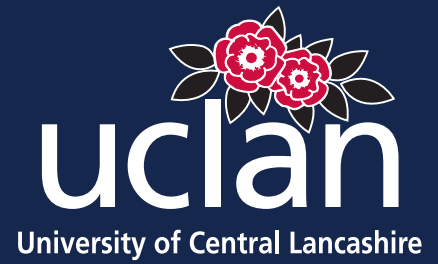


**Lancashire
School of Business
and Enterprise**



PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Sharing Information on Progress
April 2020

PRiME

*an initiative of the
United Nations Global Compact*



Letter of Renewed Commitment to PRME

It is my pleasure to introduce the Lancashire School of Business and Enterprise and the University of Central Lancashire (UCLan) to the global PRME community in our first ever SIP Report.

In 2017 we brought together University of Central Lancashire's School of Business and the School of Management, to create the Lancashire School of Business and Enterprise. One of our first priorities as a newly formed Business School was to join PRME at the start of 2018, underpinning our commitment to the values of sustainability, inclusivity and ethical business.

The PRME principles for Responsible Management Education, and the UN Sustainable Development Goals (SDGs), have guided our mission and values and influenced our curriculum, which is constantly evolving to meet the needs of business and ensures our students have the right skills and knowledge to be the business leaders of tomorrow. As our vision states, the Lancashire School of Business and Enterprise is:

'An innovative and entrepreneurial school, working with Business, positively changing lives by inspiring and empowering students, through excellent business and management programmes, informed by high quality impactful research and enterprise activity.'

This report outlines our commitment to PRME's 6 Principles for Responsible Management, along with the UN's SDGs. It is a celebration of our achievements and is a demonstration of how through our actions as business educators and researchers, we can create an inclusive, sustainable global economy and fairer society.

Now more than ever, in this 'Decade of Action' we as an Institution want to address the global challenges in an impactful way to help make the UN Global Agenda a reality.

A handwritten signature in black ink, reading 'C. J. Pyke'. The signature is stylized with a long horizontal stroke at the beginning and a large, sweeping flourish at the end.

Professor Chris Pyke
Executive Dean, Lancashire School of Business and Enterprise
University of Central Lancashire



Introduction from PRME Coordinator

Welcome to the Lancashire School of Business and Enterprise (LSBE) Sharing Information on Progress (SIP) report. This is the first report since the School joined PRME two years ago. It summarises the main achievements of the School in implementing the six principles of PRME during this period.

The report opens with a short introduction on UCLan and LSBE. The main body of the report is structured around the six PRME principles: purpose, values, method, research, partnership and dialog. It contains details and examples of the School's progress in implementing PRME values, from embedding the principles into our curricula to our engagement with business and our stakeholders.

We hope you will enjoy reading about our achievement over the last two years regarding PRME and the SDGs.

Professor Andrei Kuznetsov





The roots of UCLan may be traced back to 1828 when the Institution for the Diffusion of Knowledge was founded in Preston, Lancashire. Today the University is one of the UK's largest with a student and staff community approaching 38,000.

The university is on an urban campus in Preston and others in Burnley, Westlakes in West Cumbria for medical and healthcare related programmes and a €53 million campus in Cyprus which opened in October 2012. The University is currently undergoing a £200 million capital investment programme, with several new buildings under construction at the Preston main campus.

According to the 2019 National Student Survey results UCLan is above the higher education sector average in seven of the 10 key areas including learning opportunities, academic support and assessment and feedback.

THE UCLAN VALUES

COMMON SENSE

We are
empowered to use
judgement to do
the right thing.

COMPASSION

We treat students,
staff and the wider
community with
consideration, care
and honesty.

TEAMWORK

We think and act
together, valuing
collective as highly
as individual
achievements.

ATTENTION TO DETAIL

We take personal
and professional
pride in the quality
of our work.

TRUST

We rely on each
other, showing
respect and
integrity in all our
activities.

