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| Institution: University of Chichester |
| Unit of Assessment: 17 - Business and Management Studies |
| <p>1. Unit context and structure, research and impact strategy</p> <p>Overview The University of Chichester (UoC) Business School is located in the newly-built Tech Park of the Bognor Regis Campus. It was formed in 2002, under the auspices of the University's Department of Childhood, Social Work and Social Care, with three degree routes, and became the School for Enterprise Management and Leadership in 2010, following investment from the South East Economic Development Agency. In 2015 it became the Business School.</p> <p>We are a small Unit, comprising 17 full-time teaching and research staff, alongside associate staff members who primarily support teaching. Our focus in research, teaching and in the community is on delivering real-world improvements and impact in a sustainable way.</p> <p><i>Research</i> Ever since our very first funded research project in 2009, which examined the impact of Post Office closures in West Sussex, the Business School has maintained a keen focus on practical, impactful and externally funded research. Within this broad strategic approach, and following the establishment of the Centre for Research in Sustainable Business in 2015 (outlined below), our attention has gravitated ever more towards environmental and social agendas, informed by our success with INTERREG EU-funded research, facilitating cooperation between regions.</p> <p><i>Undergraduate provision</i> Business School undergraduate provision covers Business Studies, Marketing, HR, Finance, Computer Science (IT Management for Business) and International English. There are 320 Undergraduates. We have a strong entrepreneurial and vocational focus and support Degree Apprenticeships in management and digital subjects.</p> <p><i>Postgraduate provision</i> Taught masters courses include Leadership and Management (MA) and International Business (MSc). Since the last REF Cycle in 2014 this has expanded to include Data Science and Analytics (MSc), Digital Marketing (MSc) and an MBA as part of Senior Leaders Degree Apprenticeship programme. As of September 2020, there are 120 masters students enrolled in the School.</p> <p><i>Our culture</i> We make a virtue of our relative youth and small size, developing close, outward facing, accessible and nimble relationships that can bring lasting benefits to a variety of communities. This culture, informed by these structural characteristics, impacts on our teaching and research in the following ways. We:</p> <ul style="list-style-type: none"> • Work with small groups of students. During their time with us, we get to know them well, challenging and supporting them to reach their full potential. • Form long term collaborations in our research, including informal relationships with other internal University departments, as well as with other universities in the UK and Europe. • Actively seek out partnerships with public, private and voluntary organisations (especially SMEs) locally, regionally, nationally and internationally – in both research and education. <p>Like much of the Higher Education sector over the last three years, we have faced the twin/related challenges of lower student numbers and a reduction in staff. In spite of this, we have continued to pursue ambitious, high quality research with impact of undoubtable reach and</p> |

significance. More recently, student numbers have begun to rise across our undergraduate, postgraduate and apprenticeship programmes. Our strategy now is to capitalise on this.

Centre for Research in Sustainable Business (CRSB),

The Business School's research is a practical expression of the University's strategy outlined in the Institutional-level environment statement (REF5a). In 2015, we established the CRSB to be a focal showcase for our research and to focus efforts towards sustainability and community and socio/economic development.

A major inspiration for the Centre was the 2013 report 'Encouraging a British Invention Revolution' by Andrew Witty, particularly his observation that:

'University business schools should be incentivised to prioritise working directly with local businesses on workable solutions to practical problems.'

Within this context, the Business School focuses on the interaction between applied research, and how it comes to develop practice, consultation, knowledge transfer and continuing professional development (CPD).

CRSB's three core research and impact themes are as follows:

- *Theme 1: Sustainable Communities* – encompassing cluster facilitation (e.g., creating a 'critical mass' of economic development), socio/economic development, coastal and rural communities and maritime economies, marine eco-systems, transport, and visitor/tourist economy.
- *Theme 2: Sustainable Operations* – addressing inter-organisational systems, supply chains, organisational behaviour and management practice, with a potential sector focus on offshore renewable energy, horticulture, tourism, and events management
- *Theme 3: Sustainable Enterprise* – ranging over corporate social responsibility, sustainable education, organisational learning, leadership and educating small and medium enterprises (SMEs), and third sector issues.

Scope of research

Progress and achievements in the current REF cycle 2013-2020

The following section details the scope of our research projects within this REF cycle, guided by our three core themes, which are explored below, with examples.

