



Sustainability Strategy

2018

Our Sustainability Vision

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

Through our actions and choices, we hope that in time our business activities will come to have a net positive impact on society, the environment and the futures of our children and theirs. We recognise that this is a journey and we have much to learn along the way but, by using sustainability principles as our guide, we know that our goal is achievable.

This Sustainability Strategy directly supports Bath Spa's 2020 strategy, in particular its first principle; to be "ethically-led" in the development of our graduates to become ethically aware, global citizens.

We continually strive to do this in an efficiently run, low-carbon environment. Our Sustainability Strategy builds on these principles, detailing the actions that we will take to maintain and enhance Bath Spa's standing as a leading institution with regard to sustainability.

Guiding Principles

This Strategy is framed in response to the United Nations Sustainable Development Goals (UN SDGs) and our own ambition to 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.

Structure and Governance

Bath Spa's Sustainability Strategy comprises seven themes, each of which is broken down into two phases to reflect the significant progress we've made to date and our future goals and aspirations.

Our environmental impacts and wider sustainability goals are managed through our ISO14001 Environmental Management System, which 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 thematic headings, each of which has a working group assigned to manage the delivery of specific programmes designed to drive, manage and measure improvement. Each working group reports to the Environmental Steering Group (ESG), which is chaired by the Chief Operating Officer and comprises senior staff members from across the University's schools, departments and student body. The ESG reports to the VC (advised by VCAG) and thence to the Board of Governors.

Each strategic theme has an aim and a Policy-driven set of Targets and Key Performance Indicators.



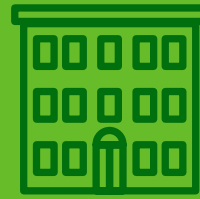
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The story so far

2008 — 2018

Our journey began apace in 2008, with the founding of an Environment Manager post and our Environmental Steering Group (ESG), 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 Ecocampus Platinum award and in the same year our environmental management system was certified under ISO14001.

To begin with, we developed a simple recycling scheme, a commitment to using recycled paper and a strategic approach to managing legal compliance and pollution risk. This was followed by the appointment of an Energy Manager in 2009 and the implementation of a Carbon Reduction Management Plan (CRMP) in 2010. This plan committed us to a 50% reduction in carbon emissions by 2020, by the implementation of a well-defined programme of energy conservation and carbon reduction measures.

The growing appreciation that sustainability is wider than the management of our estate has informed the development of an Education for Sustainability (Efs) programme of open modules, which, with a few exceptions, are now available to all students.

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. We also ranked 12th out of all UK universities for absolute carbon reduction in the 2012/13 academic year.

Moving forward

2017 — 2025



Theme 1: Education for Sustainable Development

All universities are in the privileged position to be 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 and economic consequences of their actions represents our greatest opportunity to impact the world positively.

Our core business of educating future generations of ethically-aware, global citizens directly supports Sustainability Goal 4 (Quality Education), as do our Institute for Education degrees, while our Food and Nutrition and Global Development degrees address Goals 2 (Zero Hunger) and 3 (Good Health and Well-being). Bath Spa's leading School of Business and Management introduces all its students to the concepts of sustainability in commerce, contributing to SD Goal 1 (Zero Poverty), Goal 8 (Decent Work and Economic Growth) and Goal 12 (Responsible Consumption and Production).

A working knowledge of concepts such as circular economies, 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 sustainability-related courses and modules continue to grow in scope and popularity and we are continuing to embed the principles of sustainability across the curriculum. Currently (2017/18) approximately 53% of our students examine sustainability-related material as an integrated part of their degree courses. Sustainability-related issues are routinely investigated in the majority of our courses across many subject areas. We still have

much work to do to ensure that every opportunity is taken to fully integrate sustainability in all areas of the Bath Spa curriculum. From 2018, all students, regardless of School or area of study, will be able to partake in one of our sustainability-related open modules. However, sustainability engagement with students is not just in the curriculum but in everything we do.

We consider education for sustainability (Efs) to be the single most important component of our sustainability strategy. Providing our students with the knowledge and understanding necessary to have a positive impact on society, through living fulfilling, prosperous lives in a global community, is our core purpose. This is reflected in our Graduate Attribute; "Ethically aware: prepared for citizenship in a local, national and global context".

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 for a positive impact throughout their lives.

In 2015, a University-wide Research centre in the Environmental Humanities was created alongside a new MA in Environmental Humanities, which are directed by Professor Kate Rigby. In 2016, the Advisory Committee for ESD was created to guide the integration of ESD into the curriculum. Over the coming five-year academic review period, we will be assessing all our course material to ensure that the environmental and social impacts of the subject areas are considered.

In addition, we are setting up a support structure to help all academic staff understand how their course material related to the UN's Sustainable Development Goals and how this understanding can be integrated into their fields of expertise.