Lancashire School of Business and Enterprise

Lancashire School of Business and Enterprise is an innovative and entrepreneurial School working with business, positively changing lives by inspiring and empowering students, through excellent business and management programmes, informed by high quality impactful research and enterprise activity.



Enterprise is fundamental to the School's ethos as we seek to enhance the capacity of students to generate ideas - and develop their skills in making those ideas happen.

We strive to equip students, through entrepreneurship education with the additional knowledge and capabilities to apply these abilities in the context of setting up new ventures and businesses. We build on our academic strengths to produce impactful world-class research that helps shape the cutting-edge of entrepreneurial activity and how businesses are led and managed.



We are also conscious of the ethical approach to business and we aim to produce dynamic and reflective, socially responsible leaders, managers and professionals who think globally regardless of the size of their organisation.

LSBE became a member of UN PRME in 2018. The school has implemented the PRME in all aspects of its performance in the past two years. This report highlights some examples of our achievements in implementing the six principles.



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.

LSBE delivers undergraduate degree programmes, postgraduate general and specialised programmes, MBA programmes and doctoral degrees. These programmes are taught on campus in Preston and at our campus in Burnley. The current academic portfolio is serviced by approximately 300 modules. Our learning and teaching strategy is designed to develop independent learners through a mixture of tutor input, peer collaboration, independent research and a range of learning methods including digital learning tools, in-class case studies and interactive group activities. All programmes aim to create positive change in our students, enabling them to develop their full potential. LSBE aspires to produce graduates who excel academically, but also have the skills and competencies sought by employers in the modern business world. During their studies the students develop employability skills through activities designed to encourage communication (eg through debating, presenting, listening and asking questions), group and team working, problem-identification and solving, research and reflection.

At LSBE ethics and sustainability themes are incorporated in all undergraduate and post-graduate programmes to advance the sustainability competence of all students and enhance the employability of our graduates through their grasp of the PRME Principles and the Ten Principles of the UN Global Compact. In our courses, we look at how managers respond to ethical challenges and how this can lead to the creation of new partnerships, new ways of thinking ensuring

the overall longevity of global resources. For example, in the Business Landscape module at year 2 of our BA Business and Management degree students look at sustainability and a range of issues that are affecting how businesses develop, consume and conserve resources, including waste management (see PRME Principle No2 for further examples).

Since joining PRME, LSBE has been implementing a major portfolio review to clarify and enhance the provisions in the school at both undergraduate and postgraduate level to ensure that we are meeting the needs and demand of future learners. The review is based on six guiding principles of which one is to ensure that the PRME agenda is embedded within the curriculum. Following the review, ethics and sustainability learning objectives will be explicitly introduced in all undergraduate and post-graduate programme and module specifications to improve the sustainability literacy of all business students.

Many courses at LSBE are accredited by professional bodies such as, for example, The Association of Chartered Certified Accountants (ACCA) and the Chartered Institute of Marketing (CIM) and Institute of Chartered Accountants in England and Wales (ICAEW). To obtain and maintain this accreditation LSBE has successfully demonstrated that the content of relevant modules is continuously evolving to meet the latest ethical challenges (ACCA) and to correspond to the UN Sustainable Development Goals (SDG) (ICAEW).



VALUES

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

LSBE makes a strong contribution to UCLan's persistent effort to create educational learning and physical on-the-campus environments that reflects the values of PRME and SDG. In the new 2019 People and Planet Green League of British universities, UCLan has been rated in the top third nationally, second best in the North West and was awarded a 2:1 degree classification for its high levels of sustainability. The league table analysed 13 different areas across 150 UK universities and UCLan's qualification was reward for its environmental and ethical performance. The Institution was given 100% ratings for the areas of 'energy sources' and 'environmental auditing and management systems'. The University also scored well for 'waste and recycling,' 'water reduction' and 'carbon reduction'.

We want to create an environment that improves health and wellbeing, as well as contributes to the learning and personal development of both employees and students. This is achieved through a number of initiatives that involve students and members of staff.

