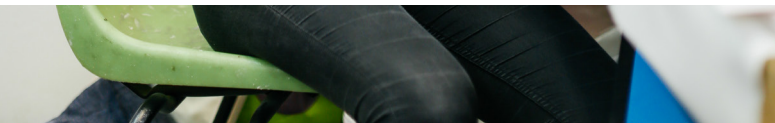




October 2017

Sharing Information On Progress Report



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Student Work: Julia Shashkina

Foreword



Professor Frances Corner OBE

Head of London College of Fashion
Pro Vice-Chancellor, Digital of
University of the Arts London

Named a London Leader for Sustainability in 2009 and a Green Gown finalist in 2015, Frances champions the use of fashion as an agent for innovation and change, particularly in the areas of sustainability, health and well-being.



As Head of London College of Fashion (LCF), and Pro Vice-Chancellor, Digital of University of the Arts London (UAL) I am pleased to present the first **Sharing Information on Progress Report** (SIP) for LCF since becoming a signatory of PRME in 2015. This report details the journey undertaken over the last two years promoting, celebrating and implementing the Principles for Responsible Management Education. The report highlights good practice within LCF's undergraduate, postgraduate and executive education curriculum and LCF's engagement activities in the area of responsible management.

LCF is a world-leader in fashion design, media and business education. This includes boundary-pushing research where fashion intersects with science, engineering, and technology, and in enterprise, partnering with top brands and supporting the launch of new businesses. Our staff and students come from more than 100 different countries, and students study over 70 undergraduate and postgraduate degrees, and 165 short courses. We have been nurturing creative talent for over a century and LCF Careers and the Student Enterprise Team (SET) work together to support this key objective. Student employability is enhanced through mentoring, placement and job opportunities and projects, all of which include social innovation and enterprise models.

We are pleased to report substantial progress on the implementation of the

principles of responsible management education as an advanced signatory. Being a signatory of PRME aligns with the University of the Arts London (UAL) Strategy, including the Creative Attributes Framework (CAF), Educational for Sustainability Transformation (EST) strategy and specifically the Fashion Business School's work in championing social responsibility and sustainability in our core areas of teaching, learning and research.

LCF continually works to grow, evolve and integrate the understanding of ethical practice and sustainability across the areas of learning, teaching and research. An example of this is the college-wide Credit Framework Review which seeks to further develop and evidence the knowledge, skills, and resilience of our students to create sustainable value for businesses and society through explicit engagement with both ethics and sustainability. This implementation takes place throughout each of our three Schools - Fashion Business School (FBS), School of Design and Technology (SDT) and School of Media and Communication (SMC).

This report has been supported by the three schools, our [Centre for Sustainable Fashion \(CSF\)](#), [LCF Social Responsibility](#), [Centre for Fashion Enterprise \(CFE\)](#), formal curriculum, informal extracurricular and learning activities, and collaborations with partners and industry. These industry partnerships include ASOS, H&M and a five year partnership with Kering who have given annual awards, paid internships, and a co-created validated curriculum which is a major step forward in sustainability education.

At LCF we are guided by our core [Better Lives](#) values which set the scene for the way in which we teach, learn and conduct research. The dynamic nature of sustainability, education and fashion mean that this process is a continuous journey. We have highlighted within the report how we plan to build on our current work over the course of the next two years in order to deepen our commitment. PRME is central to LCF's philosophy and values.

I am delighted to reaffirm our commitment to PRME and I very much look forward to implementing the exciting initiatives we have planned to develop over the course of the next two years.



Principle 1

Purpose



We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Central to the work of LCF is the development of ideas: we believe strongly in our students, staff and researchers using fashion, alongside historical and cultural practice, to challenge social, political and ethical agendas. The college has taken a specific focus on sustainability through our '[Better Lives](#)' approach: a term used at LCF to describe the work we do that uses fashion, as a discipline, to drive change, build a sustainable future and improve the way we live. Through a wide agenda, which includes social responsibility, awareness-raising and collaboration, we encourage dialogue between staff, students and the wider community to develop an understanding and definition of what sustainability means to us.

LCF has a strong commitment to [Social Responsibility](#) and has developed innovative and pioneering initiatives that empower, inspire and create a voice for

local communities. Initiated by the [Fashion Education in Prison's](#) project, as part of the college's [Better Lives](#) agenda, their interventions are a critical aspect of LCF's mission to influence social change.

The Social Responsibility Team has delivered a range of projects, such as [Making for Change](#) and [the Circle Collective](#), that evidence fashion as an agent for social change. Engaging with a range of audiences, these projects bring together LCF students, staff and fashion industry professionals with women in prison, 'at-risk' young people and marginalised communities to create a series of outcomes that positively reflect creative ideas alongside engagement with enterprise and entrepreneurship. This approach aims to inform and influence a new attitude to fashion business and the potential of social enterprise; consistent feedback from students is that the connection

between design education, prison, community and the creative industries sets this work apart from other courses and universities. Much of this work has been rooted in the fashion quarter of east London and its fashion heritage of this area, with the intention to upscale this in the future in line with LCF's planned

relocation to Stratford, east London, in 2021. This move will bring together LCF's 6,500 students and staff on one site for the first time in the college's 100 year history. Examples of a few of these on-going Social Responsibility projects are detailed below:

Making for Change established in 2014 as a partnership between the Ministry of Justice and LCF, the unit provides a safe space for women prisoners to learn and develop skills which lead towards industry recognised qualifications in Fashion and Textiles. The working environment provides the opportunity for the women to develop their personal and professional skills, whilst simultaneously addressing the skills shortage within the UK fashion manufacturing industry. This has since become a curriculum based project as part of the cross-college Postgraduate delivery, Collaborative Unit. These projects inspire staff to realign their approach to pedagogic and research practice, their subject specialisms and how to inform students as where they may situate themselves within the fashion industry in the future.



