**Bath Spa 2021 – 22 Sustainability Report**

**Executive Summary**

We’ve had another year of steady progress towards becoming a socially and environmentally-positive organisation, with a few achievements of particular note.

These include;

* the publication of a “Responsible Investment Policy” and the formation of a Committee, with a clear mandate for positive investment in their Terms of Reference
* the achievement of the “Social Enterprise Gold Mark”
* the Hedgehog Friendly Campus Silver Award
* a sequential improvement in our Times HE Impact Ranking Scores and;
* a very positive audit report for our Energy and Environmental Management Systems

What these and other achievements demonstrate is that we are moving forward as a whole sustainable organisation and not just one with a “sustainability department”.

Our sustainability Maturity Matrix (**Figure 2**) shows that we’ve made progress across six of the Themes in our Sustainability Strategy. Our scores against Theme 2, Estate Management, which includes energy and carbon, biodiversity, water, waste and construction remain unchanged. This is not to say that work in these areas has not continued but no significant change has occurred.

Carbon emissions reduced slightly to their lowest ever level of 2,127 tonnes (Scope 1 & 2). Energy intensity remained stable at 164 kWh/m2/y. However, these parameters were still impacted by Covid-related measures.

Theme 1, “Education”, has been redrafted to include research. Theme 5 “Wellbeing” has been redrafted to reflect the joint working of our staff and student wellbeing services in the pursuit of University Mental Health Charter certification. Theme 7 “Community Engagement” has been redrafted to reflect the significant achievement of the Social Enterprise Gold Mark award and the work of our International team in developing partnerships for the Goals, particularly through GALA.

The following passages give a short resume of progress and set out what “good” looks like for each of our Sustainability Strategy Themes.

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# Introduction

Sustainability is a core element of BSU’s USP and is therefore taken seriously. Our [Sustainability Strategy](https://www.bathspa.ac.uk/media/bathspaacuk/about-us/green-focus/Sustainability-Strategy-2018-bath-spa.pdf) comprises seven Themes (below) and is framed in response to the UN [Sustainable Development Goals](https://sdgs.un.org/goals) (SDGs). Each Theme has a Theme Leader who is a senior manager responsible for delivery.

**Themes:**

1. Education and Research for Sustainability
2. Campus Management
   1. Energy and Carbon
   2. Waste
   3. Emissions and discharges
   4. Water
   5. Biodiversity
   6. Construction and refurbishment
3. Transport
4. Procurement
5. Health and Wellbeing
6. Sustainable Financial Management
7. Community Engagement

# Governance and Reporting

Implementation of the strategy is overseen by the Sustainability Steering Group (SSG), which comprises the Theme Leaders and, until now, has been Chaired by our Pro VC Finance and Infrastructure, Paul Fox. This responsibility has now moved to our Professor of Social and Cultural Enterprise, Andy Salmon. SSG meets three times annually.

We maintain an internal measure of progress towards our ultimate goals, in the form of a “Maturity Matrix” (**Figure 2**). This enables us to identify areas that require the most support and to track progress overall.

Our two primary external measures of progress are the Times HE Impact Ranking (**Figure 1**), which ranks worldwide Universities according to their contribution to the UN SDGs, and the People and Planet University “Green League”, which ranks UK universities according to a wide range of sustainability criteria. Our most recent score has seen us drop to a 2:1 from our more typical 1st Class position.

Our environmental impacts and energy consumption are strategically managed via our independently audited ISO14001 and ISO50001-certified Environmental and Energy Management Systems. These systems ensure that our governance, processes and procedures reflect international best practice and that we can demonstrate continual improvement.

# Significant achievements in 2021/22 academic year

## Sustainable Investment Policy

During the last academic year, our [Responsible Investment Policy](https://www.bathspa.ac.uk/media/bathspaacuk/about-us/policies/sustainability/Responsible-Investment-Policy.pdf) was ratified, and a committee formed to ensure its application was followed when investment decisions are made. Together, the Policy and ToR of the Investment Committee include both negative screening measures, which prevent us from investing in the fossil fuel industry and positive screening measures, which encourage investments in areas that have demonstrable positive social and environmental impact. This supports both our overall Sustainability Policy and our Fossil Fuel Pledge.

