



Welcome to the latest issue of the iROWE newsletter, in which we share with you our research and activities within the world of organisations, work and employment.

Included in this issue:

- Gender, Wellbeing and Enterprise Symposium 11th July—**last places available—BOOK NOW!!!**
- Invite to share your views on returning to work
- Welcome to :
 - new iROWE members Dr Jenni Barratt and Marcus Simmons
 - Dr Tony Bennett as Visiting Fellow
- Dr Douglas Martin’s Invited International Presentation on Lean Working
- Dr Adrian Wright at ILPC, Vienna
- Domestic Abuse and the Workplace Project Update
- Dr Adrian Wright at European Academy of Design Conference
- iROWE at the Labour North West Business Conference
- IROWE writing retreat and Impact away day
- Inspiring Women’s Awards 2019
- Regular iROWE activities
 - Seminar Series
 - Current Research Projects
 - Publications
 - Study with us

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iROWE seeks to encourage the conduct and dissemination of high quality academic research into organisations, work and employment. In addition iROWE works closely with employers, government and trade unions in order to inform the development of effective workplace practice and policy.

iROWE's One Day Symposium



Gender, Wellbeing and Enterprise Research, Policy and Practice

iROWE and partners: Enterprising Women's Group and Institute for Small Businesses and Entrepreneurship (ISBE) are delighted to invite you to our one-day symposium at UCLan.

The day will showcase presentations and discussion in relation to gender, wellbeing and enterprise .

Speakers will include academics from University of Central Lancashire, University of Loughborough and Sheffield Hallam University.

Presentations will explore research findings around Domestic Abuse in the workplace and also expert speakers from Baines Wilson LLP, advising on legal implications of Domestic Abuse. There will also be presentations on research findings surrounding emotional support in coworking spaces and health and wellbeing in the digital economy.

The event will feature speakers from the Women's Organisation who will share experience of 20 plus years supporting female entrepreneurship in practice and how we use this to inform policy. In addition, The Women's Equality Party, will be advising on policy and practice relating to undervalued unpaid work which is not always recognised by economical and political institutions.

BOOK NOW

<https://irowegenderenterprisewellbeing.eventbrite.co.uk>

Any queries please contact iroweresearch@uclan.ac.uk

Thursday 11th July 2019

9.30am – 3pm

Refreshments and lunch provided.
Greenbank Building 170 UCLan



institute for
small business
and entrepreneurship





Institute for research into
organisations, work and employment

Tell us the challenges of coming back to work for parents/carers and their employers?

*Are you an employer or HR professional who supports individuals
when they return to work after a career break?*

*Are you someone who has recently returned to work after taking
time out due to caring responsibilities or someone who is looking
to return to work soon?*

Are you someone who supports individuals in finding work?

***If so we would love to talk to you about your
experiences.***

iROWE 's new research project explores the experiences of 'returners', workers who have taken a career break due to focussing on caring responsibilities and are looking to return to work.

The research project aims to explore the individual and organisational challenges involving supporting those whom have taken a career break and are planning to return to work. This research predominantly, but not exclusively, focuses on women returning to work after taking time out of employment due to caring responsibilities.

We are particularly interested in any challenges 'returners' have experienced and what could have better supported them back into work. iROWE also want to find out more about the employers' perspective and the HR challenges and opportunities in supporting staff re-entering the workplace. The study involves 30 minute interviews which can be done face to face, skype or telephone, at your convenience.

**If you would like to talk to us about your experiences, please get
in touch at iroweresearch@uclan.ac.uk**

Or Call Adrian on 01772 894721

Welcome to iROWE—Visiting Fellow, Dr Tony Bennett

We are delighted to announce that iROWE has a new Visiting Fellow - Dr Tony Bennett, Senior Lecturer at Sheffield Business School, Sheffield Hallam University.

Tony has a high standing in the field of employment relations and has published numerous articles in journals rated 3* or above in the ABS rankings. In addition to other influential outputs and conference presentations. He well respected colleague, who is keen to champion and support colleagues in their professional development.

Those of you with a long association with iROWE may remember that Tony used to work here and we are very excited that he will be able to play a supportive role in iROWE's future. He currently works with iROWE colleagues on the Domestic Abuse and the Workplace Project and as a has been key in the project's achievements [an update of which is available in this newsletter].