Circle Collective was founded in 2010 and is a community based social enterprise and registered charity. It was created to help unemployed young people acquire and develop the workplace skills, confidence, positive mind set and self-discipline needed to secure life-changing permanent employment. Engagement by LCF students in this project results in a contribution of unique specialisms to deliver fashion products, creating opportunities and changing the lives of young people.



Staff and students at LCF carry out research to address the many challenges facing the fashion industry, and through continuous learning and collaborative practice we have been able to build sustainability into all corners of the curriculum. Research Centres and Networks operate across the University, providing a focus for excellent research in identified areas of strength. A key asset is the **Centre for Sustainable Fashion** (CSF), which explores the field of sustainability and its application to fashion as both artistic and business practice. Their projects strongly align with both UAL and LCF strategy.



We uphold the values of social justice and environmental stewardship through our teaching and research through flexible modes of teaching and learning, an inclusive approach through engagement with diverse communities and enhancing student employability through project activities that include social innovation and enterprise models

Transformative Education for a Creative World,
UAL strategy, 2015-22



In 2016 LCF published the Education for Sustainability Transformation Strategy (EST), compiled by CSF. This strategy has the overarching aim of supporting the development of sustainability in the curriculum across courses and levels. Priority 1 of the EST strategy states that we will promote teaching excellence through a systematic approach to recruitment, reward and recognition. This is being achieved through working within academic frameworks to embed sustainability monitoring and tracking to make activities and achievements more visible.



Fashion is represented across the problems and opportunities of our times, and LCF's role as educators in fashion is a vital one. The imagining and conceiving of cultural, nature-based, societal and economic prosperity involves the creative exploration of fashion's artistic, culture-shaping and business practices in the context of a changing world. Education for Sustainability in Fashion draws on traditional and radical thinking in its commitment to a transformational and evolutionary process of change. At LCF, this takes place inside and outside of formal teaching and learning, the university buildings, and disciplinary borders.

EST Strategy at LCF, 2016-2022



Student Work: Jiajie Lin

LCF offers an annual Sustainability Projects Fund (SPF) of up to £5,000 to support student and staff led projects to enhance sustainability. The projects are extra-curricular and complementary to the existing curriculum. The SPF aims to contribute to the advancement of environmental, social and economic sustainability as a whole at the college. Therefore the SPF is open to all LCF staff and students, as well as alumni up to six months after their graduation. An example SPF project: MA Fashion Futures student received funding to host **The Money Debate: Designing Alternative Values in 2015**. The debate focused on the value of money, its influence upon our decisions, creativity and wider issues of sustainability.

Current objectives:

- To pioneer additional fashion-based social enterprises, encouraging students to consider new approaches to fashion business.
- The future ambition for the Making for Change initiative is to develop the business model to increase its financial status to become a sustainable fashion-based social enterprise, offering a quality service to fashion and homeware businesses.

Principle 2 Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Our vision and curricula emphasise the importance of sustainability and ethics within the fashion industry. UAL is one of the world's most renowned institutions for education in arts, design, fashion and communication. Our reputation allow us to influence the creative and cultural economy in the UK, Europe and beyond. We actively welcome global cultural debates through the diversity and international reach of our staff, students and alumni. LCF's staff and students are immersed in the city's national and global networks. We are continually invigorated by these connections and contribute to their future development.

LCF builds world-class collaborations and partnerships with education institutions, cultural organisations and leading brands across the globe. These

collaborations result in innovative research projects and joint programmes aimed at challenging the boundaries of where fashion intersects with technology, craft, business and enterprise. The relationships we create lead to sustainable ventures that support cultural, economic and social development globally and extend the reach of LCF's and UAL's values.

Sustainability is a key strategic aim of UAL: "to create a culture of social and environmental awareness in order to develop and integrate sustainable and ethical practice throughout all aspects of our life and work." It is incorporated into our academic activities and curricula and the values of global social responsibility are portrayed in both global and localised initiatives, examples listed below:



Student Work: Midhori Hibarino

LCF students were invited to participate in the **Orange Label Project** United Nations Trust Fund Global campaign: Fashion Says No to Violence Against Women and Girls and our Head of LCF, Professor Frances Corner OBE, launched the competition at the UN Gala and will receive an award for her work at the UN Gala Award Ceremony, in November 2017.

At LCF, sustainability has become a key part of learning, with many courses dedicating time and resources to the teaching of sustainable practices and ideas while UAL's carbon emissions are falling. The UAL commitment to create a culture of sustainable practice and social responsibility is cascaded down through the colleges and influenced the decision for LCF to become an advanced signatory of PRME. This ensures this ethos permeated all aspects of the college's culture, influencing and supporting our students and staff to align themselves to both the PRME Principles and the Sustainable Development Goals (SDGs).

The Students' Union at UAL is a committed member of the NUS's Green Impact scheme. This is the flagship sustainability accreditation scheme for Student Unions to help students thrive as global citizens, as active participants in society and democracy, and as future leaders on sustainability.

A dedicated intranet page has been set up for staff and student information and involvement in sustainable practice at LCF. This includes readily available information on strategic values, events and activities, utilities, estates, waste and procurement and support on how to have a positive impact at the college and in the wider community.

We are committed to inspiring and nurturing entrepreneurial potential in our students and graduates. The UAL SEED Fund helps grow new business ideas or start-ups and support enterprising initiatives developed by our students and graduates. 50% of all student Fashion Enterprise proposals submitted for the SEED funding highlight the sustainability of the business proposal or are positioned as a social enterprise.

