



Corporate Social Responsibility

Gaining Strategic Control & Establishing Consistent Leadership

Sustainability Insight

Edinburgh Tel: 0131 476 3020 Peebles Tel: 01896 83 3113 www.sustainabilityinsight.co.uk

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Sustainability
In the Built Environment

Sustainability
In Further & Higher Education

Sustainability
In Procurement

Sustainability
In Waste

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Recent Sustainability Insight FHE Engagement

- **EAUC** Resource Map
- **SFC** Sustainable Development Estate Management Guidance – 2009 Amendment and Update
- **DFID** Promoting Poverty Aware Procurement on Campus
- **Sustainability Insight** Climate Change Action Plan (CCAP) Design, Delivery and Implementation
- **EAUC** CCAP Workshop Events
- **EAUC** CCAP Template and Proforma Review



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In Further & Higher Education

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By the end of this course, participants will have knowledge of current **understanding** in the area of CSR, of the **language** used to describe CSR, the most effective **structure** to apply to the area (Universities that Count) and the opportunities available through engagement in Universities that Count. The course will aid in identification of the appropriate approach towards CSR for both universities and colleges (Universities that Count) and will answer questions that will inform participants' ability to gain **control** of CSR resulting in consistency of performance and the delivery of real **institutional advantages**.

- 1) Identify suitable FE & HE language
- 2) Define an appropriate FE & HE structure for this area
- 3) Clarify the requirement for institutional control/direction
- 4) Establish what actions HE & FE institutions must take to;
 - Reduce risk
 - Gain advantage from UTC involvement
 - Acquire and maintain the trust of their stakeholders
 - **Provide leadership**

1

20 minutes

(20 minutes open discussion)

Brief introduction to & discussion of CSR

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Corporate Social Responsibility

What is it?

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“CSR is about businesses and other organisations going beyond the legal obligations to manage the impact they have on the environment and society.

In particular, this could include how organisations interact with their employees, suppliers, customers and the communities in which they operate, as well as the extent they attempt to protect the environment”

The Institute of Directors, UK

“CSR is the acknowledgement by companies that they should be accountable not only for their financial performance, but for the impact of their activities on society and/or the environment.”

CBI, UK

Weak , uninspiring & incomplete

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CSR is the mechanism that organisations use to **manage** their contribution to the UK government's goal of **Sustainable Development**.

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Sustainable Development

“enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of **future generations.**”

<http://www.defra.gov.uk/sustainable/government/what/index.htm>

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CSR is the mechanism that organisations use to **manage** their contribution to the UK government's goal of **Sustainable Development**.

It is the process used by institutions to establish and maintain **control** over the management of their operational impacts

or

“it is fatuous drivel created by conmen for idiots”

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GLOBAL
WARMING
READY

DIESEL
FOR SUSTAINABLE LIVING

GLOBAL
WARMING
READY



DIESEL

□ Workshop exercise 1

Define CSR

(What can it be, what can it deliver?
Can Universities & Colleges provide the
leadership we need?)

Definitions provided by the groups at the 2009 EAUC conference:

“Corporate Social Responsibility is a framework that defines institutional impacts on society and the environment.”

“CSR supports the cultural, ethical and economic structure of the institution and promotes the sustainable delivery of institutional goals.”


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2

45 minutes

(5 minutes presentation, 25 minutes breakout groups,
15 minutes discussion)

**Investigation, review & creation of the language of
CSR for the HE & FE sector**

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Group 1

Jon	Walker	Director of External Affairs	Loughborough University
Harriet	Waters	Sustainability Manager	Oxford Brookes University
Marie	May	Community, Sustainability & Residential Development Manager	Sheffield Hallam University
Tim	Yates	Vice Chancellor	University of Leicester
Ian	Cruickshank	Environmental & Sustainability Manager	University of Reading

Group 2

Peter	Rands	Joint Project Director	Canterbury Christ Church University
David	Forbes	Director of Risk Management	Imperial College London
Alex	McFarlane	Head of Purchasing	Nottingham Trent University
Jill	Westerman	Principal	The Northern College for Residential Adult Education
Grant	Ferguson	Assistant Director of Facilities Services	Edinburgh Napier University

Group 3

Selina	Fletcher	Environmental Sustainability Officer	Coventry University
John	Hindley	Environmental Sustainability Manager	Manchester Metropolitan University
Paul	Cross	Associate Director Strategy	Oxford Brookes University
Sarah	Riches	Director of Policy and Planning	University of Bolton

- Corporate Citizenship
- Community Investment
- Corporate Social Responsibility
- Responsible Business Practice
- Corporate Responsibility
- Sustainable Development
- Corporate Sustainability
- Social Responsibility & Sustainability (ISO)
- The Seventh Level of Institutional Consciousness

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□ Workshop exercise 2

Identify suitable FE & HE language

(If we have agreed on what it is, what we should call it?)