Tony also has strong record in industrial relations, particularly in issues around workplace conflict and trade unions and has generated extensive research funding. He has published and presented extensively for academic, policy and practitioner audiences. His publications also include 'Managing Employment Relations' textbook that is a core text for CIPD students. Tony also a strong track record in teaching, and bringing new research into the classroom, and creating resources to enable other staff to deliver research informed teaching. He is a experienced postgraduate supervisor.

Tony has conducted research for organizations such as trade unions, local authorities, the TUC and Acas and is a practicing workplace mediator and has delivered conflict management workshops to organisations. His work also makes a significant impact, with research on workplace mediation being cited as influential by Acas and his involvement in iROWE's 4* impact case study in REF2014.

Tony will be presenting findings from the Domestic Abuse and the Workplace Project at iROWE's Gender, Enterprise and Wellbeing on 11th July [more details on page 2]. He will also be sharing his research experience and expertise at future events and we look forward to sharing those details with you in future newsletters.

Welcome to iROWE—New Member Focus

We are delighted to welcome Dr Jenni Barratt to iROWE, Jenni is a Senior Lecturer from the School of Art and design and has 15 years of construction industry experience working on architectural, urban design, and infra-structure design teams. Following a Masters in Interdisciplinary Design for the Built Environment at the University of Cambridge, and a PhD from UCLan's School of Psychology, Jenni's research focusses on the social dynamics of multidisciplinary teams in the construction and engineering sectors. This focus inevitably requires a discussion about inclusivity and diversity, which leads directly to issues of gender equity in the workplace. Her findings on the barriers to women entering, staying in, and thriving in the construction sector recently formed a major part of a briefing to All Party Parliamentary Group for Excellence in the Built Environment, supporting the Inquiry into the recruitment and retention of women in the built environment.



Jenni also works with industry organisations to lead thinking in relation to the changing nature of collaboration in the emerging digitised work environment of Industry 4.0. Jenni recently presented her work at the CIB World Building Congress in Hong Kong and supports the CIB Working Group in Architectural Management. In particular, Jenni has used her research to inform new organisational practices for application of digital collaborative tools, such as Building Information Modelling (BIM). Jenni is a member of the Women In BIM Core Team, facilitating and promoting BIM careers for women. She will be presenting her findings on the opportunities for women in digital landscapes at UK Digital Construction Week in October.

Jenni is currently working on the iROWE Returners' Project, which aims to develop a platform for women to return to work in Lancashire's engineering sector. Jenni is also Director of coLAB, which offers training and coaching in skills for collaboration to industry.



We are also fortunate to welcome Marcus Simmons, a lecturer in entrepreneurship and Enterprise within Lancashire School of Business and Enterprise. Marcus has 25 years of business experience ranging from production management in the UK and US textile industry, management consultancy and setting up and running his own successful online business.

In later newsletters Marcus will talk about the exciting Knowledge Transfer Partnership he is undertaking to share information and practice between industry and academia.

iROWE activities

Writing Retreat: No Emails Allowed

The first iROWE writing retreat took place at the Avenham Park in Preston on the 10th June. The retreat enabled iROWE members a dedicated time to write research articles, conference presentations and research funding applications. The setting provided a tranquil environment for iROWE members to achieve their writing goals.



Facilitated by Adrian Wright, the retreat was attended by Marcus Simmons, Dorota Marsh, Emma Ball, Douglas Martin and Seyi Kuti. The session provided an excellent venue to reflect and write and was a supportive environment where colleagues were able to share their research and writing techniques and provide feedback on others work.

iROWE researcher Emma Ball said *“I found the writing retreat really helpful. The structure of the day was a good balance of goal setting, feeding back to the group and good quality chunks of time to write. The venue was fantastic and it created a relaxing environment to work in, with beautiful surroundings. Having a dedicated day and being encouraged to take a back step from emails and other commitments allowed for quality investment in writing and increased my productivity”*

iROWE Impact Away Day

On the 3rd July members of iROWE and Innovative and Enterprise teams at LSBE alongside UCLAN’s research services took part in iROWE’s first research impact away day. The event was led by Dr Rachel Dyer, Faculty Director of Innovation & Enterprise at LSBE; iROWE Director Dr Adrian Wright and REF Impact officer, Gary Fairclough.