Current objectives:

- To ensure the development of all appropriate course units align with both the PRME principles and Sustainable Development Goals (SDGs).

Principle 3

Method



We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

LCF is a world leading fashion educator committed to nurturing people in the competencies and skills required to negotiate an ever-changing world facing critical shifts of resources, economy and power. Sustainability is one of our core values at LCF and teaching sustainability and responsible development are encompassed in our institutional DNA. In particular, sustainability has become a key part of learning and daily operations and annual strategic plans, with many courses dedicating time and resources to the teaching of concepts, ideas and practices.

Through continuous learning and collaborative practice we have been able to build sustainability into all corners of the curriculum. In 2016, UAL published its **Credit Attributes Framework (CAF)** that challenges courses to create authentic, impactful learning experiences with measurable impact on students' employability.



The CAF is designed: to prepare students for change and navigating uncertain futures... Focusing on resilience as a fundamental aspect of our model of employability and enterprise which enables us to work with students to reflect on the resilience and sustainability of their projects and the businesses they are starting.

Richard Sant, Head of Careers and Employability, UAL.



Student Work: Midori Nohara

Activity Mapping

Fashion Business School (FBS) at LCF has led the way on activity mapping as a direct response to the PRME, and also in relation to CAF. FBS have targeted students' sustainability-related employability attributes by integrating sustainability and ethics into the business curriculum and tasked course teams to review why, what and how they are introducing business ethics and/or sustainability into the curriculum and to articulate the impact of such concepts. Both the **School of Design and Technology** and the **School of Media and Communication** at LCF are following the same mapping approach in order to ascertain indicative sustainable and/or ethical fashion business content in teaching and learning in this key and growing area of area of employability for our graduates.

Staff development:

- Staff from FBS have developed a series of teaching resources to underpin integrating sustainability into the curriculum to support staff development and the sharing of good practice.
- In 2016 LCF brought together 19 UK-wide fashion sustainability educators to participate in cooperative inquiry processes. FBS lecturers presented the findings of their research into implementing responsible fashion business education at a seminar held by LCF in July 2017. The event was open to all involved in fashion sustainability education and/or research.
- Staff Conferences were held in early 2017 with workshops run by CSF, SET and UAL Careers introducing tutors and support staff to curriculum approaches incorporating sustainability, social enterprise and employability into course validations and curriculum projects.
- Two research papers focusing on sustainability curriculum interventions and teaching sustainability literacy through case studies have been written and presented at several conferences, such as the International Foundation of Fashion and Technology Institutes (IFFTI) conference (as referenced within Principle 4) in March 2017 and the Chartered Association of Business Schools Annual Learning and Teaching and Student Experience conference in both 2016 and 2017. These papers have been accepted for publication in Art Design & Communication in HE journal, leading to offers of future collaboration from other sector partners.



Student Work: Jas Lehal

Curriculum: Validations

LCF delivers a focus on education in sustainability and ethical business practices across all courses through the formal curriculum. Evidence of this can be found within each of the Course Handbooks. FBS, which leads on responsible management education, is the first School to have implemented the new Credit Framework through course revalidations and validations. This process guarantees the currency of the curriculum and ensures issues around environmental sustainability and ethical matters are addressed.

Our role as educators is vital and one of the guiding principles of the Credit Framework Review was to cement this engagement with sustainability. Through feedback from students, tutors, employers, media and government, it was found that sustainability is a critical element to any Higher Education learning and teaching experience. FBS is proud to champion this commitment. FBS has incorporated experiential learning, live industry projects and teaching through business case studies to engage students in the practice of responsible business management. Each course, through the Quality Assurance documentation, must answer the question – “What issues around environmental sustainability and ethical matters will you be addressing through this revalidation?” Examples of how this has been addressed are listed below:

BSc (Hons) Fashion Management and **MSc Strategic Fashion Management** learning outcomes in key modules have been aligned to PRME to ensure the teaching of sustainable and ethical business practices in fashion management will be fully embedded into the curriculum. For example, a final year **MSc Strategic Fashion Management** unit uses business case studies as a vehicle for strategy learning and teaching, committing students to using sustainable businesses as industry exemplars to learn about how business transparency and ethics can be a source of differentiated competitive advantage.

“Ethics will be embedded throughout the programme and studied in contexts relevant to fashion business” **BSc (Hons) Psychology of Fashion, Validation – November 2016**

“Various key issues of environmental sustainability will be addressed in the course curriculum, for example, topics such as green chemistry, the use of water and energy in the production of raw materials and cosmetics and packaging” **MSc Cosmetic Science, Revalidation – July 2017**

MA Design Management is currently being revalidated with sustainability as a core pillar with a proposed name change to MA Sustainable Design Management.

BA (Hons) Creative Direction for Fashion takes an expanded view of the idea of sustainability, moving beyond notions of materiality and the environment to consider human ecology more broadly.

MA Fashion Media Practice and Criticism explore ethics as a topic and central concern of the course. Issues such as model diversity, ethical practice, globalisation, inclusivity and the role of fashion media in setting a positive agenda are often discussed.

BA (Hons) Fashion Marketing use case studies of social enterprises that challenge students to consider sustainability and business ethics within a corporate strategy and as an opportunity for marketing strategy. The Final Major Project for **BA (Hons) Fashion Marketing** includes an option to develop a social enterprise fashion business plan whereby students are required to propose a fashion business solution for a social problem.

PG Cert Buying and Merchandising includes lectures dedicated to Sustainability and CSR and introduces students to the International Labour Organisation (ILO), Ethical Trading Initiative (ETI) and the Sustainable Apparel Coalition.