3

30 minutes

(15 minutes presentation, 15 minutes open discussion)

**Discussion covering organisational
& operational sustainability**

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Institutional Sustainability

Resilience and influence, long-term value

Operational Sustainability

Daily operational impact management

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Sustainability

“deliver the organisational goals of the present without compromising the ability of future generations of management to deliver in a similar manner.”

or

“the informed and responsible management of the impacts of our choices.”

Simple to understand but complicated to deliver.

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Challenges to organisational and operational sustainability that we have witnessed in the recent economic crisis, include both an obsession with very short term goals and inertia - a resistance to operational and organisational change.

Delivering a 'triple bottom line' of economic viability, environmental quality and social equity is the 'nirvana' that organisations are increasingly recognising.

The challenge now is to translate this concept into both **organisational and operational systems and practices** that meet present expectations without jeopardising long term objectives.

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Organisational and operational systems and practices that meet present expectations without jeopardising long term objectives.

How do you ensure that these systems and practices reflect the same ethos/values/culture across all departments within the institution?

□ Workshop exercise 3

Examine the difference between Institutional & Operational Sustainability and the requirement to deliver both.

(How does your institution maintain control?)

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4

50 minutes

(10 minutes presentation, 25 minutes breakout groups,
15 minutes discussion)

Exercise to define the structure of CSR/SR and the mechanisms required to establish control.

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Corporate Social Responsibility (Organisational impact) **Structure**

Environment

Community

Marketplace

Workplace

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Social Responsibility (Institutional impact) **Structure**

Environment

Community

Marketplace

Workplace

?

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Social Responsibility (Institutional impact) **Structure**

Environment

Community

Marketplace

Workplace

Learning & Teaching

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Social Responsibility (Institutional impact) **Control Mechanism**

- Direction/Structure/Strategy
- Responsibility/Dissemination
- Measurement/Reward
- Action/Impact
- Reporting

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“You don’t fatten a pig by weighing it”

