our part in making the world a better place.

However, our financial responsibilities don’t just lie with our banking and investments. We also have a strict code when it comes to fundraising, which precludes us from accepting donations from organisations or people associated with such activities as; pornography, child labour, slavery, gambling, alcohol, tobacco or any illegal activities and which is communicated in our [Ethical Fundraising Policy and Donor’s Charter](#).

We have already made progress with our investments, with the publication of our [Responsible Investment Policy](#), which sets out the principles for responsible investing, including consideration of environmental, social and governance issues relating to all decisions regarding the University’s investment portfolio, and associated Committee. Monitoring to ensure that the Policy commitments are adhered to, and their intent is upheld will be crucial in upholding our commitments to responsible investments.

In terms of our day-to-day banking, it is our intent to work with our service provider to understand the risks and opportunities inherent in our current practice and how these can be better aligned with our core values. We will also evaluate opportunities to diversify the management of our different income streams for maximum social benefit.

Aspect of strategy	Description
Vision	<p>Our vision is to invest our money in a socially and environmentally positive way to ensure our institutions development has a positive impact on people and planet. Our capital investments should create environmentally sustainable campuses through investment in buildings and facilities that improve energy efficiency and reduce our carbon footprint.</p> <p>Our equity and treasury investments should strike a balance between providing a return to allow this capital investment to happen and also investing in sectors/companies/products which are socially and environmentally sound.</p>
Aims	<ul style="list-style-type: none"> • Our objective is to demonstrate leadership in responsible banking and investment in the HE sector, while minimising reputational and financial risk. • To have a Responsible Investment and Treasury Statement that expresses our vision and investment and treasury management practices that implement our vision through a combination of exclusion, positive screening and reporting against sustainability benchmarks. • To ensure the balance between investing in sustainable and ethical products that achieve acceptable return for the institution with investments in products that achieve maximum return. • To ensure capital is earmarked for investment in our decarbonisation projects. • To prioritise investment in “green products” wherever possible.
Targets	<ul style="list-style-type: none"> • Aim for a proportion of our short-term deposit funds in retail banking products clearly identified as green or sustainable products. • Review our Treasury Management Policy to ensure considerations of Net Zero, social responsibility and sustainability and upheld and begin reporting on these vales by 2025 • Review the Terms of Reference of our Finance and Infrastructure Committee to ensure alignment with our Responsible Investment Policy • Ensure staff members involved in treasury management are trained on sustainable finance developments and advancements in the field (July 2025) • Review provision of purchase cards to align with sustainability values (July 2025) • Develop a Sustainable Treasury Policy to be shared publicly • Review current account provider to ensure alignment with treasury policy’s considerations and credit rate requirements.
KPIs	<ul style="list-style-type: none"> • Amount being invested in Green Products - 50% of short term deposits in green products. • Positive ESG improvement score on HSBC investments • All total or partial exclusions in investment strategy are upheld – e.g. Fossil fuel exclusion, banned/controversial weapons, tobacco, alcohol, arms manufacture • £5m included in capital plan to invest in our decarbonisation projects
Responsibility	Director of Finance / Chief Financial Officer.
Supporting documents	<p>Sustainable Treasury Management Policy</p> <p>Ethical Donors’ charter</p> <p>Responsible Investment Policy</p> <p>Investment Strategy</p>

Theme 10: Sustainable Food and Catering



At Bath Spa University, we understand that the provision of food and catering services has environmental and social impacts. Food has an intricate relationship with the climate. Food production, from land use change, harvest method, transportation to waste, is a key contributor to greenhouse gases globally. Furthermore, our rapidly changing climate increases food insecurity through increasing temperatures, changing precipitation patterns and the spread of disease. We consider it our responsibility to ensure we are providing food that has a minimal impact on the planet whilst meeting the demands and expectations of our community.

To reduce the impact of our food, we will prioritise local, seasonal food and design menus that take consideration of the environmental impact of food through a procurement framework. This framework will provide carbon footprint measurements that can be communicated to customers, thereby raising awareness of the impact food can have on our planet.

Bath Spa is a [Fairtrade](#)-certified organisation and we are working towards regaining our prestigious Soil Association “[Food for Life](#)” accreditation for our catering outlets. We will continue to identify and work with organisations promoting best practice to ensure our food provide accountability for our work.

We are also working hard to tackle SDG 2, Zero Hunger, by providing affordable, healthy food for our students. Our menus are subsidised and we have developed a dedicated discount outlet (Student Eats) allowing students to get a hot meal and drink at a reduced rate. We also provide free food to students through the Student Larders, which are topped up by donations from students and staffs, a dedicated food budget and short-life products from catering outlets. Food Larders have been popular since they were developed in 2021 and can be found in several locations on our Newton Park, Locksbrook Road and Sion Hill campuses.

Food has multi-disciplinary influences and provides a foundation for research projects across many schools of study. Our Catering and Sustainability teams support research opportunities and class-room based learning through the provision of data and delivering presentations in several subjects. We also identify opportunities to utilise student projects through ongoing studies such as food waste management and communications.

Our Sustainable Food Policy outlines these focuses and is reviewed every 2 years. It outlines the following aims, engaging suppliers, stakeholders and our internal community:

- Meeting and exceeding all relevant industry regulation
- Promoting healthy food to our customers to enhance their well-being
- Reflecting seasonality in menu plans
- Working to support our local producers
- Incorporating best practice in our sourcing of sustainable food
- Ensuring our catering staff have the necessary knowledge and skills to embed sustainable issues into their practices
- Engaging customers and our supply chain in the issues around sustainable food
- Promoting sustainable food choices and management amongst our student body

Aspect of strategy	Description
Vision	We will provide fresh, nutritious, affordable food for our students and staff that supports our ambition of positively impacting people and planet. We are committed to minimising the impact of food on the environment by prioritising local, seasonal and low carbon food that is, where possible, certified by external bodies such as Red Tractor, MSC, RSPO and Organic.
Aims	<p>Provide healthy, fresh, seasonal food for our students and staff that does not negatively impact the planet.</p> <p>Ensure food is an affordable price for student and continue to tackle SDG 2. Zero Hunger.</p> <p>To support local food producers and reduce the carbon of food transportation by prioritising local, seasonal food.</p> <p>Improve communications and understanding of food's social and environmental impact throughout the university.</p> <p>Gain and uphold certifications that promote best practice within the food industry</p> <p>Engage students with research and learning opportunities</p> <p>Reduce packaging and single-use outlets within our supply chain.</p>
Targets	<ul style="list-style-type: none"> • Apply for and maintain Food for Life, Green Kitchen and Fairtrade University Awards (2025) • Improve promotions healthy food to our customers to enhance their well-being (2025) • Updated menus that highlight seasonality (2025) • Increase the percentage of local suppliers (2028) • Develop "home-grown" label for foods grown at Bath Spa (2025) • Identifying and incorporating best practice in our sourcing of sustainable food (ongoing) • Provide training for all catering staff of sustainability and environmental issues relating to food (2027) • Remove single-use plastic from our outlets (2029) • Remove all single-use hot drinks cups (2027) • Offer food related research projects throughout the curriculum (ongoing)
KPIS	<ul style="list-style-type: none"> • Soil Association results • Fairtrade Award Level • Cups used in Refill scheme • Student feedback on catering services • Number of projects focussing on food
Responsibility	Catering Manager
Supporting documents	Sustainable Food Policy