At UCLan a Healthy and Sustainable University (HSU) Group has been set up which includes representation from the Students' Union and academic and professional service areas. There is also a Carbon Reduction Action Group. The University's Green team, consisting of a collection of staff and students, promotes sustainable travel and other on-going green projects across the campus.

We are currently preparing a school level application for Athena Swan for a planned submission of November 2020. The Athena SWAN Charter recognises and celebrates good employment practice for women working in various disciplines in Higher education and research. The school has committed a 0.1 FTE Project Manager resource for this submission. The equality and diversity policies are overseen by the Equality and Diversity Committee at the LSBE.





METHOD

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

At LSBE we work persistently to ensure that our students are aware of the values incorporated into UN PRME and UN SDG and acquire relevant skills. To achieve this, we ensure that sustainability and critical business ethics issues are incorporated within our teaching. Our curricula accentuate issues and concepts around sustainability, corporate social responsibility, business ethics and responsible leadership at all levels from degree apprenticeship to postgraduate studies. For example, our BA (Hons) International Business and International Business and Management course contains the 'Ethical Leadership' module taught by Francesca Walker. The module is primarily focused on the development of ethical leadership capabilities and specifically seeks to improve and increase a range of definable skills that are essential to successful ethical management practice. The students are introduced to applied ethical and leadership concepts and topical ethical issues and dilemmas.

BA (Hons) Marketing Management, BA (Hons) Digital Marketing and BA (Hons) Marketing include such modules as 'The Responsible Marketer' and 'Regulation, Ethics and Trust' taught by Dr Maria Sherrington. These modules examine corporate social responsibility (CSR) in the context of marketing. They also explore the principles and practice of social marketing. The modules aim to develop students' understanding that organisations carry responsibility for how their marketing activities impact society. Further, the modules are concerned with the role social marketing plays in, for instance, encouraging

attitudinal and behavioural change. They aim to encourage students to reflect on the importance for marketers to develop both the empathy and skills required of the successful, responsible marketer.

Other examples of modules include 'Professional Ethics and AC3800 Professional Ethics for the Manager' covering equality in the workplace, sustainability, and CSR; 'Companies and the Law' discusses such issue as fighting modern slavery and how a company may be a socially responsible force in the community. 'Advanced Financial Accounting' covers key contemporary aspects of accounting including various aspects of corporate social responsibility, environmental reporting and social reporting; ethics and creative accounting. The students are trained to critically evaluate significant issues relating to CSR, corporate governance and the importance of professional ethical guidelines for accountants.

The Tourism and Hospitality undergraduate degrees offer the module 'Tourism and Sustainability' that aims to introduce and critically appraise the conceptual roots, evolution, principles and practice of sustainability and sustainable development. In so doing, it provides a theoretical and practical framework for exploring the relationship between tourism, development and sustainability and the means of managing and developing tourism within a sustainability context. At the postgraduate level our MSc / MA Tourism, Hospitality and Events programme includes its own 'Tourism and Sustainability' module.

The School makes a systematic effort to improve the delivery of courses that indoctrinate students in the spirit of PRME and SDG ideals. In the last two years, this has been achieved within the framework of two processes: a major portfolio review and preparation towards AACSB accreditation. In both cases, the content and delivery of courses have been reviewed from the point of view of introducing new educational means to stimulate students' ethical understanding and reasoning and provide them with skills necessary to address the issues in a socially responsible manner.

Across the School teaching is complemented with various initiatives to engage staff, students and the wider community to be more sustainable. LSBE is a founding member of the North West forum of PRME UK (together with University of Salford, University of Chester, University of Liverpool and Manchester Metropolitan University). The forum had its first well attended public event in January 2020 dedicated to SDG1 'No Poverty' at Media City in Salford. LSBE participates in the Climate Emergency group at UCLan – a new ini The group focuses on a range of themes, eg energy, transport, food and relies on the UN SDG as a driver and framework.

