Centre for Sustainable Fashion

Vision, Plans, Actions and Change

Strategy 2015- 2020

"We are leaving a world designed for efficiency in repetition and entering one where value comes from contributing to change... Because change is the opposite of repetition, this requires mastering a set of human social skills as a prerequisite to being able to contribute — including empathy, teamwork, change making..."

Ashoka CEO Bill Drayton

Who we are

Be a voice for change
Speak truth to power

Dream with eyes wide open
Combine feasibility, viability
and desirability

Challenge conventional aesthetics
Move away from prescribed
notions of beauty

Our guiding themes
Through our endeavours,
we seek places to…

Radicalize practice
Design and educate for ecological
and social resilience

Influence citizen action
Gather and communicate research
that the world needs

Centre for Sustainable Fashion (CSF) is a University of the Arts London Research Centre, based at London College of Fashion. Established in 2008, CSF's research focus is ecological and social sustainability as a lens for design in fashion's artistic and business practices. Through transformational design, we seek Better Lives within Ecological Boundaries.

As a diverse community of world leading researchers, designers, educators and communicators with an extensive network that crosses disciplines, generations, cultures and locations, we seek to explore fashion in relation to our key themes:

- Questioning Consumption and Growth
- Cultivating Cultures of Care
- Amplifying Public understanding of Climate Change
- Citymaking
- Ecological literacy
- Design and Social Change
- Role of design research and its exchange with business and politics

Our Values

In order to make a distinctive contribution to the field of Design for Sustainability (DfS) in fashion, we work with a range of actors, not bound by discipline, generation or location. We believe that a furthering of a sense of our interconnections as people and to our natural world can enhance our fulfilment and ability to thrive and prosper. Through its collective and individual expertise and communicable sense of shared purpose, the centre's values guide its objectives, actions and outputs to dynamically contribute to a nascent and emerging field of study.

- Sustainability led **challenge** to convention
- **Collaboration**, co-operation and **empathic** connection
- **Diversity**, individuality and **equality** of opportunity
- **Ecological thinking** and human wellbeing at the centre of enquiry
- **Space** to contemplate

How we act

We seek to create world-leading research

- We create original inquiry through partnerships that defy convention.
- We create practice based exploration of sustainability through fashion
- We create publications, papers and thought leadership
- We create work in exhibitions, symposia and other public events
- We create cultures of sustainability through research and its application

We seek to set agendas in government, business, and public arena

- We set agendas with governments for debate and legislative change
- We set agendas with business to change its means & measure of value
- We set agendas with designers to create restorative practices
- We work with media and NGOs to visualize, inform and evolve perceptions of sustainability through fashion.
- We explore sustainability agendas with a range of public audiences

We seek to pioneer world-relevant curriculum

- We pioneer new pedagogies for education for sustainability
- We pioneer curriculum that enhances graduate ecological literacy
- We pioneer cross geographic and inter disciplinary projects
- We pioneer a PhD community, supported to extend the centre's reach
- We pioneer mentoring of tutors and students and related resources

Our Objectives

Fashion shapes and reflects society, community, culture and diversity. Personal and ubiquitous, fashion is an every day phenomenon. CSF as a community expands our ability, connecting individual and collective values. Using this as a starting point, CSF has aligned this five-year strategy to the 2030 Agenda for Sustainable Development, announced at the United Nations Sustainable Development Summit on 25 September 2015. CSF's key objectives have been developed to deliver work that specifically supports the following four of the seventeen UNDP Sustainable Development Goals (Global Goals):

- Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- Goal 11 – Make cities and human settlements inclusive, safe, resilient and sustainable.
- Goal 12 – Ensure sustainable consumption and production patterns.
- Goal 13 – Take urgent action to combat climate change and its impacts.