Theme 1:

Education for Sustainable Development

Vision

We believe that developing an understanding of the values and behaviours required for a sustainable future within our student and staff community provides the greatest opportunity for us to impact positively upon the world in which we and our children can prosper. Our goal is to equip, motivate and empower our graduates to bring about change by considering the full environmental, socio-cultural and economic implications of the decisions they will make as individuals, professionals and members of their communities.

Aims

- To ensure that “sustainability-literacy” is a graduate attribute for Bath Spa students.
- 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.

KPIs

- Proportion of courses that include course-specific sustainability-related material.
- Number of graduates per year with ESD skills and experience.
- Percentage of UG and PG students exposed to ESD in their degree.

Targets

- 2018/19: Sustainability-related modules will be available to all students.
- 2022: All courses reviewed for ESD content.

2017 Baseline

- 53% (3,589) of students have sustainability-related material as an integrated part of their degree course.
- 87% (6,177) of students are able to attend sustainability-related open modules.
- Of the remaining 13%, 748 students have sustainability-related material as a core part of their degree courses.

Responsibility

- Pro Vice-Chancellor (Learning and Teaching Quality), supported by;
- Education for Sustainability Committee.

Supporting Documents

- Sustainability Policy.
- EfS Action Plan.
- EfS TOR.





Theme 2: Estate Management

We manage our estate to be as clean, efficient and biodiverse as we can; always striving to minimise our negative impacts on the environment.

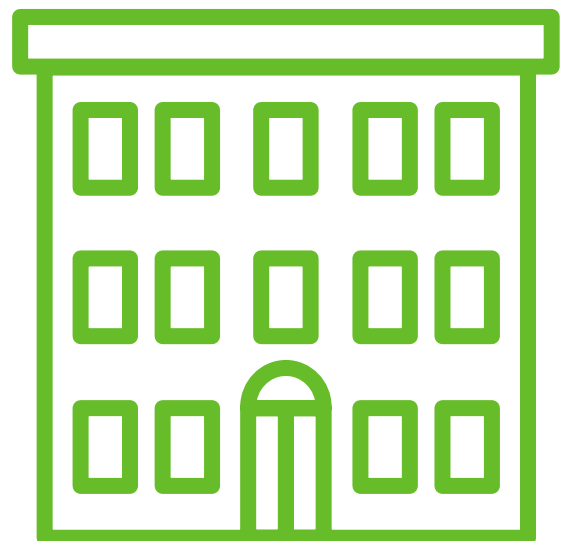
Minimising energy and water waste, improving efficiency, driving down carbon emissions and minimising discharges all make good business sense and go hand-in-hand with providing a first-class working, living and studying environment. We have invested heavily in cost-effective measures and skill-development to combine these goals and are now beginning to turn our attention to developing secure, local renewable energy supplies.

Diversion of our waste back into the circular economy has been our primary focus over recent years and we've been pretty successful. We have developed an innovative waste management process that enables us to recycle almost 80% (excluding construction) 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.

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. We insist on Site Waste Management Plans for all large-scale works and have clear waste-management requirements in our control of contractor documentation for small projects.

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 2.1: 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% (2,000 tonnes) over the following 10 years to 2020.

We've made great progress since, implementing just about every measure in the plan, including energy waste avoidance, energy efficiency and renewable energy projects.

As a result, we have so far managed to avoid emitting over 6,000 tonnes of CO₂, against "business as usual", which is 1.5 times our total annual Scope 1 and 2 emissions.

However, like many successful businesses, we have also been growing rapidly and plan to continue doing so until at least 2020. This has had the effect of negating all the

energy and carbon reductions that we achieved in the first four years of the programme but has enabled us to grow significantly as a business, without increasing our carbon emissions. Despite our estate being almost 30% larger than it was in 2008/9, our operating hours being at least 20% greater, and the number of students living in University-owned accommodation having more than trebled, our total Carbon emissions are now marginally lower than they were in 2008/9.

Such has been the pace of our expansion and the delivery rate of our carbon-reduction activities that we have now developed a new carbon management plan, which is forward-looking and adaptive, to reflect our ever-developing business and the changing nature of the challenges we face.

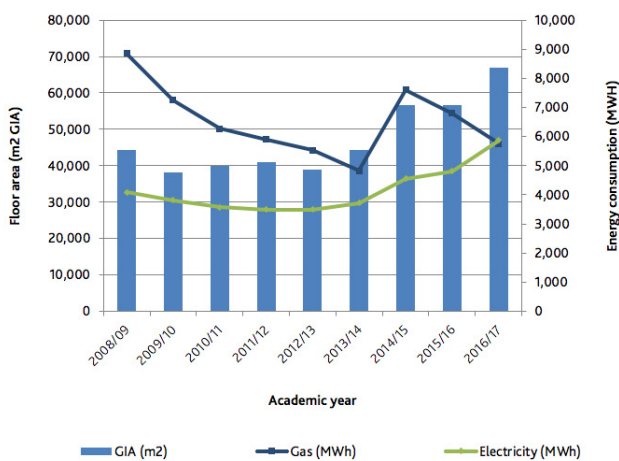


Figure 1. Electricity and gas consumption (green and blue lines respectively), set against estate growth (blue columns).