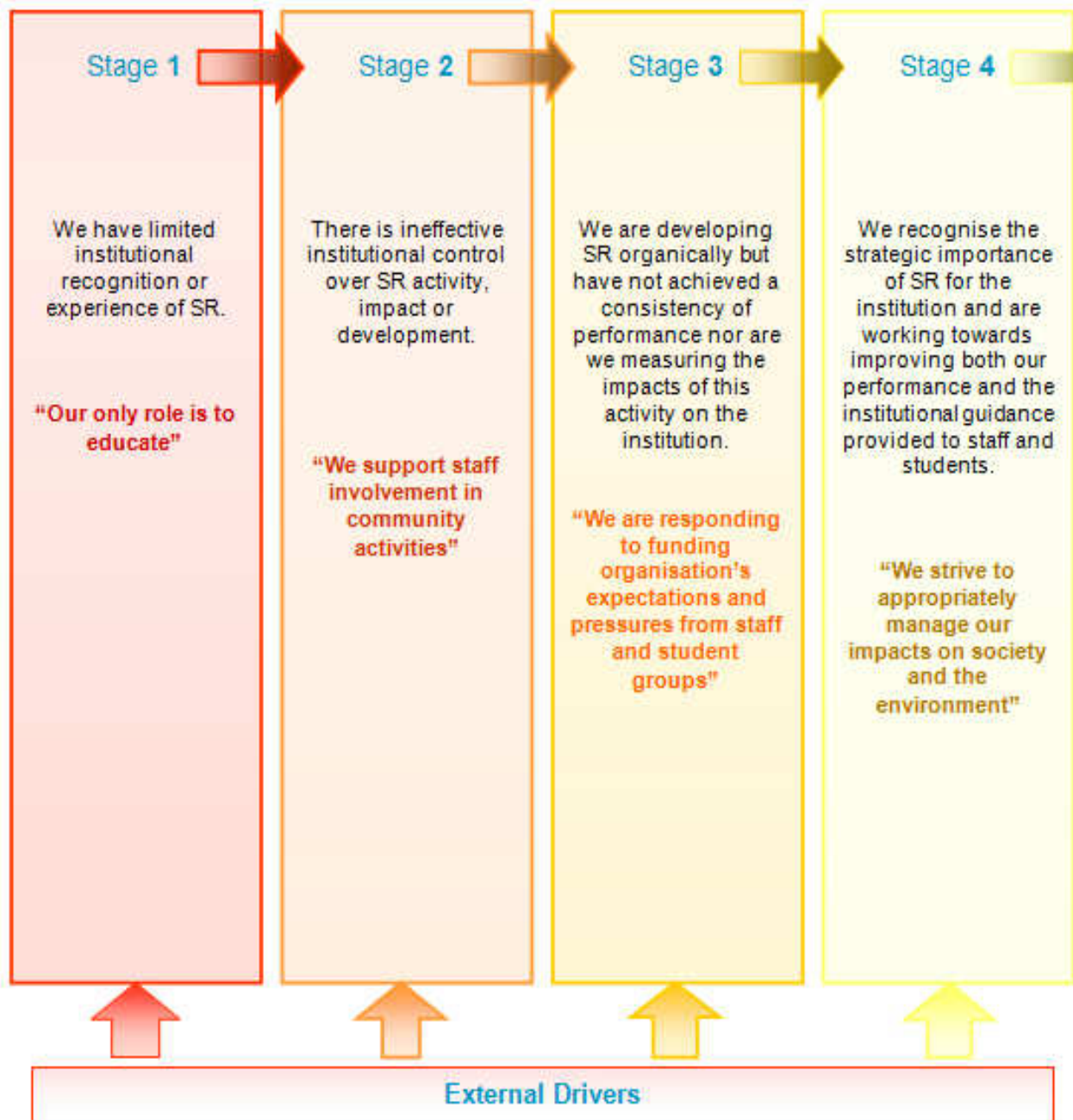
Patrick Mallon – BitC Director of Indices

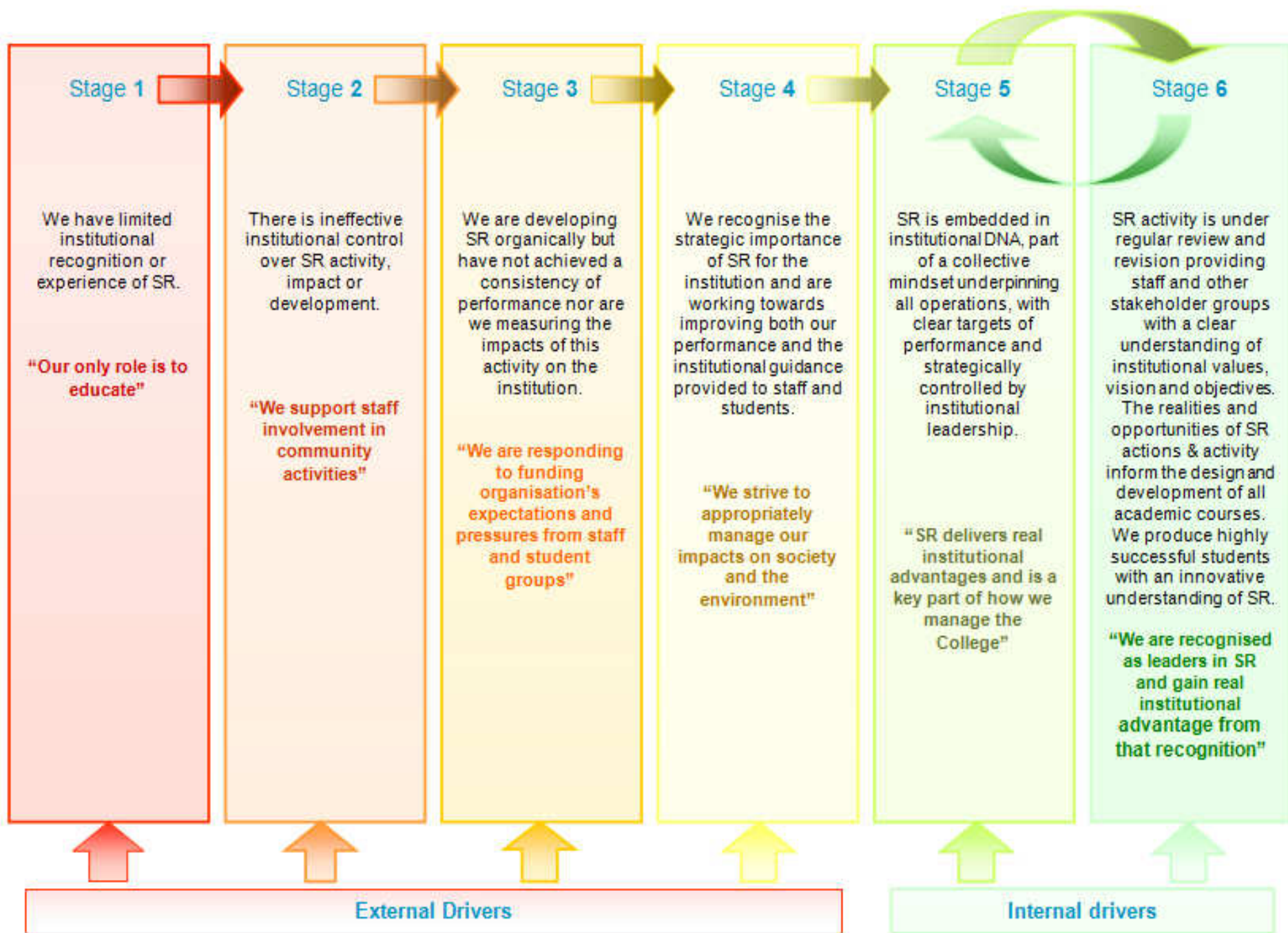
‘Leading Transformational Change’
HEFCE and the Leadership Foundation
Conference January 2009