2015 – 2020 6 key objectives:

1. **To develop the quality and depth of research in DfS**.
   - ref. Appendix 2, research objective 2

2. **To partner with businesses small & large to conceive, develop and apply radical sustainability principals and practices.**
   - ref. Appendix 1, objective 2; and Appendix 2, research objective 5

3. **To develop research and practice in education for sustainability.**
   - ref. Appendix 1, objective 1; and Appendix 2, research objective 5

4. **To expand and enhance public engagement in and understanding of sustainability through fashion.**
   - ref. Appendix 1, objective 3; and Appendix 2, research objectives 1 & 6

5. **To demonstrate leadership and voice in political arenas.**
   - ref. Appendix 1, objective 3 and Appendix 2, research objective 6

6. **To live by our own values.**
   - ref. Appendix 1, objective 4 and Appendix 2, research objective 4

Objective	Actions	Output/ Outcome	Measure
1. Develop quality and depth of research in Design for Sustainability (DfS)	**Short term** • Create an environment that inspires, incubates, creates and exhibits individual and collective contributors. • Foster an inclusive community for our PhD students, increasing membership, project diversity & high standards. • Nurture researchers through mentoring scheme. • Align individual research plans to the CSF objectives and college plans. **Medium term** • Work closely with RMA Funding and Enterprise teams to enable the breadth of the Centre's projects through a diverse range of funding routes, scales and partners, which relate the CSF key themes. • Ensure access to research by public and normally restricted audiences. **Long term** • Contribute substantially to REF, supporting and producing **outputs**, high quality **impact**, expanding public engagement to strengthen UAL research **environment.**	• Research outputs, which deliver world leading work, measured by publications, artefacts, change-making, and public visibility of these. • Securing of funding and support for new and developing research projects, which align with CSF key themes. • A diverse range of quality partnerships and collaborations, which cross reference education, business and political work. • Extending research community through expansion of PhDs, Master students, early career researchers and external partners.	• Number of successful awards/ Income generated • Numbers of applications and offers/acceptances, MA to PhD progression • Number of PhD studentships awarded through funded projects • Mentoring feedback and numbers participated • Research outputs align to CSF / UAL objectives • The quality and level of our collaborators and partners • Testimonials and case studies from partners • Representation of CSF work in public forums, number of presentations at events, and online exchange • Numbers of peer-reviewed papers, publications, artefacts etc and the ratings and citations of these

Objective	Actions	Output/ Outcome	Measure
2. Partner with business small & large to conceive, develop and apply radical sustainable principals and practices	**<u>Short term</u>** • Develop cross-disciplinary academic & other partnerships (NGOs etc.) & opportunities for knowledge sharing. • Identify and develop income generating partnerships, consultancies and other funding opportunities with high impact or outlier possibilities, and which enable continued work with SME business support programmes. • Tailor bespoke projects with industry clients, designing environments for sustainability practice to develop. **<u>Medium term</u>** • Create a network of fashion focused businesses through a digital platform for dynamic research enterprise interaction. • Provide reciprocal mentoring opportunities with industry. • Create executive training for fashion/creative industries. **<u>Long term</u>** • Encourage exchange between research and the field of enterprise.	• Securing of private or public funding for industry partnerships, collaborations and business support programmes. • Providing innovative content and support for creative industries and applying knowledge that makes a positive contribution to the economy. • Businesses engaged and changes made in their practice/impacts, tracking progress from start to finish with surveys and testimony. • Collaborations and partnerships that facilitate knowledge transfer and exchange.	• Income generated. • Testimonials and case studies from partners and collaborators. • Comparison surveys from start to end of projects. • Increases in requests for collaboration or mentorship. • Number of businesses on mentoring programmes. • Number of industry stakeholders active in CSF network. • Records kept of meetings and mentoring sessions. • Tracking length of time/relationship with businesses. • Tracking success and progress of businesses worked with. • Tracking radical change in business practice.