For the first four years of our carbon reduction plan, electricity and gas consumption showed year-on-year reductions. Since 2013, the University estate has increased by approximately 50%, including both academic and residential buildings.

However, energy intensity over the full period has reduced by over 30% from 290 kWh/m²/y to 202kWh/m²/y.

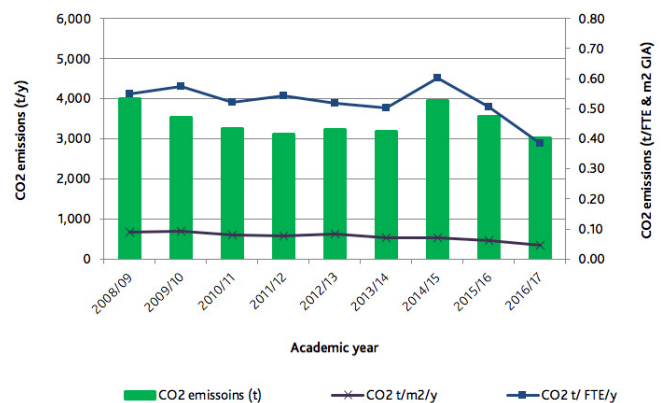


Figure 2. CO₂ emissions (green columns) fell year-on-year as a result of energy efficiency initiatives, before increasing due to the expansion of the estate and a significant increase in the timetabled use of buildings. During the last three years, carbon emissions have been reduced further by a combination of increased use of woodchip for heating and a reduction in embedded grid carbon in the electricity supply.

Carbon intensity per m² has decreased steadily and is now 50% less than in our 2008/9 baseline year.

Theme 2.1:

Energy and Carbon

Vision/Aims

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

- Investigate business model for supply of renewable electricity via a community partnership scheme.
- Develop available on-site renewable generation opportunities by 2025 and off-site opportunities if available.
- Reduce Scope 1 and 2 CO₂ emissions to 3,000 tonnes by 2020.
- Reduce Scope 1 and 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.
- Use 100% renewable energy by 2025.
- Certified Carbon Neutral under PAS2060 by 2030.

KPIs

- Annual electricity, gas and biomass consumption.
- Renewable electricity and heat generation.
- Annual CO₂ emissions.
- CO₂ emissions per FTE, unit of building area and turnover.

2017 Baseline

4,000 tonnes Scope 1 and 2.

Responsibility

- Director of Estates, supported by;
- Sustainability Team.

Supporting Documents

- Environmental Policy.
- Energy Policy.
- Carbon Reduction Management Plan.
- ISO 14001 Operational Procedure 4.4.6.9.

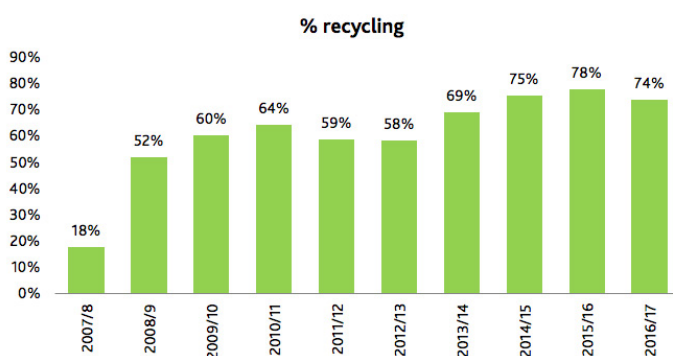


Theme 2.2: Waste

Our first waste management plan was implemented in 2008, which saw a rapid increase in recycling from virtually zero to over 50% in two years. In 2014, after a few stagnant years, we launched a new and innovative, "3-stream waste management system", which has resulted in a step-change improvement in recycling rates. We now consistently recycle well over 70% of our waste (including food), send less than 2% to landfill and collect food waste for energy production in all our bin locations. Food waste collection began in 2012/13 and has grown from 14 to 90 tonnes by 2016/17.

We have a relationship with a local business, Colleceto, who ensure that we re-use as much furniture and equipment as possible within the organisation as possible and that the remainder goes to supporting local schools and charities.

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.



Vision/Aims

Make sure our waste benefits society by:

- Consistently reducing the waste we produce.
- Maximising the return of our waste materials to the circular economy.
- Sending nothing to landfill.
- Maximise the re-use of office furniture, either in-house or through local schools and charities.