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Strong SR initiatives, strategies or commitments must be designed to deliver benefits or gain advantages in the following areas:

- Improved Financial Performance
- Reduced Operating Costs
- Enhanced Brand Image / Institutional Reputation
- Increased Productivity and Quality (Innovation & Learning)
- Increased Ability to Attract and Retain Staff/Students
- Reduced Regulatory Oversight
- Access to Funding
- Improved Market Position, Share and Loyalty

Clear **appropriate** institutional motivation!
Identification of appropriate drivers for behaviour.

□ Workshop exercise 4

Structure and Control

(What is the most appropriate Social
Responsibility structure for FHE
institutions?
How do you gain control)

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Social Responsibility is about empowering stakeholders with an understanding of the Culture, Mission, Vision & Values of the institution and in particular empowering staff with the knowledge:

- This is who I work for
- This is what we are here to do (Institutional Vision/Mission)
- This is what we stand for (Institutional Values)

Therefore :-

- This is how I'll behave
- This is the basis on which I will make decisions
- This is how I will contribute to institutional goals

How can you do achieve this....**consistently?**

5

45 minutes

(25 minute presentation, 20 minutes open discussion)

Introduction & discussion of UTC

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Universities that Count

Hanna Denes
CSR Consultancy

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6

30 minutes

(10 minute presentation, 20 minutes open discussion)

Discussion of institutional policy development and implementation

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Institutions develop organisational policies in order to implement the strategic aims and priorities of the institution.

Policies are the institution's stated position on specific areas of operation. Procedures are the mechanisms for implementing policies. They outline the 'how to' instructions for implementing an area of policy.

Institutions aim to create policies and procedures that:

- are in line with the organisation's vision, mission and values
- meet their legal responsibilities
- are effectively implemented.

Good/Bad Examples

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7

30 minutes

(5 minutes presentation, 15 minutes breakout groups,
10 minutes discussion)

Examination of the role of stakeholder engagement

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Stakeholder Engagement

What is it?
Who are they?
Is more better?

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Funding Institutions	Government	Interest Groups	Operational
SFC HEFCE Foundations Banks Client organisations	Legislators Regulators Local Government Multilateral Agencies	Local Community NGOs / Activists Faith Based Organisations Trade Associations	Employees Students Unions Suppliers Research Partners

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□ Workshop exercise 7

Stakeholder Engagement the what, why, how & when

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8

45 minutes

(10 minutes presentation, 25 minutes breakout groups,
10 minutes open discussion)

**Exercise to establish if institutional Mission, Vision
& Values are appropriate mechanisms in the HE &
FE Sector**

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Making the Implicit Explicit

Have you got any?
Do stakeholders believe them?
What do you do that makes them real?