## Social Enterprise Gold Mark certification

Thanks to the determined efforts of many at Bath Spa, most notably the recent partnership building by the External Affairs Team under Andy Salmon and the hard work of Hannah Whiting, we were awarded the [Social Enterprise Gold Mark](https://www.bathspa.ac.uk/news-and-events/news/social-enterpise-gold-mark-award/). The detailed report, which accompanied the award, characterised BSU as a shining example of best practice as a social enterprise. The report outlined areas for improvement and strengthening. These have been incorporated into a re-draft of Theme 7 of the Sustainability Strategy, which is due for final review and incorporation in November.

## ISO14001 and 50001 re-certification

We have been certified to the international standard for environmental management ISO14001 since 2010 and to the standard for energy management since 2020. We run these as an “integrated system”, which is audited against the standards each year. We have consistently demonstrated continual improvement since 2010 and have never received a major non-conformance to either standard.

## Hedgehog Friendly Campus Silver Award

We were proud to have been awarded the Silver Hedgehog Friendly Award in 2022 and we’re currently working towards Gold, which we hope to achieve this year. We have we have employed students to run this project through our “Green Communicators” programme, which we run in the sustainability team, giving students experience of working on sustainability-related topics throughout the year.

# Times HE Impact Ranking scores 2021

We have submitted data to the Times HE Impact Ranking for four years (fourth year yet to be published). Our position across all of the 17 SDGs is indicated by the black dots in **Figure 1**. Overall rankings are based only on the participating University’s top four scoring SDGs, always including SDG17 “Partnerships for the Goals”, which is compulsory. However, as we want to track our progress against all 17 Goals, we use the total metrics to chart progress.

We rank in the top quartile of approximately 1500 participating universities for seven of the 17 SDGs. We are in the bottom quartile for three SDGs Clean Water, Clean Energy and Innovation.

Our total score in 2022 was 941 out of a possible 1,700 across all 17 SDGs. This compared to 757 in 2020 and 904 in 2021. This shows an overall continual improvement, although our points decreased slightly in some categories (Table 1).

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Figure 1. THE Impact Ranking results for SDGs 1-17 for 2020-21, published in 2022. Error bars show the lowest and highest scores. Central shaded bars show 2nd and 3rd quartiles. Central line in each bar shows the median score for each SDG. The black dots show BSU’s score. BSU scored in the top quartile for SDGs 1, 4, 5, 10, 13, 15 and 17 and in the bottom quartile for SDGs 6, 7 & 9.

# Maturity Matrix

Our maturity matrix (**Figure 2**) enables us to see at a glance where we are doing well and where additional focus is required. A score of 100 represents our view of aspirational best practice. Our position in 2020/21 academic year is indicated by the solid blue line. Progress in the last academic year is given by the red dashed line. Progress scores are agreed annually at SSG but are a moving feast as progress is made throughout the year.

Figure 2. Bath Spa Sustainability Strategy Maturity Matrix showing 2020/21 position in blue solid line and 2021/22 progress in red dashed lines.

## Education and Research



Figure 3. Sustainable Development Goals that are advanced through better education.

Together, Education and Research, comprising Theme 1 of our Sustainability Strategy support all 17 SDGs.

A maturity score of 100 in this Theme would require that for education; sustainability is a clear “graduate attribute”, or similar measure, and is integrated across the entire curriculum and, carbon/sustainability literacy training is available to all staff and students and is part of the student induction process. For research, our current research strategy clearly aligns with the UN SDGs and we are developing a methodology to demonstrate the degree to which our research supports this. A score of 100 for research would reflect a position where we are able to demonstrate the positive contribution to the SDGs across all our research and publication output.

An improved score of 50% in this category reflects the inclusion of the SDGs in our Education Strategy and a review of our research output, which demonstrated the considerable degree to which our research output supports the SDGs (***Table 1***).

