Institution: University of Chichester

Unit of Assessment: 19 (Business and Management Studies)

Title of case study: Centre for Sustainable Business: Supporting Regional Sustainability through Policy and Practice

Period when the underpinning research was undertaken: 2012-2020

Details of staff conducting the underpinning research from the submitting unit:

Name(s):	Role(s) (e.g. job title):	Period(s) employed by submitting HEI:
Professor Dave Cooper	Head of Business School	2005-present
Dr Rob Warwick	Reader	2014-present
Dr Dawn Robins	Senior Lecturer	2010-present
Dr Jorge Gutic	Senior Lecturer	2004-present
Dr Wendy Sealy	Senior Lecturer	2006-present
Dr Michel Leseure	Senior Lecturer	2010-2019
Dr Emma McKinley	Research Fellow	2012-2016

Period when the claimed impact occurred: 2014-2020

Is this case study continued from a case study submitted in 2014? N

1. Summary of the impact (indicative maximum 100 words)

Through 12 regional sustainability initiatives, the Centre for Sustainable Business (CSB) at the University of Chichester (UoC) has helped over 100 sustainability officers within 14 county councils and 7 district councils in the Channel region to reframe and implement policy in an economically, socially and environmentally sustainability manner. Our research-led interventions have led to (1) the development of sustainable supply chains for 3 off-shore wind farms in the Channel region; (2) the enforcement of EU competition rules governing Channel Tunnel freight flows, leading to more sustainable trade between the UK and France; (3), the adoption by local stakeholders of a Destination Management Plan in an economically challenged south coast region; and (4) the adoption of a Payment for Ecosystem Services scheme by over 75 farms in the Channel region, leading to less pollution in rivers and water courses.

2. Underpinning research (indicative maximum 500 words)

Since its formation in 2015, the CSB has coordinated a range of UoC research activities focused on promoting economically, socially and environmentally sustainable policy in the Channel region – including highlighting where non-compliance and mis-interpretation are holding back existing sustainable policies. In particular, our research identifies bottlenecks – physical and figurative – that obstruct sustainability goals, using regionally-focused action learning methodologies to bring stakeholders together. This approach, set out and explored in **R4**, earned the CSB the 'best paper' award at the 2018 International Management of Technology Conference at Aston Business School.

In this way, our research has delivered actionable insights to a large range of stakeholders related to the off-shore wind sector, the Channel Tunnel, regional tourism and agriculture. Our research into 3 sizable projects – Rampion, Kent, and Channel-MOR (described below) – has demonstrated how the fetishization of new technologies are a constant constraint to devising effective regional policies (**R1**, **R6**). At the same time, our research has enabled us to incentivise long-term economic gains among our clients, encouraging businesses and authorities within the Channel region to take proactive approaches to sustainability, in order to benefit from first-mover advantage and the cumulative economic effects of smart specialisation (**R5**).

Very often, we have found that customer and external stakeholder behaviour are the key constraints inhibiting sustainability outcomes. As a consequence, the applied side (whereby findings are put into practice) of our work has seen us experiment with liaising between real-

world stakeholders, in various ways, as a sustainability 'broker'. 3 such projects are described below:

CAMIS Project

Maritime industry in the Channel region has often been challenged by disconnected and incoherent strategies and procedures, as a result of which adherence to regional trade regulations has often been inconsistent. The Channel Arc Manche Integration Strategy (CAMIS) was a 21-partner INTERREG IVa-funded programme aimed at designing an integrated maritime strategy in the Channel area that recognised how cultural, administrative and geographical factors were preventing policy adherence. We worked specifically on maritime clustering and transport, concentrating on topics such as marina clustering, port centricity, and off-shore renewable energy. Our work on renewable energy clusters led to 3 projects focused on renewable energy: Kent, Rampion and Channel-Mor. The transport strand of the project initiated a port-centric approach to port activities, identifying cluster activities that lead to increased freight transportation and the promotion of sustainable short-sea shipping (**R2**). This work on transport led us to study the region's most important shared territorial asset, the Channel Tunnel, where we found significant problems with the level of freight traffic caused by issues concerning the Tunnel's ownership and operational practice, blocking sustainable competition and functionality.

STOMP Project

Following years of disjointed and ineffective regeneration initiatives, the CSB was asked to research and support sustainable development practices in the Manhood Peninsula, an area in Southern England that suffers from regional economic isolation due to its geographical location. The Sustainable Tourism on the Manhood Peninsula (STOMP) project replaced the expired Destination Management Plan (DMP) for the Manhood Peninsula in West Sussex between 2017 and 2018. Our novel approach of using stakeholders to decide which development plans should be prioritised involved residents, local businesses and local councils in developing strategies for local tourism plans. This ensured longevity and sustainability and laid the groundwork for the new DMP, attracting funding from major stakeholders. The research recommended the formation of a locally-focused Destination Management Partnership to facilitate the process (Manhood Peninsular DMP). It also recommended that the local authorities' practice of promoting a short summer tourist season, therefore indirectly discouraging off-season activities, was preventing the growth of yearlong tourism, for which there is a steady demand (**R3**).