| Objective	Actions	Output/ Outcome	Measure
3. Develop research and practice in education for sustainability	**Short term** • Articulate vision and methodology for transformative education. • Connect methodology for transformative education to UAL strategy, global ESD sector. • Write up case studies and deliver Education Resources Action Plan. • Inform UG & PG formal curriculum, • Facilitate informal learning opportunities with students at key points across the academic year. • Connect students with CSF research through teaching programme. **Medium term** • Highlight MA Fashion Futures as place of experimentation & radical transformation. • Offer UG and PG students the opportunity for mentoring and coaching in collaboration with leading brands. **Long term** • Expand expertise in Education for Sustainability through engagement with global HE sector.	• Ecological literacy in education. • MA Fashion Futures; Collaborative Unit; Course projects at LCF New measures of assessment; Open assessment. • Learning outcomes related to social change and environmental stewardship. • Publications / presentations. • International relationships with world leading universities and other organisations. • Securing of funding for new partnerships and international work.	• Number of participants in formal and informal activities. • Number of final projects that reference sustainability (sample group). • Number of contact hours with students (formal and informal). • PPD self-assessment – track the sustainability competencies. Pilot 15/16. • Qualitative course feedback. • Testimonials and case studies from students and collaborators. • Published research. • Funded and supported international projects.

Objective	Actions	Output/ Outcome	Measure
4. Expand and enhance public engagement in and understanding of fashion and sustainability	**Short term** • Engage in research in public arenas via fashion as communication (digital & physical) with targeted audiences. • Cross-reference and be mindful of others work, inside eg (UAL Research Centres) and outside UAL. **Medium term** • Amplify centre outputs via press and media interaction • Partner with cultural organizations with shared goals. **Long term** • Engage in and support local community activities for social innovation with specific reference to London.	• Enhanced public engagement, debate and participation measured by our digital interaction, website content generated stats and quality of social media interaction, as well as our media engagement and feedback received at public events.	• Number of public events. • Number of community based projects. • Number of exhibitions and showcases of work. • Number of presentations at external events. • Level of digital interaction measured through online data. • Level of media engagement through number of press engagement pieces. • Number of participants / visitors reached through events, projects, exhibitions. • Feedback from participants, visitors, and citizens captured through surveys and conversations.

Objective	Actions	Output/ Outcome	Measure
5. Demonstrate leadership and voice in political arenas	**<u>Short term</u>** • Identify places where CSF aims can be realised via policy and political platforms. • Progress APPG with identified. organisations in specific areas of interest & identify other points of intervention. • Be a Voice for Climate Change. • Link Sustainable Development Goals with CSF work. **<u>Medium term</u>** • Identify opportunity for sustainability to be amplified through political debate & awareness raising. • Engage in collaborative ventures relating to political intervention. • Engage fashion as a means to explore social and environmental challenges. • Encourage student engagement in political agendas relating to sustainability. • **<u>Long term</u>** • Advise governmental departments via steering committees and contribute to identified policy change. • Engage fashion as a tool for political change towards sustainability.	• CSF membership of identified government advisory boards, think tanks & community groups. • CSF named as co-secretariat of APPG with agreed annual plan. • A range of CSF activities referenced through APPG. • CSF activities around Cop21. • Question(s) tabled to HoC/ HoL. • Membership of groups such as CCC. • Public awareness of fashion's relationship to social and environmental challenges. • Students evidence political considerations through their work.	• Briefings to APPG members. • Contribution to community groups. • Achievement of APPG plan. • Policy discussion informed by CSF. • Public engagement in CSF work at Cop21. • Media coverage of CSF work connected to Cop21 • Dialogue and action towards SDGs. • Evidence of political engagement and response. • Public opinion gathered. • Invitation to government Steering Committee. • Student projects reviewed. • Policy decisions made /influenced.

Objective	Actions	Output/ Outcome	Measure
6. Living by our own values	**<u>Short term</u>** • Develop and action a CSF travel plan. • Co-Create an environment where each member can make a distinctive and valued contribution. • Create conditions for ecologically and socially led practice. • Create Living by our Values plan. **<u>Medium term</u>** • Set a biodiversity plan. • Encourage extension of LBOV plan beyond CSF. • Identify areas where CSF has agency inside and outside of UAL. • Make public our commitments and our practices. **<u>Long term</u>** • Encourage further wellbeing practices (walking meetings etc) via extended LBOV plan.	• A workplace that values individual skills and attributes, and encourages wellbeing and sustainable working practices. • A work environment that supports creative practice and team collaboration. • A workplace that creates stronger connections to our environment and community. • A community that is bold enough to live through its values in the face of other norms and practices.	• Evaluation of our working practices and environment, tracking and measuring the improvements made via the employee PRA process. • Comparative studies of behaviour and wellbeing. • Feedback captured through monthly core team meetings. • Monitoring life and interaction with our green spaces. • Feedback from team activities and away days. • Response to CSF living by our values plan.