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□ Workshop exercise 8

Institutional Mission, Vision & Values
are they appropriate mechanisms in the
HE & FE Sector?
(Do they have any Value?)

9

50 minutes

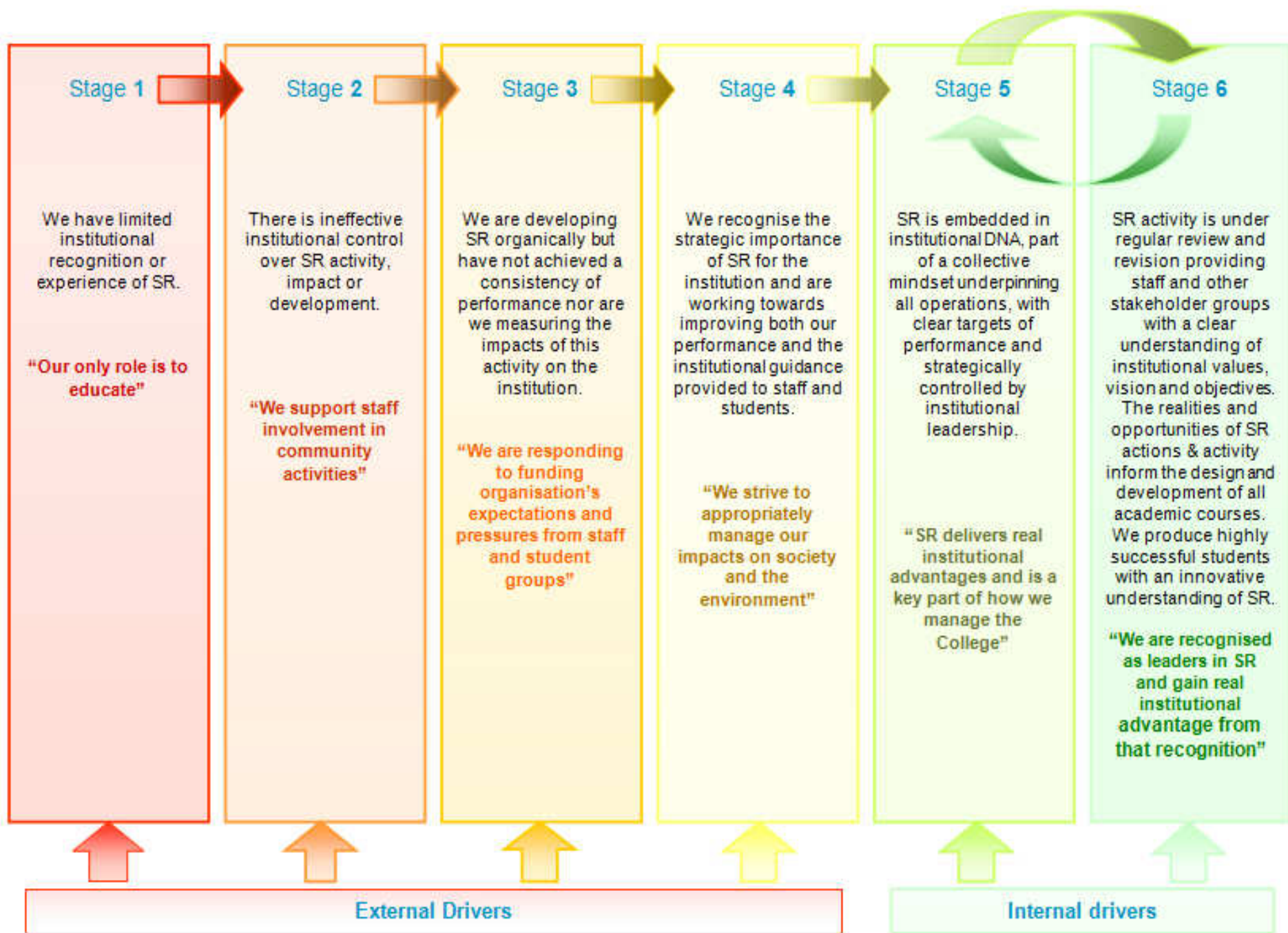
(10 minutes presentation, 15 minutes breakout groups,
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Strategic control & leadership & the role of the UTC mechanism

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□ Workshop exercise 9

Strategic control & leadership

(What actions must you take?)