KPIs

- Annual total waste figures.
- Annual recycling figures.
- Annual food waste collection figures.
- Annual waste-to-landfill figures.
- Annual re-use figures.

Targets

- Reduce overall waste production per staff and student FTE by 5% by 2020.
- Consistently divert over 80% of our waste to recycling and anaerobic digestion (AD) every year post 2019.
- Reduce food waste from our catering facilities by 10% by 2020.
- Send less than 1% of our waste to landfill by 2020 and zero by 2025.

2017 Baseline

- 54kg total waste per FTE (students and staff).
- 78% recycling.
- 8 tonnes Waste to landfill.
- 67 tonnes food collected for AD.

Responsibility

- Director of Estates, supported by;
- Head of Facilities and Services,
- Sustainability Team.

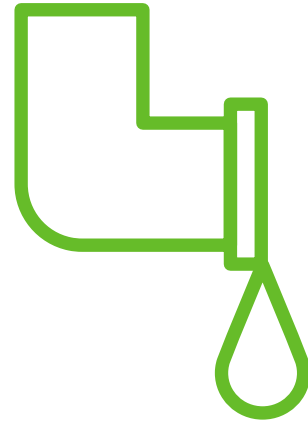
Supporting Documents

- Sustainability Policy.
- Waste Management Policy.
- Waste Management Plan.
- Operational Procedure 4.4.6.8.

Theme 2.3:

Emissions and Discharges

Our boilers and air conditioning plants is continually monitored and maintained to the highest standards to ensure that emissions are kept to an absolute minimum. We avoid using hazardous materials as much as possible and have strict protocols for the segregation and management of the small amount of hazardous materials that we use and wastes that we produce. This, together with detailed spill management procedures ensures that any risk of environmental contamination is minimised. Processes and records are independently audited each year to ensure best practice is followed and improved wherever possible.



Vision/Aims

To minimise, and where possible eliminate, harmful emissions and discharges to the environment by maintaining plant to the highest standards of efficiency, minimising fugitive refrigerant emissions by regular preventative maintenance and taking all practicable steps to prevent spillages from occurring or from reaching watercourses or the sewer.

KPIs

- Refrigerant emissions.
- Spills of harmful materials to surface/ground water or mains sewer.

Targets

- Zero spillages of harmful materials reaching surface/ground water or mains sewer every year.
- Install no new high GWP* air conditioning systems after 2020.
- Elimination of all refrigerants with ozone-depleting or high GWP characteristics from all university buildings by 2030.

2017 Baseline

- Zero spillages to surface or groundwater.
- Zero spillages to mains sewer.
- 7.1 kg refrigerants lost, equalling 13 tonnes CO₂e.

Responsibility

- Director of Estate, supported by;
- Maintenance Department,
- Sustainability Team.

Supporting documents

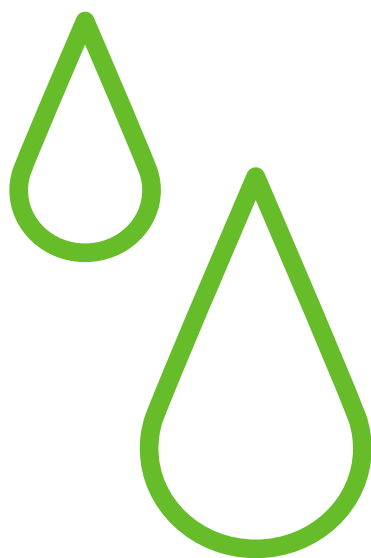
- Sustainability Policy.
- Carbon Reduction Management Plan.
- Operational procedures 4.4.6.10 / 4.4.6.13 / 4.4.6.15.

Theme 2.4:

Water

We carry out detailed five-yearly water auditing on our main campus, to identify any opportunities for water saving, which supplements the regular fiscal-level monitoring. We have taken the approach of using BREEAM “Excellent” to guide the design of the new developments on our Newton Park campus, to ensure water efficiency is integral to the design of new-builds. We have also included rainwater harvesting in our “Commons” academic building, which supplies water to all the toilets in the building. More recently, we have been investing in an automated water metering network throughout our main campus, which will provide site-wide water main and building-level monitoring to enable rapid response to leaks and unusual usage patterns.

Total water consumption has been increasing in line with our expanding business to date but this investment will now enable us to ensure water loss is minimised and to set meaningful reduction targets for the future.



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.

KPIs

- Water consumption at each campus.
- Water consumption per FTE.
- Water leaks.
- Rainwater use.

Targets

- Reduce water loss by 50% by 2020.
- Reduce water consumption per student and staff FTE by 5% by 2020.
- Reduce mains-fed use of water for grounds to zero by 2025.