Our Impact
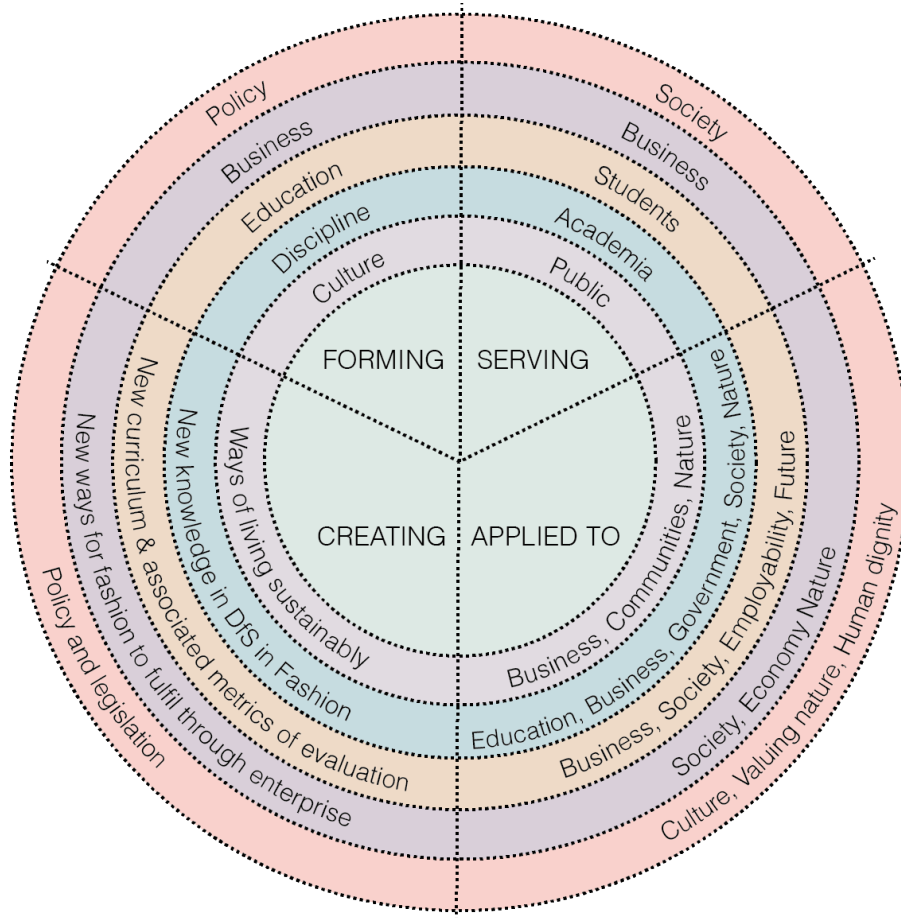
'In this new era of collaborative innovation, designers are having to evolve from [solely] being the individual authors of objects or buildings, to [acknowledge their role as] being the facilitators of change among large groups of people.'

Thakara, J. *In the Bubble - Designing in a Complex World* (2005)

Measuring our success

We aim to create positive change through our Research, Social, Environmental, Economic and Educational impact by:

- Providing innovative content for the creative and cultural industries
- Enhancing public debates
- Expanding the knowledge economy
- Engaging participation
- Informing developments in performance for education
- Contributing to community cohesion and social inclusion

'…public sentiment is everything. With it, nothing can fail; against it, nothing can succeed. Whoever moulds public sentiment goes deeper than he who enacts statutes, or pronounces judicial decisions'

Abraham Lincoln

Bibliography

A reference of members planned outputs for the next REF period cross-referenced with CSF objectives for 2015-20.

<u>Dilys Williams</u>
Co-active Spaces, research through academia/ industry exchange, specifically the 5-year project between CSF and Kering. Outputs will include publication/s and exhibition.

Relating to CSF objectives 1,2,3.

Habit(AT) exploration of the role of fashion in contributing to sustainability in an urbanising world: implications for fashion design practice and social design. Outputs will include a series of exhibitions and publication of the work gathered.