The Executive MBA (Fashion) includes a Global Supply Chain Management unit that explores vertical integration, alternative supply chain strategies, their impact on critical paths and delivery to market. It considers alternative distribution routes, their costs and benefits, and the emergence of e-retailing, ethical issues and sustainability.

As previously mentioned (within Principle 1) project models are often developed by the LCF Social Responsibility Team to engage with a range of audiences. Other teams across LCF have also created collaborative industry projects and co-curricular partnerships which champion responsible management and sustainability in education:

- Fashion Business Programme year 1 students were set a challenge by **ASOS** to come up with a wellbeing product and marketing concept for a millennial consumer. Finalists were selected at an industry exhibition and will present to ASOS in the autumn of 2017.
- Fashion Business Programme year 2 students were set a brief to create an immersive retail and promotional experience for LCF and **Westfield London**. Many of the proposals featured sustainability as a core value. Finalists were selected at an industry exhibition and will present to Westfield executives in the autumn of 2017.
- In 2015-16 CSF brought in a project with **H&M**, started London Fashion Week in 2016 with a celebration of sustainability in fashion. The project invited LCF students to explore the concept of circularity. Thirty three teams of students from BA (Hons) Fashion Design and Technology Womenswear and BA (Hons) Fashion Jewellery were challenged with designing capsule womenswear collections, using garments and materials provided through H&M's in-store garment collecting scheme.



H&M Project

In addition to these curriculum projects a number of students participated in a sustainable fashion collaboration with **Vivienne Westwood** and students from the Copenhagen School of Design and Technology (KEA), hosted in London over three days in December 2016. The concept behind the collaboration was to bring students from fashion and business courses together to empower them with knowledge and allow their creativity to expand and inform the creation of ambitious goals and objectives. Entitled Fashion narratives for the future, it aimed to create new ideas and narratives based on the United Nations' 17 SDGs which represent a shift in business culture, strategy, design, communication and production processes. BA (Hons) Visual Merchandising and Branding student commented: *"The collaboration with KEA in line with the UN Sustainability Goals made me really understand where the issues lie in sustainable fashion on a more political level."*



KEA Project

Current objectives:

- Complete activity mapping across all three schools at LCF and share best practice at future college events.
- To appoint a lecturer in Sustainable Fashion
- Work to further develop and support CSF's MOOC to become a co-created resource on Sustainable Fashion.
- The Credit Framework Review across LCF will ensure that the new course mapping will include further student choice to encourage undergraduate students to participate in sustainable focused projects. This is following good practice within the postgraduate courses.

Principle 4

Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value.



As a constituent college of the University of the Arts, the research environment at LCF is part of the UAL research structure. As a mono-technic UAL submitted the 2014 REF (Research Excellence Framework) in one unit of assessment, Art and Design: History Practice and Theory. The underlying emphasis on social and environmental responsibility is emphasised in UAL's current research strategy from which the following statement is taken:



Through its collaborative research partnerships, creative enterprise and wide cultural contribution the University will address the following internationally shared research challenges:

- *Living with Environmental Change: through creative practice increasing understanding of environmental change, communicating the issues and designing for new business models, social innovations and sustainable living. Using design to reduce waste and to change producer and consumer behaviours.*
- *Lifelong Health and Wellbeing: designing for people's lifelong economic, social and health impact, in order to maximize societal gains and minimize issues of dependency, isolation, and inequality.*
- *Digital Futures: exploring through practice how technology affects lives, changes the way society interacts and impacts on communities, cultural production, future society, and economic growth.*
- *Community Resilience: using art and design to support communities in understanding how to develop innovative and sustainable solutions to the issues they face, through co-design, co-creation, socially responsive practices and social entrepreneurship.*



In 2008 CSF was initiated as one of UAL cross college research centres, although logically it resides in LCF. The Centre is a flagship for cutting-edge conceptualisation about diverse aspects of sustainability within the fashion industry. The following statement is taken from the UAL REF Impact Case Study document.



University of the Arts London (UAL) is a pioneer of research into both design-led practice and the theoretical concepts underpinning sustainability across the fashion and textile sectors. Work focuses on design strategies for sustainability, textile recycling and upcycling, new manufacturing practices, systems and processes, greater understanding of consumer behaviours, and how to develop informed consumer engagement with fashion and textile products and their use. Research aims to empower designers through education and innovative best practice to make better informed decisions and choices, to question the status quo, create significant improvements and foster radical changes to the existing system. Publications and collaborative projects have impacted on industry, influenced policy debate and practice within Government, and enhanced public understanding of issues surrounding fashion and textiles sustainability.

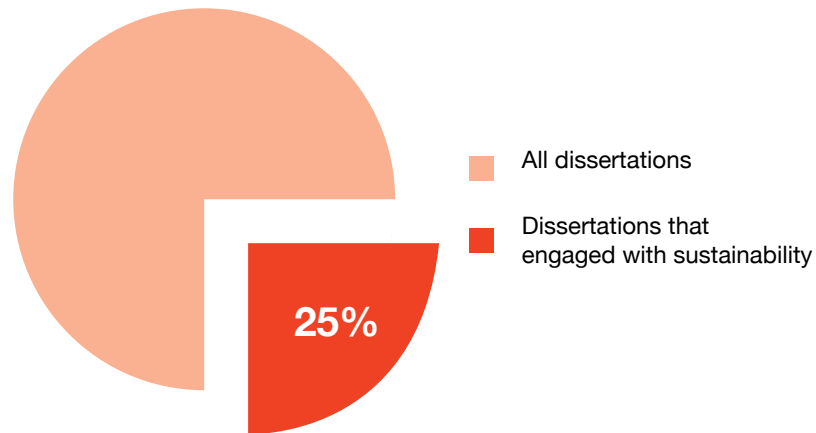


CSF provides inspiration, expertise and collaborative opportunities for researchers within LCF and the intention is to grow this cross-disciplinary research field with an even greater emphasis on the integration of economic sustainability with social and environmental responsibility. As well as designated Research Centres, the UAL research infrastructure also includes a diverse range of Research Hubs and Groups that reflect specialist academic subject areas.