2017 Baseline

- Water loss 15,000 m³/y.
- Water consumption per FTE 0.55.

Responsibility

- Director of Estates, supported by;
- Grounds Manager,
- Sustainability Team.

Supporting documents

- Sustainability Policy.
- Environmental Planner.
- Operational Procedure 4.4.6.11.

Theme 2.5: Biodiversity

The rural, parkland location of our main Newton Park campus has great biodiversity potential and, within the confines of preserving the parkland nature of the Estate, we work hard to improve the biodiversity and habitat value of the landscape. We do this through our 10-year, joint Biodiversity and Landscape and Habitat Management Plan, which is delivered by Bath Spa's in-house Grounds Management Team and is independently monitored annually by Nicholas Pearson Associates, who also provide guidance and assistance. This plan currently runs to 2024 and will be extended to 2030 to accommodate any future development on site.



Vision/Aims

To enhance the biodiversity and habitat value of the Bath Spa Estate by maintain, protecting and creating habitats of particular value for wildlife, including; birds, reptiles, amphibians, badgers, insects and wild flowers

KPIs

- Amphibians.
- Badger.
- Bats.
- Birds.
- Reptiles.
- Hedgehog.
- Invertebrates.
- Otter.
- Water Vole.
- Dry stone walls.
- Buildings.
- Dead wood.
- Grassland.
- Hedgerows.
- Invasive species.
- Woodlands.

Targets

- Increase the level of species-rich grassland from its current (2012) level to 30%, within 10 years.
- To maintain and improve the habitat value for the above biodiversity indicators.

Baseline

Baseline is 2011/12, during which surveys were undertaken for each of the KPIs.

Responsibility

- Director of Estates, supported by;
- Grounds Manager.

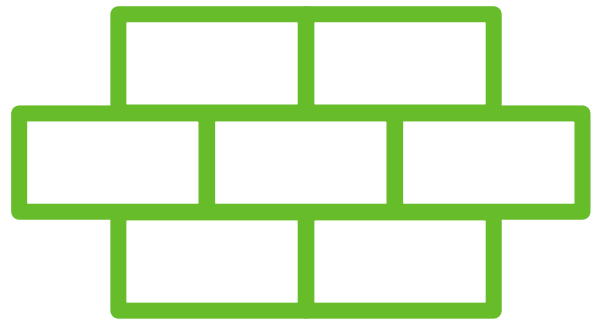
Supporting documents

- Biodiversity and Habitat Management Plan 2012 — 2024.
- Operational procedure 4.4.6.5.

Theme 2.6:

Construction and Refurbishment

Like most universities, we have been expanding and improving our estate considerably over the last few years. For our major Commons and Gardens academic and residential developments, which were completed in 2013 and 2014 respectively, we achieved the internationally recognised environmental standard of BREEAM Excellent. We have used this process to guide the refurbishment of our new campus in Bath, which is a refurbishment of the old Herman-Miller factory. We have also specified Zero GWP (global warming potential) refrigerants in the building and are installing a 270m² PV array on the roof.



Vision/Aims

Build an outstanding place of learning in a healthy, safe, efficient and environmentally positive landscape. To achieve this, we aim to ensure that as we expand and refurbish our estate, we do so in such a way as to improve the overall efficiency and environmental performance of our operations.

KPIs

- BREEAM ratings of new builds.
- Energy performance of buildings, including DEC and EPC ratings.
- User satisfaction.
- Construction waste minimisation.

Targets

- BREEAM Excellent rating for all new builds.
- Zero construction waste to landfill by 2020.

Responsibility

- Director of Estates, supported by;
- Sustainability Team.

Supporting Documents

- Sustainability Policy.
- Waste Management Plan.
- Control of Contractor documentation.
- Operational Procedure 4.4.6.6.



Theme 3: 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. 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.

We are privileged that our main campus is in a beautiful rural location. However, this presents particular difficulties in relation to developing sustainable commuting behaviours, as we are very poorly served by public transport links. After several years of investment in improving bus services and increasing on-campus accommodation, we're seeing a reduction in commuting-related car journeys, coupled with a corresponding increase in bus travel. This has delivered a measurable decrease in total commuter-related CO₂ emissions and emissions per FTE.