The day was dedicated to how we can engage with diverse stakeholders and share our research with new audiences to support meaningful change in workplace practices and built on Professor Mark Reed’s impact training delivered at Uclan in the winter of 2018.

REF Impact Officer Gary Fairclough said *“the event was very encouraging in embedding impact in the long term plans of iROWE and I&E. Preparing for possible impacts and building them in to the research process at an early stage will ensure both that the research achieves its potential and that the benefits to society and the local economy are maximised”*.

Dr Rachel Dyer, LSBE’s Director of Innovation & Enterprise said *“It was a really productive day - it was great to understand potential impact journeys for the iROWE team and identify areas we can align our innovative strategy with. Adrian’s enthusiasm and drive to grow impactful research in the team and Gary’s support to identify impact as well as enthusiastic team members all played their part in making the day a success”*.

This was a really exciting event for us at iROWE as we discussed how we can share our work more widely and build on the impact success iROWE has already had. If you would like to hear more about what our iROWE projects might mean for you and your workplace please get in touch.

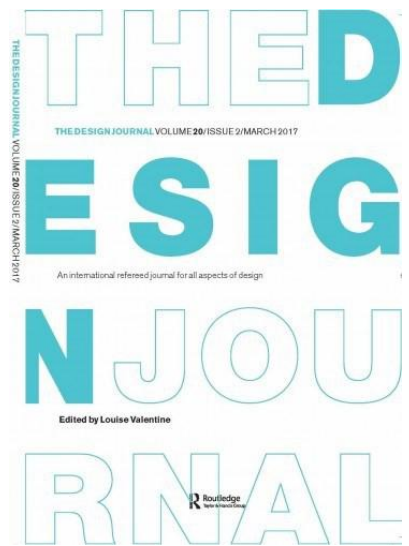
Publications



Bennett, Tony, Wibberley, Gemma and Jones, Carol (2019) **The Legal, Moral and Business Implications of Domestic Abuse and its Impact in the Workplace.** *Industrial Law Journal* . 48 (1). Pp. 137–142. ISSN 0305-9332 <https://doi.org/10.1093/indlaw/dwy026>

Wright, Adrian, Marsh, Dorota and McArdle, Louise. (2019). A Darker Side of Creative Entrepreneurship. *The Design Journal*. 22:sup1, 177-188. ISSN: 1460-6925

<https://www.tandfonline.com/doi/pdf/10.1080/14606925.2019.1595856>



Jones, Carol, Bennett, Tony and Wibberley, Gemma (forthcoming) **Domestic abuse victims suffering in silence at work** . Uclan Annual Review (selected research project)



Willcocks, Steve G. and Willcocks, Edward, J. (2019) **The shift to integrated care in the NHS: Implications of the 'new care models' for dentistry,** *British Dental Journal*. Volume 226 Issue 5, 8 March <https://www.nature.com/articles/s41415-019-0031-2>

iROWE's Current Research Projects

Healthy Universities Network

iROWE are undertaking a review of the UK Healthy Universities Network. The UK Healthy Universities Network is chaired by Professor Mark Dooris (Uclan) and Professor Sue Powell (MMU) and delivers support to its members and stakeholders to embrace and adopt a Healthy University by facilitating peer support through the exchange of information, guidance, research, practice and experience. Currently the network has over 340 stakeholders, including Higher Education Institutions, Local government officials and organisations concerned with health, wellbeing and Higher Education. The project aims to explore the current operation of the network, its values, areas for development and future sustainability. You can find out more about the network via : www.healthyuniversities.ac.uk



Healthy Universities

Coworking Project

Currently iROWE are conducting an ethnographic study in a Coworking space. These are shared spaces where people do their own work alongside each other. Individuals often work alone but share, and pay for, space, resources and being a 'member' of a community. The research team has completed the initial observation stage and is now involved in undertaking interviews with Coworkers. iROWE is hoping to explore the meaning of community within the Coworking space and the purpose of such community for those working there.