CPES Project

As a result of sedimentation, low oxygen levels and excess nutrients, 60-70% of waters entering the Channel are not classified as of 'Good Ecological Status'. 30-50% of groundwater bodies in the project area (UK & France) fail the Water Framework Directive (WFD) Good Chemical Status due to excess nitrates. The principal cause is intensive farming.

Addressing this problem, the CSB is currently the Project Lead for the Channel Payment for Ecosystem Services (CPES) Project. CPES brings together farmers, business, local authorities and water companies in the Channel region to tackle the problem of water quality. Our research focusses on understanding stakeholder engagement in order to design and implement a compensation system, whereby water utility companies pay farmers for not using products that can pollute water courses, resulting in a win-win situation for both parties and a significant reduction in water pollution. There are 2 distinct novel findings from the research to date. First, stakeholder interest is far more diverse than originally believed, comprising a wide range of local businesses. Secondly, for related reasons, a key incentive for these stakeholders includes pollution reduction and carbon capture. Both findings have been incorporated into the research and will be followed through until the end of the project.

3. References to the research (indicative maximum of six references)

(**R1** Journal article on Channel-MOR Project): Leseure, M., Robins, D., Wall, G. and Jones, D. 2018. 'Making the most out renewable energy opportunities: lessons learned from a regional

strategic mapping approach', *International Journal of Energy Sector Management*, 13(1), 212-228.

(**R2** Report on CAMIS project): Robins, D. and McKinley, E. (2014). 'Port Centricity: Growth and Diversity for Local Ports. A Guide for the Channel/Arc Manche Region. A Road Map for Transport'.

(**R3** STOMP DMP): Gutic, J. 2018. *Manhood Peninsula Destination Management Plan 2018-2023*, available from Peninsular Partnership.

(**R4** Conference paper on Rampion, Kent, and Channel-MOR projects): Leseure, M. 2018. 'Sustainable consumption as a constraint to sustainable production', *Proceedings of the 27th International Conference on Management of Technology*, Birmingham, UK, May.

- Winner of best paper prize at the 2018 International Management of Technology Conference at Aston Business School.

(**R5** Journal article on Rampion and Kent Projects): Leseure, M., Cooper, D., and Robins, D. 2017. 'Stimulating supply chain manufacturing growth: can policy create supply chains from a void?', *Proceedings of the 21st Cambridge International Manufacturing Symposium*, 28-29 Sept.

(**R6** Journal article on Channel-MOR): Leseure, M. (2019), "Is the recovery of failing scenario analysis a legitimate and valuable activity?", *World Futures Review*, 11(1), 80-97.

All outputs available on request.

4. Details of the impact (indicative maximum 750 words)

1) Developing sustainable supply chains for off-shore wind

CSB research into local supply chains for off-shore renewable energy began with a GBP20,000 contract from Marine South East to map potential local suppliers onto a detailed generic product breakdown structure for the construction of a wind farm off the South East coast of England (400 megawatt annual capacity). A major problem with these supply chains is that the service contracts issued after a wind farm is built tend to last for 5-10 years, which often precludes the emergence of SME-driven green jobs, as promoted by government. Our findings were presented by the project developer, E-ON, at a public event in Brighton for suppliers and manufacturers with an interest in wind power, bringing together 500 attendees to promote supply chain opportunities. On the back of this, we were then contacted by Kent County Council to perform the same analysis for Kentish Flats wind farm (90 megawatt annual capacity) working with Vattenfall (GBP20,000). We engaged with more than 100 Kent-based SME's to inform and develop their businesses to enable them to compete on the supplier stage. As a result of this work the local authorities developed a stronger relationship with stakeholders and acted as a broker between the wind farms and local SMEs. Since this project there has been a clear uptake by wind power operators in using local SMEs to supply the wind farms, resulting in the creation of green jobs and sustainable economic growth (**C1**).

2) Overcoming political, economic and cultural barriers in the Channel region

Building on the work above, the research team from the CSB were invited to Le Havre to present our research on local sourcing policies for wind farms at a workshop organised in Normandy by the CAMIS project. Our presentation led to a further invitation to become partners in an EU INTERREG capitalisation project. This project, called Channel MOR Off-Shore Energy, brought together 14 partners from local authorities, the wind farm industry, universities, research institutes and other stakeholders. From a total budget of EUR1,100,000, the UoC was awarded EUR135,000 to upscale the analysis and dissemination work from all 3 wind farm projects (Kent, CAMIS and Eon) for the whole Channel region. The UoC contribution to the project was to develop a searchable supplier database that could allow companies to search for wind farm opportunities and contractors. Suppliers and Local Authority policy and development personnel can now access significant resources to enable SMEs to work closely with wind farm developers (**C1**).

Our work for the CAMIS project also included the delivery of interactive workshops and presentations at the THETIS fair in Cherbourg, the All Energy conference in Glasgow, and other events organised in Bognor Regis, Portsmouth, Great Yarmouth, and Rouen. In total, our research was presented to more than 500 businesses and regional officers. The reports of Channel-MOR, regional scenario analyses, and the database were made available on the Channel-MOR portal, which is now maintained by our partner Cornwall Marine Network. As a result of this, more SMEs in the south of England were able to enter renewable supply chains.