For business and management research the Creative Management, Branding and Enterprise Hub supports new to research and Early Career Researchers and hosts invited researchers from external institutions as well as internal colleagues. In 2016 this Hub took the innovative step of showcasing research projects generated by dissertations (undergraduate and postgraduate) under the heading of '**Sustainability for Sustainable Competitive Advantage**'. This Hub meeting, attended by postgraduate students, helped to inspire others to engage in sustainability based topics for their final major project and dissertation research. The following projects were presented by LCF Alumni:

- Sustainability in the Leather Goods Supply Chain: A Closed Loop Lifecycle, Jeanne Rye Nielsen, Graduate of BA (Hons) Fashion Buying and Merchandising and now Lecturer, Fashion Management and Sustainable Purchasing, KEA - Copenhagen School of Design and Technology and at LCF.
- Connecting the story of the Positive Product with the customer at the moment of purchase Neliana Fuenmayor, Fashion designer and sustainability consultant - advocate for transparency in fashion supply chains, MA Fashion Entrepreneurship and Innovation graduate and winner of the Kering Award 2015.
- Attitudes towards certifications in the sustainable fashion supply chain: consumer and producer perspectives. Charlotte Instone, Founder of sustainable fashion company KTI (Know the Origin), BA Hons Fashion Buying and Merchandising Graduate and Green Gown Award Student Champion.

MA Strategic Fashion Marketing Dissertations from the 2016 cohort



Strongly believing that Research into Teaching and Learning helps to generate Teaching Excellence, a group of LCF researchers has undertaken and published case study research from which teaching resources have been generated and being used to underpin the curriculum. A particularly successful initiative has been the research undertaken by Dr Natascha Radclyffe-Thomas and Dr Ana Roncha on social enterprise by the fashion brand TOMs. This has resulted in the publication of the case in three versions, as a Journal article, as a book chapter and as a teaching case:

- Radclyffe-Thomas, N. and Roncha, A. (2016) How TOMS' "one day without shoes" campaign brings stakeholders together and co-creates value for the brand using Instagram as a platform" in Journal of Fashion Marketing and Management, special issue on Relationship between design and marketing in the fashion industry Vol. 20 Issue: 3 ABS 1*
- Radclyffe-Thomas N. and Roncha, A (2016) Selling the Brand Story: Social and business innovation in a One for one@ business model * in Multi-Channel Marketing, Branding and Retail Design New Challenges and Opportunities C. McIntyre, T. C. Melewar & C. Dennis (Eds.) 2016 Emerald
- Radclyffe-Thomas N. and Roncha, A (2017) TOMS Shoes: The Buy-One-Give-One Social Enterprise Business Model published by The Case Centre.



Image Credit: Hanna Puskarz

During the academic year 2016-17 FBS students (undergraduate and postgraduate) were involved in an exploratory investigation about their transitional learning experience using cases to highlight the relationship between ethics and sustainability and strategic management. This research (Radclyffe-Thomas N., Roncha A. and Varley R. (2017) 'Balancing the books: Creating a model of responsible fashion business education') was presented at the IFFTI (International Federation of Fashion and Textiles Institutes) Conference in April 2017 (as referenced in Principle 3), and at a seminar hosted by the CSF at LCF in July 2017.

Principle 6 of EST Operating Plan states, 'We will deliver teaching and learning that can contribute to transforming the higher education experience through nature based and human centred design.' And 6.1, 'we will develop research and practice in education for sustainability.' A case study of CSF work is available on their website along with full events listings. Highlights from over the period 2015-17 include:

- The Director of CSF presented a research paper at Michigan Institute of Technology (MIT) conference, September 2016. Entitled 'The Will and the Skill in Education for Sustainability' – this paper outlines research into ways in which the educational space might negotiate the needs of the present with the future using evidence from a university-business collaboration.

- The Education and Sustainability Projects Manager attended the Economic and Social Development conference in Germany, October 2016 and the Teacher Education for Equity and Sustainability Network (TEESNET) Conference in Liverpool Sept 2016.
- A series of workshops and lectures: monthly open mornings running at CSF, 3 'Better Lives' lectures and 3 Kering evening lectures.

Current objectives:

- We are currently developing a University research centre for fashion business and management. One of the key themes for future research development is 'strategic decision making under uncertainty' and it is here that future collaborative projects with CSF are to take place.
- We will look for opportunities to publish management orientated outputs from the many high quality industry-connected research projects within our institution that address social, environmental and economic sustainability in the fashion industry. We expect that the creation of a research centre should lead to the development of industry and government funded projects in this field.