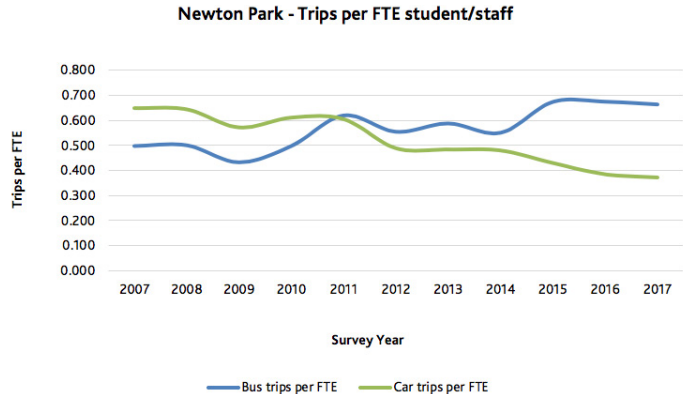
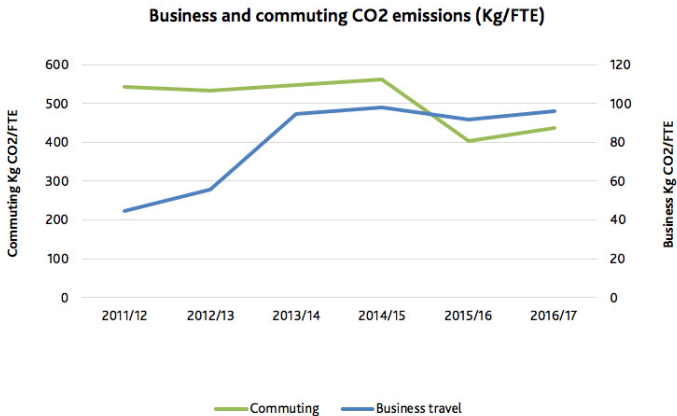
We will be building on this success through our new Gold Award-winning Travel Plan, which includes a suite of measures to increase the use of sustainable travel modes. Our car trips per FTE have been steadily reducing over the last few years.

We've implemented several initiatives to improve access for cycling, including improved, road-free access, better showering facilities, cycle to work scheme, free NextBike access, electric pool bikes, free cycling confidence training and discounted permits for part-time cyclists.

Our business travel emissions per staff/student have remained fairly stable over the last four years, at around 95kg CO₂e per FTE, largely from overseas flights. The University is investing in improved virtual meeting facilities to address this and inter-campus travel, which will enable policy development to reduce unnecessary travel and to make non-essential flights a last resort.



[View our Travel Plan](#)



Theme 3: Transport

Vision/Aims

To continually reduce the environmental impacts of our commuting and business travel by facilitating and promoting sustainable alternatives to car and air travel wherever possible.

KPIs

- Number of commuter journeys by car (staff and students).
- Passenger km by bus.
- Number of journeys by LEV.
- Carbon emissions from commuting and business travel.

Targets

Objective 1: Congestion and air quality

1. Reduce total commuting-related car journeys by staff and students to below 50,000 per year and maintain this despite continued growth.
2. Reduce car journeys to and from Newton Park by students and staff registered here to below 0.4 by 2020.
3. Have at least 50% of bus journeys on low or zero emission vehicles by 2030.

Objective 2: Carbon emissions

1. Reduce carbon emissions from business travel by air by 20% by 2025.
2. Offset 100% CO₂e emissions from business travel and overseas student commuting by 2030.
3. Reduce total emissions from daily commuting by 20% by 2025 and to below 350kg CO₂e/FTE/y by 2025.

Objective 3: Parking

1. Reduce parking at Newton Park to 650 by 2020 (Section 106 condition).
2. Increase Public Transport use by 5% by 2020 and 20% by 2025.
3. Increase the number of car sharing groups by 20% by 2020, from 60 groups in 2017.

2017 Baselines

- Daily commuting by car (passenger journeys): 265,000 journeys per year.
- LEV bus journeys: Zero.

Carbon emissions:

- Overseas student commuting: 1,340 tonnes.
- Business travel: 630 tonnes.

Responsibility

- Director of Estates, supported by;
- Facilities and Services,
- Sustainability Team.

Supporting Documents

- BSU Travel Plan.
- Travel Policy.





Theme 4: 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. For several years we have purchased as much of our food as we can from local sources, including our neighbouring farm, which has less than one food mile.

Bath Spa has been a Fairtrade-accredited organisation since 2012 and we hold the prestigious Soil Association “Food for Life” Silver award for our main refectory and nursery at Newton Park. During 2015, we commissioned an independent review of our procurement processes as part of a gap analysis to identify barriers and opportunities to implementing the principles of a structured sustainable procurement approach, as laid out in the Flexible Framework. In 2017, the Sustainable Procurement Working Group was formed to plan and implement these principles into our procurement process.

We have also baselined our procurement-related scope 3 carbon emissions, which were 7,326 tonnes in 2016-17.



Vision/Aims

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.

KPIs

- Number of staff trained in sustainable procurement.
- Proportion of major suppliers with ISO14001 or similar Environmental Management System.
- Flexible Framework level attainment.