Leadership Programmes Evaluation

iROWE researchers are currently undertaking a research study and evaluation of a leadership programme. The research aims to examine social relations and their impact on various aspects of working life including wellbeing and working practices. Building on its success evaluations of previous leadership and skills programmes, iROWE is also carrying out an independent evaluation of the programme.

Please come and talk to us if you are interested in finding out more about opportunities for iROWE evaluations.

Staff sharing research expertise

iROWE's Claire Ashworth and colleagues are also using their research experience and expertise to support student research projects with local businesses. One of which was Rossendale Borough Council, and the research provided the council with viable recommendations for the regeneration of Bacup Market, including support with future funding bids.

Claire is keen to connect with organisations around the Lancashire region for future student research projects. Please Contact Claire:
cashworth7@uclan.ac.uk

Domestic abuse and work research – findings

Our findings on domestic abuse/violence and its impacts on employees and organisations are being shared widely this summer. For several years we have been researching the role of trade union officers and representatives in supporting employees who are experiencing domestic violence/abuse; and some of our key findings include:

- Domestic abuse is rarely seen as a workplace issue
- Yet it can reduce attendance and performance; perpetrators may continue to abuse staff when at work; health and safety concerns for victims and all stakeholders
- Domestic abuse policies are rare. Need to be created and integrated - ensuring no conflict with other people management policies.
- Victims often reluctant to talk about the abuse due to fear of personal or professional consequences. May leave work instead (voluntarily or after dismissal)
- Poor performance or attendance may be result of abuse – organisational challenges around disclosure, support, understanding and appropriate procedures
- Union representatives, HR and managers can work together formally and informally to offer support and ‘reasonable adjustments’ for victims/survivors
- Awareness raising and training – especially for managers, reps and HR could help
- Organisations can learn from mental health workplace campaigns; and existing domestic abuse resources such as trade union model policies or Domestic Abuse Workplace Champions
- Unions can play a key role supporting employees who are experiencing domestic abuse – from negotiating reasonable adjustments to helping with relocation
- It is both an equality and wellbeing issue, and everyone affected needs to be supported

One of key issues is the ‘business case’ for employers to support victims/survivors, highlighting both the responsibilities and the immense benefits of doing so for both staff and organisations, as explored in our paper:

Bennett, Tony, Wibberley, Gemma and Jones, Carol (2019) **The Legal, Moral and Business Implications of Domestic Abuse and its Impact in the Workplace**. *Industrial Law Journal* . 48 (1). Pp. 137–142. ISSN 0305-9332 <https://doi.org/10.1093/indlaw/dwy026>



The research was carried out by iROWE’s Dr Carol Jones and Dr Gemma Wibberley, and our new Visiting Fellow Dr Tony Bennett (Sheffield Hallam University). The projects were conducted with the kind support of the TUC, and funded by Higher Education Industry Funding (HEIF); LSBE and Sheffield Business School. We also thank all of anonymous participants.

We are also very proud that our research has been selected to appear in the UCLan Annual Review. This showcases the “ways that the University is influencing and transforming lives locally, nationally and internationally”. The review should be published over the summer and iROWE will share.

Tony will also be presenting the results widely including at the iROWE conference “Gender, Enterprise and Wellbeing” (see page 2 for details). Please get in touch for more information about the project

Seminars held by iROWE this year

Anthony Curley, Unite the Youth

Organising Young Workers: 2018 TGI Friday's Strikes

February 2019

For our first seminar of the year we welcomed Anthony Curley from Unite the Youth. Anthony spoke about his role, his background and both current challenges and successes in advocating on behalf of hospitality workers.

Anthony discussed the TGI Friday Strike and the significance of this milestone event as well as consequent outcomes and actions. Notably, what a landmark moment this strike action

signified for the hospitality industry, whom historically, have been a challenging group to recruit as members. The seminar also enabled interesting discussions and debates after the presentation including international union action, comparing large unions with the newer independent unions and also possible strategies for recruiting more members and promoting the benefits of being a union member for the hospitality industry.



Dr Ian Ashman and Dr Alison Collins, MMU

Mental Health in the Workplace

March 2019

Dr Ian Ashman and Dr Alison Collins presented on how mental health issues are dealt with within the workplace.