The group explores how UCLan could play a leading co-ordination and enabling role in harnessing the drive and commitment of multiple organisation in the region in respect of environmental protection. The School also supports UCLan Centre for Volunteering and Community Leadership, a social enterprise engaged in youth development and community volunteering programmes alongside academic, vocational and bespoke Continuing Professional Development (CPD) courses.

Another initiative is the Enterprise and Women Group in the School. The purpose of the group is to establish a community of enterprising female students, staff and business leaders to share experiences, impactful research and best practice via a series of networking events, seminars and workshops. These events are open to all North West business professionals, as well as UCLan students and staff. The group presents annual Inspiring Female Student Award to female students who have supported activities within LSBE which contribute to the School vision, positively changing lives through business and enterprise.





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.

LSBE encourages its research active staff to produce highly relevant research that makes a difference to the world and has international reach. They are expected to execute their research activities in an ethical and academically rigorous manner. Research integrity and ethics training is mandatory. LSBE academics make the core of the newly established Research Centre for Business, Management and Enterprise.

Launched in 2019, the primary aim of the Centre is to inspire members to contribute to the ongoing debate on the achievability of the various components of the UN-2030 sustainable development goals (SDGs) at international, national and regional levels. The centre actively promotes collaborative research involving human wellbeing, gender equality, sustainable cities and communities, production and consumption, risk management and business development.

Its members demonstrate a strong record of internationally recognised research and engage with policy makers, practitioners and the wider community to produce relevant and influential research that impacts on social business issues affecting today's society. Areas of research strength include finance, accounting and banking, tourism and hospitality; economics, business a society, and organisations, work and employment. Examples of academic activities related to the PRME ethos include:

Finance, Accounting and Banking

Led by Professor Nwachukwu, research focuses on how financial sector reforms and access to services from conventional versus microfinance institutions can contribute to the achievement of sustainable development goals associated with poverty alleviation, food security, access to education, gender equality, corporate governance and institutional arrangements in Sub-Saharan Africa. The objective is to formulate sustainable policies for dealing with these economic development concerns.

The Institute for Transport and Tourism (ITT)

ITT principally undertakes applied research into transport and sustainability. It studies and reports on how people make their decisions about leisure travel, what influences those decisions and how choices of where and how to travel can reduce the environmental impact of leisure travel, while increasing the benefits for travellers and destinations.

Numerous research projects have included the economic impact of walking in rural areas, a Lake District Bus survey and the collaborative EuroVelo project, the latter focusing on the development of cross border/trans-national cycling tourism projects as a basis for promoting cycle tourism more generally. ITT is currently working with the National Trust to calculate the carbon count of journeys to Carding Mill valley and how that impact might be reduced. The objective is to develop techniques to help other tourist attractions estimate and reduce their carbon footprint through this pilot study.

Institute for Research in Organisations, Work and Employment - iROWE

Through iROWE the School researches extensively into the area of social values related to equality and protection at work. iROWE members Dr Gemma Wibberley and Dr Carol Jones collaborated with Sheffield Hallam University (SHU), researching the role that trade unions have in supporting victims of domestic violence in the workplace. The results have featured as resources for the Trades Union Congress (TUC), ACAS, the Equality and Human Rights Commission, the Police and Crime Commissioners and the Employers' Initiative on Domestic Abuse.

Recent iROWE events culminated with collaboration with Institute for Small Business and Entrepreneurship (ISBE) through a Gender, Wellbeing and Enterprise Symposium in July 2019, which merged research and policy through speakers from the Women Organisation, University of Loughborough and the Women Equality Party.

LSBE runs a series of research seminars open to academics, students and members of the public. Among the topics are issues related to the PRME and SDG agendas.

Dr Rick Wylie gave a seminar on Applied Research into Public Value Management. The presentation focused upon the measurement, meaning and management of public value and the development of a portable, scalable approach to public value which can be applied widely across different sectors at local, national and international levels. This project is based upon primary data acquired from case studies with collaborators in the nuclear and space sectors and from scholarship undertaken over 25 years at Westlake Nuclear power plant.