Principle 5

Partnership



We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

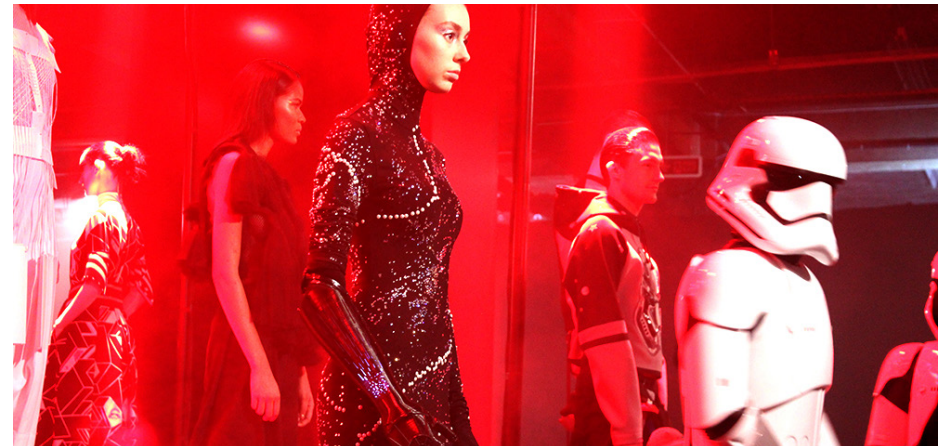
Since becoming a PRME signatory in 2015, LCF has significantly advanced external engagement and impact. LCF builds world-class collaborations and partnerships with education institutions, cultural organisations and leading brands across the globe. These collaborations result in innovative research projects and joint programmes aimed at challenging the boundaries of where fashion intersects with technology, craft, business and enterprise. The relationships we create lead to sustainable ventures that support global cultural, economic and social development.

We offer:

- Curriculum development with a relevance to the global fashion industry.
- Collaborative projects and research with industry and education institutions.
- Consultancy to enhance quality assurance and internationalisation of academic provision.
- Development of institutional links for student and staff mobility.

LCF has a strong track record in supporting and nurturing emerging businesses with the potential for societal and economic impact. LCF's CFE is a pioneering business incubator. Through our European Regional Development Fund, we work with around 100 fashion Small Medium Enterprises (SMEs) each year to facilitate their development into viable, sustainable businesses. It is crucial in today's environment that small businesses understand their USP and vision, to be better informed and follow a considered development strategy. CFE facilitates this, unlocking creativity and business potential, allowing designers to gain an international foothold.

LCF's Fashion Innovation Agency (FIA) works at the intersection of fashion, retail and technology, building partnerships between designers, brands and technology companies to drive innovation in products and services. The FIA identifies uncharted areas in the market, opening the space for businesses. Presenting in 2016 at the FashTech London Summit, FIA examined sustainability within the industry, innovative textiles, and how advances in industrial enzymes could reduce chemical, water and energy consumption of the textile industry.



FIA Project

Drawing on the expertise of CSF and the Social Responsibility team, LCF works in partnership with businesses to explore their understanding and approaches to social and environmental responsibilities. An example of this, outlined within Principle 1, is the Fashion Education in Prisons programme which has enabled LCF to work within the community to develop relationships with organisations that continue to inform the work of social responsibility. Partnerships with the Ministry of Justice, HM Prison Service, HMP Downview and HMP Send have enabled these inspiring prison project collaborations, whilst funding support from the Sir John Cass's Foundation, the Pilgrim Trust and the Sheriffs' and Recorder's fund ensure that we are able to deliver such high-quality outcomes.

Examples of collaborative projects and successful partnerships across the college, centres and the FIA include:

- **Blockchain in Fashion project** – a key issue in the fashion industry is transparency in the supply chain and FIA has worked in partnership with SMEs, A Transparent Company, Provenance and Martin Jarlgaard on a project to highlight the role of blockchain technology and how it can increase transparency in the fashion industry by tracking the journey of raw material through the supply chain, and finally to the finished garment.
- **The Kering Partnership** - LCF has been in partnership with luxury fashion group Kering since 2014 to deliver knowledge exchange for sustainability across education and research. This partnership acts as an exemplar in giving industry a role as contributors to the future beyond usual business activities, and educators a role as generators of graduates with skills and competencies that may not yet be marked on job descriptions. The partnership includes a talk each year to demonstrate leadership and innovation in fashion and sustainability, an annual Kering Award for Sustainable Fashion to accelerate and incubate innovation for sustainability and a joint curriculum unit to enhance sustainability literacy and design thinking across design, communication and business. The partnership will be extended by a co-created MOOC (Massive Open Online Course).
- CSF are the co-secretariat for the **All Party Parliamentary Group on Ethical Fashion**, chaired by Baroness Lola Young of Hornsey. The focus project for 2017 is the Modern Slavery Act and the fashion industry.
- **The Beauty's Inside** - a collaborative magazine, co-produced by HMP Send women offenders, tutors and students from LCF and industry professionals who created content inspired by and relevant for the female prisoner readership. The project delivers skills in writing and fashion media disciplines and engages hard-to-reach, vulnerable and economically disadvantaged women offenders, who have had few positive experiences of the formal education system.



A limited edition tote bag: Peter Jensen
(Cabinet Stories)

- **Cabinet Stories** - a travelling exhibition for audiences who have little access to the arts. In 2016, Cabinet Stories toured to partners in east London who work with communities who might not be regularly accessing museums, may never have been to a museum before or may be unable to visit museums. Locations included: HMP Holloway, East London NHS Foundation Trust and Anchor Silk Court, a home for elderly people. The exhibition in its various locations reached an audience of over 1,800 people.

- **Conscious Contemporary Tailoring** – a key partnership project, this has brought together some very significant collaborations. San Patrignano is a community in Italy which focuses on the rehabilitation of young people affected with drug issues. As an alternative to a prison sentence, the young people receive rehabilitation through education, additionally, learning to be specialists in a craft skill. The Zegna Foundation, sponsors the weaving workshop in the San Patrignano project, supported by **Ermengildo Zegna**, one of the most influential luxury menswear brands in the world. This collaborative project brings together the communities of the women in the weaving workshop at San Patrignano, the young designers of the LCF BA Menswear and the women prisoners at LCF's Making for Change project at HMP Downview.
- **Fashioning Poplar** - informed by an evolving analysis of the impact of

fashion training and education on the lives of women in prison and its contribution towards rehabilitation and building resilience, the project has consolidated our intention to further embed our work within the local communities in east London. The project is a partnership between LCF and Poplar HARCA (Housing and Community Regeneration Housing Association) funded by the Greater London Authority (GLA). Regenerating London's High Streets fund this as a significant step towards creating an innovative fashion ecosystem.