They spoke about the current guidance and recommendations for addressing mental health issues which are experienced in the work place. Also they looked at the surrounding statistics

concerning feedback from the experience of managers within the workplace and the issues they faced. The presentation also highlighted challenges such as a lack of training for managers and HR professionals when they are the designated person to deal with a mental health issue. The presenters also argued that there is not enough acknowledgement of the diversity of mental health conditions and that more work needs to be done. It was interesting to hear from different perspectives and viewpoints from the audience, enabling further discussion.

Seminars held by iROWE this year continued

**Caroline Rayner, Baines Wilson,
LLP**

***Sexual Harassment in the
Workplace
April 2019***



We welcomed Caroline back to discuss Sexual Harassment within the workplace. The seminar was very informative and highly valuable for practitioners and employees, clarifying the legal position, guidance and consequences.

The session was interactive and included discussion from audience members based on their experiences which made for a lively discussion. The interactive nature of the presentation such as the quiz also stimulated interesting debate and discussions.



***Professor Melanie Simms, Glasgow University
Solidarities And Collective Action Amongst Young Workers
May 2019***



We were delighted to welcome Melanie who highlighted how new solidarities can be built in contemporary work environments. Melanie maintained that limits to unions' resources, alongside new patterns of employment provide

practical challenges to organising young workers. However, where appropriate structures and approaches are used, young workers may be more responsive to union messages, and unions and young workers can come together to campaign for better working conditions. iROWE are delighted that Melanie came over for a great seminar which continued the debate started in our seminar by Anthony Curley on Organising Young Workers in February on which we will pick up on in future seminars.

Disseminating iROWE Projects

Dr Adrian Wright at ILPC in Vienna

iROWE director Dr Adrian Wright attended the International Labour Process Conference (ILPC) at the University of Vienna, Austria, to discuss iROWE's research on Coworking Spaces.

The ILPC conference is one of the largest gatherings of academics interested in work and employment studies and welcomes academics from around the globe. The paper, co-authored by Dr Gemma Wibberley and Dr Dorota Marsh, discussed social support within Coworking communities and also considered the consequences and outcomes of the support on the Coworking space and those that work with within in. This research compliments iROWE's existing research programme examining the working experiences of entrepreneurs.



Dr Douglas Martin: International invite to present on 'Lean working'.



iROWE's Dr Douglas Martin, was invited to the Østfold University College in Norway to present his research on lean working earlier this year. His presentation was attended by members of the Lean Forum, from the Faculty of Engineering and the Faculty of Health and Welfare Sciences. The event took place at the Campus Fredrikstad at Kråkerøy.

Douglas's talk on lean working was warmly received and the discussion sessions during the presentations sparked considerable debate. He also joined academic staff members for a number of events, including a site visit to the bio-refinery at Borregard. Thankfully, the English language skills of the Norwegian academic staff members far outweighs Douglas's knowledge of Norwegian and communication was not an issue.

The invited visit also gave Douglas the opportunity to develop research links with colleagues at Østfold Univeristy. He hopes that this will lead to exciting new research outputs and academic articles from this collaboration.



Disseminating iROWE projects continued

iROWE at the Labour North West Business Conference

Dr Adrian Wright, discussed iROWE projects with members of shadow cabinet at The Labour Party's North West Business conference at Old Trafford Football Stadium in January. The event was also attended by Shadow Brexit Secretary Sir Keir Starmer and Manchester and Liverpool Mayor's Andy Burham and Steve Rotherham.

Adrian took part in roundabout conversations with several members of the shadow cabinet including Shadow Business Secretary Rebecca Long-Bailey, Shadow Minister for Local Government, Jim McMahon (pictured) and Shadow Minister for Mental Health and Social Care Barbara Keeley. At the event Adrian discussed iROWE projects on Coworking spaces and Enterprise hubs and Domestic Violence in the Workplace. This event provided a great platform for us to discuss the relationship between iROWE research and policy.



Dr Adrian Wright at European Academy of Design in Dundee

iROWE director Dr Adrian Wright joined over 200 academics at the 13th International Conference of the European Academy of Design (EAD), which was hosted by the University of Dundee when presenting iROWE research in April 2019.