Through the statement “*Our curriculum will be applied and professional, with an emphasis on developing creative, sustainable solutions to local and global challenges”*, our new Education Strategy [www.bathspa.ac.uk/media/1188b-Education-Strategy-final.pdf](http://www.bathspa.ac.uk/media/1188b-Education-Strategy-final.pdf) puts sustainability at the heart of our curriculum development. This is particularly through Objective 7: *“To ensure that our programmes are regionally anchored and address global challenges, including the Sustainable Development Goals*”.

Work towards ensuring the curriculum is fit for the future, meets the aspirations of the new Education Strategy and supports the UN SDGs, continues with the Curriculum Enhancement Group.

A review of publications registered on [ResearchSPAce](http://researchspace.bathspa.ac.uk/) to gauge support for the SDGs, using the Elsevier keyword list, revealed 287 publications, supporting sixteen of the Goals, were published in the last three years (***Table 1***). Work is ongoing to refine this process to understand the degree to which our research supports the SDGs.

**Table 1. BSU publications that support the SDGs, published in the last three years and recorded on ResearchSPAce**

| School | 1: Poverty | 2: Zero Hunger | 3: Good health and well-being | 4: Quality education | 5: Gender equality | 6: Clean water and sanitation | 7: Affordable and clean energy | 8: Decent work and economic growth | 9: Industry, innovation and infrastructure | 10: Reduced inequalities | 11: Sustainable cities and communities | 12: Responsible consumption and production | 13: Climate action | 14: Life below water | 15: Life on land | 16: Peace, justice and strong institutions | 17: Partnerships for the goals | 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 |
| 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** |

## Campus Management



Figure 4. Figure 3. Sustainable Development Goals that are advanced through our campus management activities

Our campuses comprise city centre locations, redeveloped industrial sites and historic parkland estate landscapes. Hence, responsible management of our campuses, for biodiversity enhancement, cultural value, carbon reduction and pollution prevention are a significant focus for us. This is important, not only in terms of managing our own environmental impact but by practicing what we preach, we are setting an example of responsible behaviour to our students and wider stakeholders.

### Energy and Carbon

Reducing our energy consumption and carbon emissions has been a major focus for us since 2010. A score of 100 would be represented by achieving decarbonisation of our energy supply. This is the case for electricity. Work on decarbonising our heat supply is on-going. The continuation of this work will be essential if we are to meet our Nez Zero 2030 ambitions cost-effectively. In the last two academic years, National guidance on ventilation rates to combat Covid has meant that we have been heating buildings with open windows and ventilation systems on full tilt. This has meant a significant increase in the energy required to keep buildings at an acceptable temperature. Work to restore operations to pre-Covid settings is ongoing and will likely take a month or so of the heating season to ensure everything is back on track. In the 2021/22 academic year, total electricity consumption increased by around 8% (**Figure 5**). This was largely due to the deployment of personal electric heaters, across the University to maintain temperature in several buildings, which had been largely unoccupied in the previous year. These have now been recalled. Total heat consumption (gas and biomass) decreased by around 6% in 2021/22, compared to the previous year. This was primarily due to the much warmer than usual winter period (1,835 degree days, compared with 2,202 the previous year).

Figure 5. Total energy consumption, electricity, gas and carbon emissions by academic year. Total energy consumption, purple line with crosses; gas consumption, red line with triangles; electricity consumption, blue line with squares. Green bars represent total Scope 1 and 2 CO2 emissions

Despite the difficulties in controlling energy consumption through the Covid pandemic, Scope 1 & 2 carbon emissions reduced by 10% to 2,127 t CO2. This is largely due to a greater use of biomass and a further reduction in grid electricity embodied carbon. When normalised to the unusually mild winter, this looks more like a 2.2% decrease.

While the University estate has grown considerably since 2010 (salmon bars **Figure 6)** we have continually improved efficiency, reducing our total energy consumption per m2 by 44% and CO2/m2 by around 69% (red and green lines **Figure 6** respectively). This has been helped by a reduction in the embedded carbon of our electricity supply.