- FBS, which leads on the PRME initiative within the college, engages with the PRME UK Chapter, with faculty members attending the annual conference. Additionally a FBS student was selected on the basis of her engagement with responsible management issues to attend the **PRME Global Forum** in 2017.

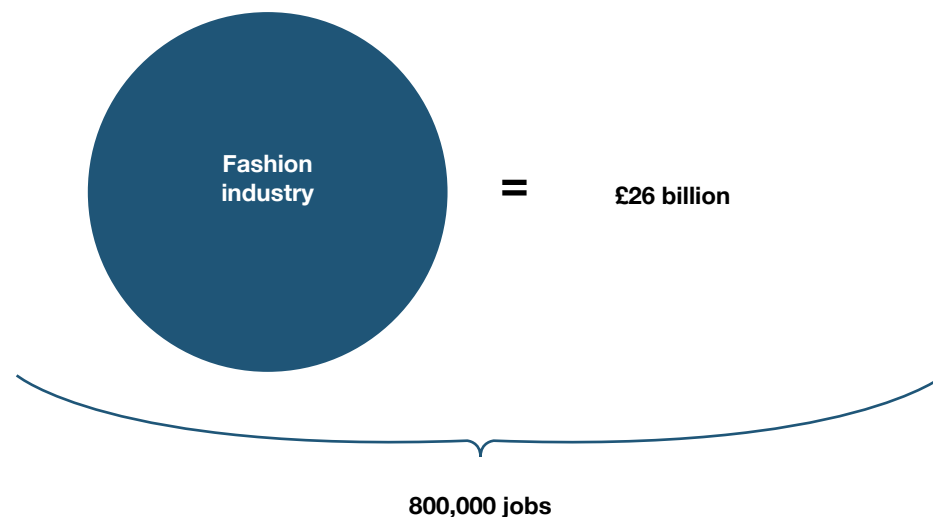
Current objectives:

- To continue to develop significant strategic partnerships to expand knowledge of social innovation and the challenges faced by society in order to create a coordinated and informed approach to community engagement.

Principle 6 Dialogue

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

As the fashion industry is so firmly embedded in commerce and culture it enjoys a significant economic value and place within global debate. It is however facing unprecedented change and has a responsibility to ensure it is sustainable in the long term.



According to the British Council the UK's Fashion industry is worth £26 billion and over 800,000 jobs to the economy.

We have successfully piloted an annual survey of senior fashion business professionals to interrogate the key issues that are affecting the fashion industry. This innovative tool will enable us to highlight the responsible management, ethics and sustainability challenges that businesses are facing, and share knowledge through reports, conferences and panel events. The **Fashion Manager Survey** has been developed to act as trigger for dialogue between three key stakeholders – researchers, educators and industry.

The collegiate derivation of mutual research topics has developed into the Fashion Managers Survey which is delivered via five steps:

1. The identification of research themes
2. The construction of a quantitative industry survey
3. The dissemination of survey results via Delphi panel qualitative research discussion
4. The articulation of output via a white paper report
5. The discussion of the report via a discussion panel at the FBS Summit event.

The research approach includes a sentiment context to establish industry optimism/pessimism at each survey point. The sentiment framing allowed a deeper interrogation of not only fact but also interpretation of understanding. It is clear from early dissemination that the three stakeholders require direction to both navigate the uncertain trading climate but also at an operational level to broaden and maximise the benefits of big data in volatile conditions.

This approach allows stakeholders to work collaboratively to lobby, create and direct the future of research, education and industry. The discussion of this report will be via an interactive discussion panel at the FBS Summit, Autumn 2017. The FBS Summit will bring together the graduating class of 2017 from across undergraduate, postgraduate and executive levels within science, fashion business and fashion management courses. It will explore specialist subject areas to achieve new, future facing perspectives on fashion for a global industry and connected society. The summit will host a series of engaging and informative conference style events, in conversation panels, high-profile industry round table discussions, underpinned by an interactive exhibition of graduate work, curated through the themes planet, profit, people and purpose and presented in association with both CPL Aromas and Shaftesbury PLC.



2016 Formulates Event, FBS Summit

Further to this the 2016 **'Better Lives'** lecture series, as discussed in Principle 4, raises a continual enquiry which demonstrates why we should be encouraging collaboration between our colleges at all level and creating closer connections with other disciplines. Through the following lectures and presentations, their work has been disseminated to a variety of audiences and has built resilient partnerships within local communities and further forged stronger links with professional, cultural and academic networks:

- UAL Academic Leaders Forum presentation on the theme of 'Collaboration' in June 2017 - a selection of Programme Directors and Course Leaders were invited, following the success of past events.
- Presentation of Making for Change Manufacturing Project to a delegation of fashion manufacturers and Enterprises from Guatemala at the Royal Society of Arts in October 2016.
- Spotlight and Dulwich Picture Gallery hosted presentations and workshops with A New Direction (A.N.D.) and young participants for an 'Introduction to Fashion education' in March 2016. A.N.D. London's flagship creative and cultural education agency. We work with A.N.D. on programmes that inform the young people on the range of subjects and career choices within the fashion industry, the workshops usually include peer support and interaction from current LCF undergraduates.
- Whitefield Research Symposium - Early Interventions, Adult opportunities - 'Better Lives Through Fashion' was held in June 2016. Whitefield Schools is one of the largest providers of special education in Europe, with an international reputation for expertise, curriculum and training.
- Independent evaluation of Making for Change produced by Bath Spa University. Appointed as the independent evaluator for the project, Bath Spa sought to investigate outcomes against the core project objectives – the investigation took place from November 2016 - October 2017.
- The Director of Social Responsibility at LCF is on the Advisory Board for Bow Arts, an organisation which supports community renewal in east London by delivering Arts and Creative Services through their financially sustainable social enterprise model.