CAMIS also researched Business Clusters, Port-centric activities and transport within the Channel region. The cluster work had a significant impact on marinas, strengthening, renewing and developing working ties between marinas in the local and cross-channel area. Developing an argument for greater freight transport through the Tunnel, it became apparent to us that the Eurotunnel owners (FR and UK Governments) were failing to adhere to the legal framework established by the EU – a vertical separation of infrastructure and operations to incite competition. Upon completing our research we wrote first to Lord Berkeley, outlining our concerns, and then arranged to meet the directorates-general Mare and directorates-general Move to present our findings in Brussels at the Seminar on Local Ports of Commerce in the European Maritime Policy. Lord Berkeley agreed to formulate a letter of support, flagging this issue to the Commission, which we then followed with further meetings in Brussels (**C2**). As a direct result of these actions, the EU Commission sent a public letter to Eurotunnel outlining the consequences of non-compliance, and the British Government debated the options by the letter. As other groups, such as NOSTRA, and regional authorities in Kent and Dover (who also sought support for the freight issue) became aware of this, we were able to offer our support to them too.

3) Developing sustainable stakeholder engagement

Following a successful joint bid for ERDF funds, the STOMP project began with an initial business and community consultation event held in Selsey in October 2017, that attracted 22 participants including parish councillors, business owners and local residents (**C3**). In total, the project engaged with 262 tourism businesses. The new DMP itself was subsequently adopted by the local management stakeholder group, the Manhood Peninsula Partnership, in the spring of 2018. As a result of this, a proposed cycle path was an option taken forward through the plan (though this has since been delayed by the COVID-19 pandemic) (**C4**).

4) Developing agricultural and environmental sustainability in Channel region water quality.

Although the CPES project (**R1**) is still in progress, it has already delivered a number of outputs, including a PES Framework, a Resources Toolbox utilising the same methodological insights as seen in the UoC work on wind farms, and a website ensuring access to all stakeholders. The PES Framework establishes the overarching generic mechanisms by which a PES scheme can be implemented. The Toolbox comprises business cases, financial instruments, commercial agreements, interventions and cluster models that stakeholders can use. Together, the Framework and Toolbox contain resources that reflect different catchment landscapes and differing legal, cultural and political frameworks across the UK and France.

Concurrently, the CSB is collaborating on a ‘change management programme’, which is being designed with brokers to facilitate the involvement of buyers (e.g. water companies) and sellers (e.g. farmers). One of the outputs of the project, already met, is to engage with 90 farms and land managers, and 18 buyers that were targeted. In Normandy there are already more than 75 farms (of various hectarages) contracted to PES (**C6**). A suite of reports and events will be completed by spring 2022, that will drive home the importance of PES schemes to tackling pollution in rivers and water courses. Through this work, we have already established partnerships between dozens of farms and 3 water utility services in southern England, whilst also influencing major national environmental stakeholders, including Natural England and the Environment Agency, all of which have embedded CPES research into their sustainability policies (**C5**).

5. Sources to corroborate the impact (indicative maximum of 10 references)

C1: Testimonial statement from Jonathan Williams CEO, Marine South East (September 2019).

C2: Lord Berkeley 02 Nov 2012, Letter to Brussels based on the CAMIS Transport Euro Tunnel research. And additional reports from and to Brussels on the topic

C3: 'Tourism Plan Launched for Manhood Peninsula', *Chichester Observer* (19th Jan 2018): https://www.chichester.co.uk/news/people/tourism-plan-launched-for-manhood-peninsula-1-8339428.

C4: Jorge Gutic, 'Manhood Peninsula Destination Management Plan 2018-2023' (2018), available from Peninsular Partnership: http://peninsulapartnership.org.uk/abd/wp-content/uploads/2018/02/Manhood_Peninsula_Destination_Management_Plan_HI_RES.pdf.

- Testimonial statement from Mr Sam Tate, Town Coordinator for Selsey Town Council, underpinning success of STOMP (1 February 2018).

C5: Testimonial statements confirming adoption of CPES research:

- Lawrence Godstone, Director of Waste Water and Asset Management at Southern Water (20 October 2020).
- Rob Price, Catchment Coordinator for South Devon, Environment Agency (23 February 2021).
- Colin Headley, Facilitator of South Downs Farmers Group (11 January 2021).
- Leigh Haughton, Group Environmental Manager at Premier Foods (16 February 2021).
- Alex Adam, Head of Water Stewardship at Rivers Trust (12 February 2021).
- Jon Grimes, Catchment Sensitive Farming Officer at Natural England (24 February 2021).
- Peri Hobbes, Head of Environmental Resources and Performance at South West Water (25 February 2021).
- Graham Burton, Outreach Manager for the South West, Woodland Trust (19 March 2021).

C6: PES Contracts with 75 farmers in Normandy (brokered by Sara Hernandez, CPES Partner at Consulting Ltd (Paris).