During the 2021/22 academic year, our focus has been on optimising plant operational efficiency at Locksbrook Rd. This has been successful, with a reduction of around 6% in both gas and electricity, compared with pre-covid levels. Further optimisation has been undertaken recently, which should provide additional savings this winter. There is more to be done and the work continues.

Figure 6. Annual energy and carbon intensity for the BSU Estate. Bars are floor area m2; red line with squares is total energy per m2 and green line with triangles is CO2/m2. All three parameters remained stable during the 2020 pandemic shut-down period but energy and carbon intensity have both been further reduced subsequently.

We also commissioned a feasibility study to identify potential efficiency and decarbonisation opportunities on our Newton Park district heating networks, including the possible future conversion to heat pump technology. This highlighted several opportunities to reduce gas consumption and improve the efficiency of the system as a whole. Realising these potential savings will require a significant project, which we are currently scoping.

## Waste,

A score of 100% would be attained if we recycled all recyclable materials and sent nothing to landfill or incineration. In reality, this would require change in the UK’s waste management processes and circularity of the economy on a scale that is unlikely in the foreseeable future. Landfill rates have been below 2% of our total waste for several years. Waste that is not recycled (including AD treatment of food waste) or landfilled, is incinerated for energy recovery. This is currently considered the least-worst option available to us but is far from ideal.

Waste and recycling figures (**Figure 7**) have been significantly impacted by the Covid pandemic, due to greatly decreased campus activity and residency. Total waste has been significantly reduced both by the reduction in campus activity but also due to better data provision during 2022 from our new waste services supplier. Food waste is included in our overall recycling figures as it is used to generate green energy and agricultural fertiliser/soil conditioner. The reduction in food waste recorded figures has reduced our recycling rate to 73% in 2021/22. This does not reflect a reduction in recycling of other materials, which remains good.

Figure 7. Total waste and % recycling 2013/14 to 2021/22. % recycling fell in 2021/22 due to an apparent reduction in food waste recovered for anaerobic digestion. This was due to a change of service provider who is now providing actual weights of food waste, rather than “assumed” weights per lift**.**

## Water

A maturity score of 100 would require the elimination of leaks from our infrastructure and water-minimisation facilities in all our buildings. Considerable work has gone into finding and eliminating leaks from our water mains infrastructure at NP over the last three years. We have reduced losses at Newton Park form around 3M3/h to well below 1M3/h. This will reduce annual water bills by *c.*£70k p.a. We have identified most of the remaining leakage and will address this with the replacement of the main connecting to Main House.

## Emissions and Discharges

We remain compliant with all emissions and discharges, via our proactive maintenance of heating and cooling plant and through vigilant spill prevention and control. A maturity score of 100 would require the elimination of all refrigerant leaks and the replacement of biomass fuel and gas with electrical heat pump plant at all sites.

Most of our activities are considered low risk with regard to discharges to the sewer and so do not require a Trade Effluent Consent from Wessex Water. However, an application to cover our lab activities specifically is currently under review with Wessex Water. Where potentially hazardous liquids are used, we have separation and collection processes in place and the resulting materials are disposed of via our hazardous waste procedures.

To protect against spillages and to prevent them from reaching either the sewer or surface waters, via road drains, we have detailed spill response procedures in place. Grounds, maintenance and security staff are trained in spill response and we have a call-off contract with a spill response provider for out-of-hours of major spill events.

Spill procedures and equipment are audited annually and drills are carried out periodically to ensure that procedures, training and materials are fit for purpose.

No reportable spillages have occurred in the last two academic years.

## Biodiversity

Biodiversity enhancements and monitoring continued during the last year, including newt surveying, for Great Crested Newt population recording, bird & bat box surveys, and of course, hedgehog surveys carried out by students. We are now proud holders of the Hedgehog Friendly Campus Silver Award and are working towards Gold this year.

Biodiversity and habitat creation at Newton Park is largely guided by the existing Biodiversity and Habitat Management Plan, created as a planning requirement for our Commons and Gardens developments. However, this document is reaching its end of life and work has begun on a replacement, which we plan to be more aspirational and engaging.