Targets

- Set up a Sustainable Procurement Task Group in 2017 with Terms of Reference to implement Flexible Framework level 4 by 2020.
- Train all procurement staff in sustainable procurement by 2018.
- Implement ISO20400 by 2025.

Responsibility

- Head of Finance, supported by;
- Senior Procurement Officer,
- Sustainable Procurement Task Group,
- Respective budget holders.

Supporting Documents

- Sustainability Policy.
- Sustainable Procurement Working Group ToR.
- BSU Flexible Framework implementation



Theme 5: Health and Well-being

Bath Spa University is committed to providing a safe, healthy and environmentally friendly workplace for all its employees. The University recognises that this duty extends to employee well-being and that this includes stress and mental health at work. We recognise that happy, healthy staff and students remain motivated and are an asset to the University and we work hard to maintain these attributes within the BSU community. We chose to minimise outsourcing as much as possible and pay all our staff above the Living Wage.

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. And for our students: Provide a trusted source of independent support; A range of initiatives designed to empower students to improve their physical and mental well-being; Online guidance, resources and information; A nightline support system.



Vision /Aims

The University recognises the benefits of well-being and regards them as an essential part of its strategic objective to recruit and retain the highest quality staff.

The University's aim is to achieve employee well-being through a supported culture, providing relevant training to help managers and employees develop healthy working practices and to understand and recognise any causes of workplace stress.

Students' physical and mental well-being remains an important priority for the Union and we have a long history of running supportive campaigns and projects. We understand that the poor health can affect a student's ability to make the most of their university experience and achieve their potential. We want to ensure that every student has the right support and advice for their needs.

KPIs

Staff:

Reward and recognise people

- Monitoring reasons for voluntary turnover from the University.

Engage People

- Annual staff development review.
- Response rate to the staff survey, and responses to the question: "I would recommend the University to a friend as a place to work".

Students:

- Number of students involved in peer to peer support initiatives.
- Expanded Advice Service able to respond to identified need.
- Internal Coaching Network.
- Student Coaching Network.

Targets

Reward and recognise people

We will recognise staff endeavours and reward talented staff and will place collaborative, creative and enterprising behaviours at the heart of how we do this, showcasing samples of success.

Engage People

- We will engage our people to feel empowered, accountable and valued for what they do and part of the BSU community.
- Achieve a 90% engagement score in our staff satisfaction survey.

Caring for our Students' needs

- Increase students involved in peer to peer support initiatives.
- Expanded Advice Service able to respond to identified needs.

Actions

Staff

We will deliver a programme of well-being events and enable social events to develop the BSU community further, including:

- Annual Equality and Diversity Week.
- Mental Health Awareness Week, and associated activities offered over the year.
- Well-being Week, and associated activities offered over the year.
- Flexible Working Policy.
- Occupational Adoption Leave, Maternity and Paternity schemes.
- Occupational Health support.
- The provision of an Employee Assistance Programme.

Students

- Provide a trusted source of independent support.
- Run initiatives to empower students to improve their physical and mental well-being.
- Develop online guidance, resources and information.
- Establish Nightline Project in partnership with the University from 2016.
- Develop projects in partnership with BSU and other organisations which develop peer support for good mental health.
- Provide a safe, supportive work environment for all our staff and volunteers.

Responsibility

- Registrar and Director of Student Services.
- Head of Student Support.
- Director of Bath Spa Students' Union.
- Head of HR.
- HR Managers.
- Line managers.

Supporting Documents

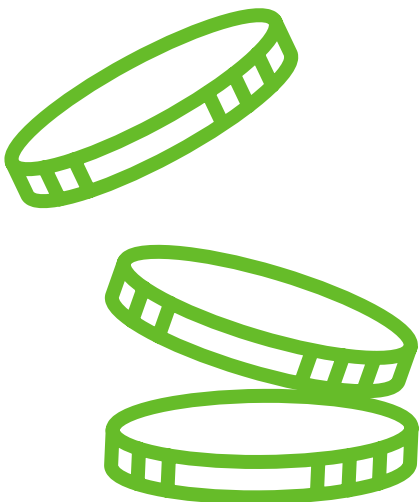
- BSU People Strategy.
- BSU Staff Equality Policy.
- BSU Staff Employee Well-being Policy.
- Safety Health and Environment Policy.
- Students' Union Strategic Plan 2016-2020.



Theme 6: Sustainable Financial Management

We do not hold an investment portfolio so do not directly invest in any organisations or activities that are at odds with our commitment to behave ethically. Our Treasury Management Policy prioritises security and only allows us to make deposits in a small number of High Street Banks, with high AA+ to A- credit ratings, and restricts the proportion and duration of funds allowable for deposit in the lower end of this spectrum. Within the constraints of our Treasury Management Policy, we will seek to improve the sustainability of our investment decisions.