Dr Chris Kelsall gave a talk on Commodifying the Sustainability Concept in the Accounting Practice Field. Oluseyi Kuti reported on her research on women achievers in the Nigerian banking sector. The research aims at providing an understanding that will inspire and motivate women in all sectors of the Nigerian and possibly the UK labour market by uncovering the ways by which women in the Nigerian banking sector have 'beaten the odds'. In his presentation Professor Sharpley summarised the agenda for sustainable tourism based on three decades of research on the impact of mass tourism.

Economics, Business and Society

In 2019, Professor Kuznetsov completed a research project financed by a grant from the British Academy investigating sustainability standards in SMEs.

Through interviews in SMEs, this research sought to establish the balance of motives to adopt ISO 14001 environmental management standard and to investigate if in the case of small firms the symbolic value of this standard is more important for adopters than its impact on organisational practices. The analysis addressed the efficiency of self-regulation in small businesses and developed recommendations on enhancing the role of self-regulatory tools in stimulating sustainable entrepreneurship.



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.

LSBE maintains close links with industry, commerce and local authorities. UCLan is a top UK University for support to entrepreneurs and new businesses and social ventures throughout their first three years via the on-campus Propeller Hub. Propeller co-creates impactful enterprise projects with local services, community and businesses and help entrepreneurs to acquire necessary competencies through training, including a workshop on business ethics. In the last five years the University has helped over 1,000 students and graduates start a business or became self-employed, the second highest figure in the UK.

UCLan has been recognised for its entrepreneurial spirit after being shortlisted in the 2019 Times Higher Education (THE) Awards.

In 2018, UCLan won the Most Innovative Contribution to Business-University Collaboration award. One example of Propeller supporting eco-friendly businesses is the start-up Authentic House, a supplier of products for ethical living, and SCRAN, a student run business that provides nutrition and cooking related resources and support for students, both on campus and online.

Another example of partnership is the Leading Lancashire programme run by LSBE and UCLan's Leadership Hub.

It is spearheaded by LSBE Executive Dean Prof Chris Pyke and the Leadership Hub Director Eliza Morgan. This is an innovative leadership programme that is tailored to meet the learning and development needs of individuals that work in a small to medium-sized enterprise (SME) across Lancashire.

Leading Lancashire delivers programmes across Lancashire, enabling people to develop their personal leadership and management skills through training, coaching and support. Although the project delivers leadership and management training for anyone working in a Lancashire based SME, it has a focus on supporting women to develop their leadership and management careers.

UNITEplus, an educational project run by UCLan and part-financed by the EU, works with Lancashire businesses to provide a university graduate or placement student to assist on a specific project. Working with students and academics enables businesses to access the wealth of knowledge within the university.

[Visit our Leadership Hub webpage >](#)

In January 2020, in association with Public Health Collaborative UCLan organised a one-day event 'Cumbria and Lancashire: Climate Emergency – Towards Net Zero'. Through a combination of speakers and sector/place-based group work, the event had as its objectives the development of a shared understanding of the impact of climate change on human and planetary health and the facilitation of sector and place-based action learning and action planning.

Another impactful initiative is Making Carbon Work (MaCaW), a £4 million European Regional Development Fund (ERDF) supported scheme that UCLan runs in collaboration with East Lancashire Chamber of Commerce. Project MaCaW is an academic/industry collaboration designed to assist Lancashire SMEs to overcome the challenges and barriers in moving towards a low carbon economic model. This project aims to engage Lancashire SMEs in implementing low energy practices and processes to reduce their carbon burden, as well as making cost savings to their organisation.

53 SMEs have registered on the project. One success story is Blackburn-based BMS Critical Care. This firm worked closely with MaCaW's expert advisers, whose recommendations are expected to reduce the company's energy usage by around 20%.

[Visit our MaCaW webpage >](#)





DIALOGUE

We will facilitate and support dialog 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.