The article co-authored by Dr Dorota Marsh and Louise McArdle, discussed research on the working practices and conditions of creative workers in the design industry. The article published by the Design Journal, A Darker Side of Creative Entrepreneurship can be read here: <https://www.tandfonline.com/doi/pdf/10.1080/14606925.2019.1595856>

Inspiring Women's Awards 2019

LSBE were the Headline Sponsor of the Inspiring Women Awards 2019. The LSBE Enterprising Women's Group were proud to sponsor this event again this year, as the awards' ethos has a strong link with what the group are trying to achieve in the North West.

Adrian Wright, Emma Ball from the iROWE team, are also part of the LSBE Enterprising Women's Group, and enjoyed an afternoon alongside the women whose inspiring stories were taking centre stage and cele-



brating with some very worthy winners. The awards ceremony was on 10th May 2019, The Lowry Hotel, Manchester.

LSBE events—Enterprising Women's Group

LSBE Enterprising Women's Group Inspiring Speaker Events

The EWG hosts a series of inspiring speaker events to enable enterprising female students, staff and business leaders to share experiences, impactful research and best practice.

Dates For Your Diary:

Wednesday 2nd October, 12 noon – 1pm

Wednesday 4th December, 12 noon – 1pm

Wednesday 4th March, 12 noon – 1pm

Further details for each of these events will follow.

LSBE Two-Part Workshop - Workplace Wellbeing Is Serious Business

Friday 19 July & Friday 16 August, 9.30 – 12.30, Price: £150

<http://bit.ly/uclanwellbeing>

A two-part professional training workshop for leaders to develop an understanding of how increasing positivity and individual happiness within the workplace improves productivity, absenteeism, staff engagement, customer satisfaction and financial growth. Facilitated by Lowri Dowthwaite MBPsS, this is a fantastic opportunity for leaders and managers to capitalize on the Happiness advantage, which is a real phenomenon that gives individuals and businesses a competitive edge.

For more information on the Enterprising Women's Group contact:

enterprisingwomen@uclan.ac.uk



Social Media

We regularly post updates about our research activities and events via social media channels. There is also opportunity for discussion with other people interested in employment issues. If you would like to be connected to iROWE via social media, then please email iROWE at wcseminars@uclan.ac.uk or you can find us on:



Like – [iROWE Seminars](#)

The iROWE Facebook has been re-launched to offer a new way to access us and our activities.



Follow – [iROWE Uclan](#)

The iROWE twitter has all the latest information about research, awards and events.



Join- [iROWE](#)

The LinkedIn account has a group where there are regular discussions with other iROWE connections.

We want your ideas!

Here at iROWE we strive to have the most up to date and relevant issues for our members, practitioners and general public discussed and presented at our seminars.

We would love to hear from you if you have any ideas or topics which you feel would be good to be presented at one of our seminars.

Similarly, if any of you yourselves would like to present or know of any speakers who would be keen to present at one of our seminars, do get in touch.

iroweresearch@uclan.ac.uk

Become an iROWE associate member - for FREE

iROWE is a research institute located within Lancashire School of Business and Enterprise at the University of Central Lancashire. It provides a forum for the development and dissemination of high quality research into organisations, work and employment. Its work has a particular emphasis on policy and practice—in short research that has an impact and makes a difference.

Therefore, iROWE brings together academics, managers, HR professionals, union representatives and policy makers. If you would like to be part of this exciting institute and kept at the forefront of research then become an ASSOCIATE MEMBER. This FREE membership is open to all those with a professional interest in organisations, work or employment. Benefits include: research e-newsletter, regular free seminars by key speakers in the field, consultancy opportunities for your organization, and networking.

To join just email us at
irowereseach@uclan.ac.uk

Study with iROWE

We welcome applications from those interested in pursuing postgraduate study and offer MBA's , DBA's and PhD's.



Areas of expertise include but are not limited to Workplace Conflict, Lean Management, Workplace Wellbeing, Employment Relations, Performance Management, Trade unions, Creative and Technology work, and Business and Management Research.

We provide a supportive and innovative environment for our postgraduate students. If you would like to find out more, get in touch!

bit.ly/iROWE