A maturity score of 100 will be defined by the aspirations and goals of this document.

Below is a selection of the biodiversity enhancing activities undertaken during 2021/22:

**Surveys carried out:**

***Spring***

* Bird & Bat Box check
* Badger Set Assessment
* Newt survey, for Great Crested Newt population recording.
* Bird & Bat Box survey.
* Hedgehog surveys carried out by students
* Reptile survey
* Otter & Water vole

**Meadows & Grass Cutting**

There are a wide range of meadow and long grass areas on campus, most are cut at staged intervals throughout early to late summer and some are left long over winter to allow habitat for over wintering insects. Some areas of meadow were supplemented with additional plantings and seed sowing.

Due to the lockdown some of the more formal lawns were also given a rest from shorter cutting in May & June which allowed some species to flower that would not usually be able to. This is something we will look at doing again this year where possible.

**Bulb Planting**

Spring flowering bulbs were planted in the walled garden in Autumn 2020 and 2021. In early Autumn 2021 large planting of crocus took place across the campus with the help of several student groups. Some grass areas under trees also planted up with a range of spring flowering bulbs and other species.

**Tree Shrub and herbaceous planting**

Fruit trees and bushes planted in the walled garden in late winter 2020. Various areas of herbaceous planting supplemented throughout the site.

**Woodland areas**

Continued programme of removal of Ash trees due to Ash Dieback disease. Dead wood left wherever possible relating to several trees that had naturally fallen. Some trees that required felling were left as monoliths to give standing dead wood habitat. Additional log piles created in the woodland areas.

**Leaf Collection & Composting**

Additional leaf bays were created to accommodate increased leaf collection capacity. Brash was able to be stockpiled in car parks due to lockdown and there being no cars, this allowed more material to be chipped for use in the compost heaps. Wherever possible as much material is composed, this is re used along with leaf mould every year.

**Nest Boxes**

A range of new nest boxes were deployed for several bird species including Barn Owls, several hedgehog hibernation boxes were also distributed.

**Lake restoration works**

Work to desilt the lake took place from Spring 2021 and is now complete. Removed material is being used on adjacent farmland.

# Construction and refurbishment



Figure 8. Sustainable Development Goals that will be advanced by our construction and refurbishment approach.

A score of 100 would be achieved if we had a Sustainable Construction Policy in place, which committed us to zero carbon construction, [Passivhaus](https://www.passivhaustrust.org.uk/what_is_passivhaus.php) new builds and [Enerphit](https://www.passivhaustrust.org.uk/competitions_and_campaigns/passivhaus-retrofit/) standard major refurbishments. This Policy would need to have been demonstrated by the successful completion of a Passivhaus development. Work is on-going to achieve this.

The forthcoming development at Locksbrook Rd is an opportunity for us to demonstrate our commitment to decarbonised construction.

# Transport



Figure 9. Sustainable Development Goals that will be advanced by our sustainable transport actions.

## Business travel

A score of 100 would require large-scale electrification of our commuting traffic, complete electrification of our fleet vehicles, a robust policy to manage and reduce business travel emissions and an offsetting programme to mitigate any remaining emissions. Work is on-going to achieve all these aspirations.

Business travel throughout the 2021/22 academic year was still low, following the Covid-related travel restrictions (**Figure 10**). Emissions from air travel in the last academic year wat 109 tonnes. Flight-based emissions had been reducing steadily since a height of 634 tonnes in 2016/17. Emissions from road travel was around 35 tonnes and just 2 tonnes for rail travel. How much of a lasting impact on business travel reduction the realisation that virtual forms of meeting can be effective and are much more efficient, remains to be seen.

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Figure 10. Carbon emissions from business travel via Air (grey bars) Road (orange bars) and Rail (blue bars)

## Daily commuting

The travel survey data collected in 2021 was still heavily impacted by Covid restrictions and did not provide useful data about staff travel. In addition, the student response was so low as to render the data unusable. The survey is being repeated in Nov 2022, which we hope will provide more useful results.