Lancashire School of Business and Enterprise (LSBE) is involved in a number of innovative initiatives aimed at sharing knowledge and sparking dialog among academics, business persons and members of society. To facilitate the dialog the School has appointed an advisory Dean's Council with the purpose to advance the mission of LSBE to be an innovative and entrepreneurial school with impactful research and enterprise activities. The Council contains of external specialists in significant business and social areas and academics from LSBE.

A far-reaching dialogue with local businesses and other stakeholders is implemented through a range of dedicated entities and initiatives. The Centre for SME Development provides a focal point in the university where SMEs can connect, collaborate, network and learn so that whatever challenges they face and objectives they set, businesses can benefit from dialogue with the university. The Centre focuses on creating synergies between SMEs, the academic community and the student/graduate body. It aspires to deliver world class research and enterprise education and on connecting SMEs in the region into a network in order to deliver sustainable development for all concerned. By nurturing collaborative relationships the Centre encourages a position where the enormous range of expertise, services and advice that is available via the university is harnessed to benefit the whole area.

The school offers the unique LaunchPad leadership development programme, providing students with opportunities to enhance their professional skills and empowering them to become the global leaders of the future. LaunchPad students learn about the challenges of the current job market from employer and graduate perspectives and the leadership approaches needed to address them, in both theory and practice. Through LaunchPad we are linked to the UK UN Association (UNA).

One of its leads, Clive Wilson, Chair of UNA Harrogate: Climate Forum, regularly meets with our students to discuss, explain and promote CSR and the UN Sustainable Development Goals.

[Visit Clive Wilson's LinkedIn Page >](#)

LSBE facilitates dialog with businesses about the issues of social responsibility and sustainability through Chartered Manager Degree Apprenticeship (CMDA) programmes including Senior Leader Master's Degree Apprenticeship, Chartered Manager Degree Apprenticeship and Digital Marketing Degree Apprenticeship. We have over 140 enrolled learners. All CMDA programmes at the University include the teaching of sustainability, the protection of environment and how this can be embedded into operational strategy.

Professor Whyman and other LSBE academics are participants in the action research project on the role of co-operative values and principles as a praxis for sustainable socio-economic development and change within the so-called 'Preston Model'.

[Find out more about the Preston Model >](#)

The 'Preston Model' is a regional development programme led by Preston city council, anchor institutions, including UCLan, and other partners that implements the principles of community wealth building within Preston and the wider Lancashire area. The model is built around a local economic development strategy focused on creating collaborative, inclusive, sustainable, and democratically controlled local economies. UCLan has driven social value through its procurement process, for example, by requiring non-local contractors to sub-contract to local firms to develop its £200m Campus Masterplan.

The University has supported the development of the cooperative sector in the city through facilitating shared learnings with the Mondragon cooperative in Spain, leading to the creation of the Preston Co-operative Development Network, and contributing to research on areas such municipal energy and local democracy.

LSBE experts facilitate dialog on sustainability issues at an international as well as national and local levels. For example, Dr Richard Weston, Mary Lawler and Dr David Jarratt have been the lead authors of an extensive report for the Transport and Tourism Committee of the European Parliament 'Research for TRAN Committee - European tourism: recent developments and future challenges' (2019) that makes recommendations at an EU policy level that will support the sustainable development of the sector, including environmental protection and resource efficiency, improving the quality of tourism jobs and maintaining/enhancing community prosperity and quality of life.



A photograph of a man and a woman in a meeting. The man, on the left, is smiling and looking towards the woman. The woman, on the right, is also smiling and looking towards the man. They are both holding papers. The background is a blurred office setting with a large window.

Objectives for the Period Ahead

Develop students' abilities to become champions of sustainable values for business and society.

Create an environment that improves health and wellbeing of both staff and students and contributes to their learning and personal development.

Explore opportunities to improve how research agenda at the School informs and supports teaching in aspects related to PRME and SDG principles.

Continue to develop our engagement with partners reflecting our fundamental values and principles of PRME.

To actively pursue opportunities to enhance dialogue with business, civil society and stakeholders.



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