However, it's not just our investments that we are careful with. 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 Fundraising and Donor's Charter.



Vision /Aims

Maximise the security of our investments and to provide a return for the University, while seeking to ensure that our investments and income do not support or are not derived from illegal or other activities that do not align with our own core values.

Objectives

Ensure that our investments and income are socially and environmentally positive.

Actions

- Engage with all Banks with which Bath Spa's funds are deposited to understand the Bank's investment profile.
- Review our Treasury Management Policy to include considerations of sustainability.

Responsibility

- Head of Finance.

Supporting Documents

- Sustainable Treasury Management Policy.
- Ethical Donors' charter.



Theme 7: Community Engagement

As the fifth largest employer in the Bath area, we contribute significantly to the local economy and are in a position to have a positive impact on local communities. In the region of 5,500 BSU students live in and around the Bath area during term time, together with approximately 900 that live at our main campus. This has many impacts on Bath's community and economy, both positive and potentially negative. We take our responsibility to the Bath area business and residential communities seriously and are involved in several initiatives aimed at developing the local economy, supporting local culture and improving local community relations.

Bath Spa is a board member and funder of the Bath Business Improvement District (BID), which aims to improve and future-proof business and commerce in the Bath area, and a partner in the Student Community Partnership (SCP), which aims to improve local communities by ensuring that students resident in Bath have a positive impact.

We are also an active member of the B&NES Transport Forum, GREEN Group (Green Resources, Energy and Environment Network) and Local Giving.

The Student Community Partnership is a working group comprising Bath Spa University, Bath and North East Somerset Council, the University of Bath and Students' Unions from both Universities and is our main engagement body for community relations.

At the end of each academic year, we run a "Pack for Good" campaign with the SCP and British Heart Foundation, to encourage students across the City to donate their unwanted food, clothing, bedding and kitchen items, which we then distribute to BHF and other local charities and food banks. Our results have improved year-on-year, culminating this year (2018) in 88 tonnes of clothing and food from across the partnership, including 8 tonnes from BSU students alone. We include the targets and results from these activities in our waste and recycling action plans.

Our Strategic Communications Plan (2018-19) commits us at all times to be accurate and truthful, transparent, creative, confident and optimistic and fair to all; and that we will reach out to engage in dialogue wherever we can.



Vision/Aims

- To foster mutually beneficial relationships with our local communities and those of our students.
- To play an active role with our partner organisations in the continual improvement of Bath's societal cohesion and;
- To partner in the development of local business and commerce.

SCP Action Plan

Relationship building and community opportunities

- Nurture positive relationships between student residents and long term residents of Bath.
- Ensure the voices of both long term and student residents are heard.
- Provide an avenue for conciliation and resolution of problems and complaints raised about students by non-student residents.
- Host public events for permanent residents.
- Increase volunteering opportunities for students in the community
- Provide a united platform for the student voice on matters of relevance in the city, such as housing, public transport, recycling and air quality.
- Work together on campaigns of benefit to students and other residents, such as on river safety, recycling and domestic rubbish collections, anti-harassment and bullying, and mental health and well-being.
- Support retention of graduates in the city, through promoting positive sense of being welcome in Bath, in collaboration with organisations such as Bath BID.

Cultural Partnerships

Bath Spa provides logistical and financial support to cultural organisations and events including:

- Holburne Museum
- Bath Festival (music, literature and children's literature)
- Corsham Festival
- Theatre Royal, Bath
- 'Forest of Imagination' pop-up visual arts festival.

Positive communication

- Collaborate with resident groups to promote positive communication around key messages, including waste, recycling, and volunteering.
- PR opportunities linked to SCP partner campaigns.

Student housing – quality and quantity

- Maintain open dialogue with the Council, the universities and the Students' Union on housing stock availability.
- Active engagement between Students' Unions and Council on housing quality matters.
- Investigate opportunities for increasing availability of affordable accommodation in Bath.
- Identify advice and guidance services for students with housing issues.

National recognition

- Identify opportunities for national recognition of our work:
 - Presentations at conferences
 - Times Higher Education Awards

2017 Baseline

Two complaints: one noise, one regarding students parking in resident/disabled parking spaces.

Targets

- Effective management of all complaints about students.
- Positive overall view of students from long-term residents, evidenced by feedback from local authority contacts, Federation of Bath Residents Association, and letters page of the local paper.
- Constructive engagement with major commercial interests in the City of Bath, including Bath Tourism and major retailers and employers.
- Widespread recognition of Bath Spa's role and involvement with the cultural festivals.

Supporting Documents

- GREEN Group.
- Signatory of NCCPE's Manifesto for Public Engagement.

Responsibility

- Director of External Relations, supported by;
- Sustainability Team.

Visit bathspa.ac.uk/green-focus
to read the supporting documentation