A salary sacrifice scheme for staff to lease electric vehicles has been awarded to a not-for-profit provider. It is our intention to roll this out after some market testing during the travel fortnight this November.

A new transport plan has been agreed during 2022 and a working group has been convened to develop a suite of measures to reduce daily commuting by car to the University. Further work is on-going to develop a policy-led suite of measures to manage and reduce business travel.

Comparative figures for travel modes over the last three years are not helpful, due to the impact of the Covid Pandemic. A new baseline will be developed this year, beginning with travel surveys for staff and students, which are due to be carried out in November.

# Procurement

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Figure 11. Sustainable Development Goals that will be advanced by our sustainable procurement activities.

A score of 100 will be attained when we have a certified Sustainable Procurement System in place and can demonstrate with confidence that we have significantly reduced the risk of modern slavery, exploitation and environmental degradation from our supply chains. This is a long-term aspiration. The sustainability and procurement teams are working together to develop a Sustainable Procurement System, which will be compliant with the new standard ISO20400. This included risk analysis of our supply chains to identify high risk areas for attention. This work is progressing, and it is our intention to have an externally-certified ISO20400 system in place by 2025. Our current position in the development of this work is represented in **Figure 12**.

Figure 12.Sustainable procurement system Maturity Matrix. Each category is given a % implementation score.

# Wellbeing

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Figure 13. Sustainable Development Goals that will be advanced by our health and wellbeing activities for staff and students.

A score of 100 would be achieved if we considered that we were doing all possible measures to ensure the health and wellbeing of all staff and students and that there was clear and measurable improvement in indicative measures. The joint work of our HR department and Student Wellbeing Team over the last couple of years towards achieving certification to the University Mental Health Charter has taken us a long way there. Final certification will increase our score, and this is expected during 2023.

Theme 8 of the Sustainability Strategy has been redrafted to reflect this “whole university approach”. The redraft is expected to be incorporated into the Sustainability Strategy in the November SSG meeting.

# Sustainable Financial Management



Figure 14. Sustainable Development Goals that will be advanced by our Approach to sustainable financial management

A Maturity Score of 100 would be achieved if we could demonstrate that all our investments and our day-to-day banking was socially and environmentally positive.

During 2022, we made significant progress in this regard with the ratification of our Responsible Investment Policy and associated Committee. Now we just need to work on day-to-day banking.

# Community Engagement (Partnerships for the Goals)



Figure 15. Sustainable Development Goals that will be advanced by our social enterprise activities

Achieving the UN SDGs is only possible through partnership working. This is recognised in SDG 17, which is regarded by the UN to be the central, driving Goal, upon which all others depend. BSU has made significant progress, in building partnerships for the Goals, as demonstrated by our achievement of the Social Enterprise Gold Mark and through the international partnerships of GALA.

A Maturity Score of 100 would be achieved if the SE Gold Mark audit findings were such that there was no further improvement to be made and we felt that we were fulfilling all possibilities for positive partnership building. We are not there yet but we are making meaningful progress.

As a result of the significant progress we have made in this regard and the Policy-level commitment to partnership building, as set out in Bath Spa’s Strategy 2030, Theme 7 “Community Engagement” has also been redrafted. The new Theme 7 will not only reflect the significant achievement of attaining the Social Enterprise Gold Mark, but also the international partnership building work of GALA. The Theme redraft is expected to be ratified by SSG in November.

# Conclusions

Most notable in our achievements in the last academic year were:

* the publication of a “Responsible Investment Policy” and the formation of a committee, with a clear mandate for positive investment in their Terms of Reference
* the achievement of the “Social Enterprise Gold Mark”
* the Hedgehog Friendly Campus Silver Award
* a sequential improvement in our Times HE Impact Ranking Scores and;
* a very positive audit report for our Energy and Environmental Management Systems

Meaningful progress has been made across six of the seven Themes in our Sustainability Strategy. Work undertaken in the last year to reduce leaks in our water infrastructure has reduced losses by around 2m3/h. Work to improve energy efficiency and carbon reduction has also continued. These factors will be reflected in the Maturity Score for Theme 2 “Estate Management” in next year’s report.