Relating to CSF objectives 1,4,5.

<u>Kate Fletcher</u>
Sustainable Fashion and Textiles: Design Journeys, Second Edition, Abingdon, Oxon: Earthscan from Routledge. Kate Fletcher (2014)

The Routledge Handbook of Fashion and Sustainability, Abingdon, Oxon: Routledge. Kate Fletcher and Mathilda Tham (Eds) (2015)

The Craft of Use: Post-Growth Fashion, Abingdon, Oxon: Earthscan from Routledge. Kate Fletcher (2016)

Relating to CSF objective 1

<u>Helen Storey</u>
TRANSFER brought together the energy (utilities) & fashion sectors to exchange knowledge and compare approaches to delivering sustainable services & products to both sectors. Outputs include an exhibition/installation, a film, website, 2 x workshops, 4 x Focus groups, journal articles and conference participation.

Dress For Our Time explores climate change through fashion and science, building an online community and live installations. Outputs will include an installation, website and creation of a global community, global event/happening, film, data experiment.

Letting Go, a project continuing a 15-year association with the Wellcome Trust in collaboration with Prof Kate Storey, developing the work of Primitive Streak. Outputs will include an installation/exhibition, web presence, talks series and film.

Life of the Out Skirts is a collaboration with Kingston University, to curate and archive Helen's creative life from 1959 to the current day. Outputs will include an exhibition, film and engagement activities.

Relating to CSF objectives 1,4

Lucy Orta
Food - Peterborough Harvest. 70 x 7 The Meal **–** City-wide public art installation, 2015.

Antarctica World Passport - COP21. Climate conference - Public performance Paris and UN Geneva, 2015.

Amazonia – Attenborough Arts Centre solo exhibition & commission, 2016.

Emscherkunst Triennale, Rhur Valley, Germany. Spirits – permanent public sculpture commission

European Development Day, Brussels – Exhibition Commission, 2016.

Food – Performance Event Chelsea Parade Ground London, 2016.

Venice Biennale – major UAL curated exhibition collateral event, 2017.

Leeuwarden European Cultural Capital, Holland. Eleven Fountains (Spirits) – permanent public sculpture commission, 2018.

Relating to CSF objectives 1,4

Sandy Black
FIRE, is a new digital platform that aims to connect the UK's designer fashion industry with academic researchers through a live, dynamic online space. Outputs will include publications, exhibition, workshops, website/digital platform.

Relating to CSF objectives 1,2

Appendix 1:
UAL Strategic Objectives

1. <u>Delivering Transformative Education</u> requires us to ensure that all our students can reach their full potential. It requires us to work in partnership with then to develop and deliver an education that is responsive, responsible, imaginative and inspirational.

2. <u>Developing World Leading Research and Enterprise</u> requires us to create and apply knowledge that develops our disciplines, makes a positive contribution to society and the economy, and generate new sources of income to support our academic ambition.

3. <u>Communication and Collaboration</u> requires us to place the University at the centre of public debate about the future of arts, design, fashion and communication and to improve the ways in which we engage with academic, cultural and business partners, both in the UK and across the world.

4. <u>Building an Inspirational Environment</u> requires us to have a world class physical environment and underlying infrastructure that supports our students and staff in their academic ambitions and increases our engagement with our wider communities.

Appendix 2:
UAL Research Strategic Objectives

1. Expand and enhance public understanding of the University's key subject areas and their social, economic and cultural impact.

2. Develop the quality and depth of our research activities, build on proven areas of research excellence and support the growth of new ways of thinking about the core subject areas.

3. Sustain our leadership in core areas of arts research and develop our subject portfolio complimenting existing research strengths through interdisciplinary collaboration.

4. Develop greater opportunities for our staff to produce world-leading research that impacts on a wide international audience through providing a sustainable and supportive research environment.

5. Work collaboratively across the sector and our enterprise links to develop new and enhanced ways of supporting our PGR students.

6. Ensuring our research informs and impacts on the development of the art and design sector in the UK and internationally.

7. Strengthen both physical and digital resources to support new research initiatives and expand audiences and impact for its research outputs and activities.