MDMflow Beauty Brand
BSc Cosmetic Science Alumni

Current objectives:

- To present the findings from the first Fashion Managers Survey at the Fashion Business School summit in October 2017 with an interactive panel discussion.
- To develop new executive education products that will be derived from the identified directional need.

Organisational Practices

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.



Image Credit: Jas Lehal

It is essential that the information on responsible management education is conveyed through our curricula is also reflected in the way we run our sites and the example we set through our everyday operations. We understand that our current and future strategy and planning should serve as best practice for sharing the values of responsible management. Some of the initiatives to achieve this include:

- UAL's first Sustainability Manifesto. This goes beyond the conventional topics (such as carbon reduction and waste) to guide the institution through a holistic set of themes relating to sustainability.

- LCF Sustainability Coordinator is the Chair of the UAL Sustainability Working Group which was established in November 2016 to support the fulfilment of the UAL Sustainability Manifesto aims, working in conjunction with the UAL Sustainability Board. The group meets every two months and membership is open to all UAL students, academic and support staff. External guests are invited to attend meetings as relevant. This group facilitates collaboration across these wide range of groups, and from each meeting actions are taken forward. For instance UAL's first Who's Who of Sustainability has been developed, enabling staff and students to find others with relevant knowledge/ contacts/experience for collaboration or knowledge sharing.
- UAL is an ISO 50001 accredited company for its Energy Management System (with LCF Sustainability Coordinator as the internal auditor) and is the first UK University to be awarded Low Energy Company status.
- UAL has achieved the Soil Association 'Food for Life' gold award for hospitality and hot food outlets.

Carbon emissions in July 2016 compared to 2011-2012

By July 2016 UAL had reduced is carbon emission by 25% compared with emissions in 2011-12. The UAL Carbon Dashboard site allows staff and students to see monthly figures for exactly how much energy is being used and information on waste recycling.

- The LCF Sustainability Coordinator gives inductions to new staff and students, introducing them to LCF's sustainability principles and opportunities to participate right from the start of their careers at LCF, and provides updates on sustainability at LCF's annual college conference.
- LCF has beehives at three of our sites and staff and students may learn the basics of apiculture.
- LCF receives trade waste (e.g. fabrics, buttons, leather) from industry, and distributes this to students, demonstrating principles around waste and resources.
- During annual Green Week LCF runs a number of sustainability activities open to staff and students from planting green spaces, to debates, to craft activities, to information desks. In 2015 we participated in the WASTE OFF Challenge, a cross-UAL challenge to transform waste materials into useful creations. The students used trade waste fabrics and designed and made garments suitable for hospice patients with functional difficulties. This was in collaboration with St Joseph's Hospice, London, where the garments are currently exhibited.
- LCF's Widening Participation Unit works with a number of schools and external partners, such as St Joseph's Hospice, to upcycle donated items.

Awards and recognition

This commitment to sustainability has been recognised by the prestigious Green Gown Awards programme, where LCF projects have been selected as Finalists and Winners since 2007. Recent examples include:

2017: Finalists in three categories:

- o Research and Development category (LCF student nominated)
- o Enterprise category with Blockchain in fashion
- o Employability category with Balancing the books: Creating a model of responsible fashion business education

2016: Highly Commended: Sustainability Professional (UAL Head of Sustainability).

The 2015 Observer Ethical Awards sustainable style category was won by a group of LCF Alumni from CSF. They currently work as mentors at the Centre, and their enterprise, 'Here Today Here Tomorrow' sells fashion items and accessories that have a known provenance.

UAL has also achieved two **Green Apple** international sustainability awards; these awards highlight innovative and exciting approaches to sustainability in both the public and private sector. The first award is for the UAL Carbon Dashboard which is a central database for all UAL's carbon data, as well as an online resource and open data source for students and staff. The second award was for the new studio at Wimbledon College of Arts. The studio is the first UAL building to achieve outstanding BREEAM (Building Research Establishment Environmental Assessment Method) status for sustainability, and opens autumn 2017.



Image Credit: Jas Lehal



Image Credit: Jas Lehal

Current objectives:

- LCF Sustainability Coordinator will develop a baseline and improve a range of operational areas within the college. These include sustainable furniture procurement, campaign to reduce electrical equipment left on, maintaining existing natural and garden spaces, and increase planting by at least twenty bee-friendly plants.
- The college aims to achieve over 50% waste recycled at all sites to serve as an example of the culture and attitudes we convey to our students.
- We aim to raise sustainability awareness of staff and students by increased and further developed internal LCF communities and communications.

Abbreviations

CAF	Creative Attributes Framework
CFE	Centre for Fashion Enterprise
CSF	Centre for Sustainable Fashion
EST	Education for Sustainability Transformation Strategy
FBS	Fashion Business School
FIA	Fashion Innovation Agency
LCF	London College of Fashion
MOOC	Massive Open Online Course
NUS	National Union of Students
PRME	Principles for Responsible Management Education
SDG	Sustainable Development Goals
SDT	School of Design and Technology
SET	Student Enterprise Team
SIP	Sharing Information on Progress
SMC	School of Media and Communications
SPF	Sustainability Projects Fund
UAL	University of Arts London

ual: london college of fashion

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