Theme 1: Sustainable Communities – examples of projects include:

- *CAMIS* – channel maritime strategy covering northern France and the UK south coast.
- *Maintain, Mend and Pass-On* – benchmark the current position of the circular economy in West Sussex to minimise landfill.
- *Devon Maritime Cluster (Pulling Together)* – horizontal and vertical integration of the Devon maritime economy.
- *Plymouth Maritime* – development of a super cluster from several independent clusters.
- *Chichester Harbour Conservancy* – understand the economic contribution of harbour conservancy.
- *Chichester District Council* – evaluation of the Choose Work scheme on behalf of Chichester in Partnership.
- *Women in Sport Leadership* – evaluation of sport leadership.

Theme 2: Sustainable Operations – examples of projects include:

- *Channel Payments for Ecosystem Services (CPES)* – ecosystem payment system for water.
- *Rampion Wind Farm* – windfarm supply chain evaluation.
- *Kent Wind Energy* – windfarm supply chain evaluation development.
- *Channel MOR INTERREG Iva EU Project* – capitalisation of 7 connected maritime INTERREG projects.

- *Marina 2020* – Cannel marina cluster development
- *Coast to Capital Economic Strategy* – regional economic strategy development.
- *Lifecycle cost and environmental impact analysis of adopting an electric vehicle fleet for WEST Sussex County Council* – a 2019 economic and environmental performance of introducing electrical vehicles in its fleet.

Theme 3: Sustainable Enterprise – examples of projects include:

- *The Emergence of Trusting Relationships: Stories and Reflections* – research into the development of trust in organisations.
- *The impact of action learning on people and organisations* – a series of papers with the Department of Childhood, Social Work and Social Care at the University and Winchester University on the impact of that action learning.
- *Organisation development – artfulness and practice* – action research programme to explore the nature of artful practice in organisation development.
- *Caribbean tourist development.*
- *Shoreham Port (Aldrington Basin)* – regeneration of a port to include leisure facilities.
- *Brighton and Hove Albion Football Club* – an economic impact evaluation.
- *Sustainable Tourism of the Manhood Peninsula (STOMP)* – tourist development of Selsey, West Sussex.

Illustrations of our research, publication, impact and learning cycle

This section gives detailed examples that illustrate the iterative processes of research, engagement, action and impact that have resulted from our work, as well as generating further research opportunities. These features are testament to the vitality and sustainability of our Business School's developing research strategy and culture.

1. *Ecosystem payments system development*

Those involved included: **Robins, Cooper and Roberts**.

Channel Payments for Ecosystem Services (CPES) is a cooperation project managed within the Interreg VA France (Channel) England programme. It has a EUR4 million budget, co-financed by the European Regional Development Fund (EUR2.8 million), and runs for a 45-month period (2017-2020). 14 partners are working towards a common goal: to improve water quality by implementing sustainable payments for ecosystem services (PES) schemes in six pilot catchments in Southern England and Northern France. Partners include; University of Rennes 1 in France, research bodies (such as Centre National de la Recherche Scientifique, Institute National de la Recherche Agronomique), water companies (such as Sothern Water, Portsmouth Water, AE Seine Normandie, Eau de Paris), the Environment Agency and a South Downs National Park. The UoC is leading on the project and manages the progress and administration. The UoC is also involved in developing a toolbox that will give users a selection of tried and tested tools to develop a successful PES scheme, and is contributing to the socio-economic assessment of the viability and impacts of PES. Developing relationships with Farmers and Farmer Groups has led to a greater understanding of the different catchments and related needs. Understanding the individual farm requirements and solving both financial and legal issues has strengthened the project outputs. Developing and running this project has given the UoC the opportunity to work with other HEIs and research centres in both England and France, and thereby to develop sustainable collaborative working partnerships. The project has already had a direct impact on EU Policy and is seeking to influence UK land management policies improve the quality of water in ground water and flowing through our rivers into drinking water and into estuarine waters.

2. *Leadership and organisation development*

Those involved included: **Warwick and McCray** – UoC, Department of Childhood, Social Work and Social Care, Dr Adam Palmer – University of Winchester, and Dr James Traeger – Ashridge Business School and collaborative partner Mayvin Ltd.

Associated publications:

Warwick, R., McCray J. and Palmer, A. (2018) *Impressions of action and critical action learning: Exploring the leadership development of senior doctors in an English healthcare organisation*, International Journal of Training and Development 22 (1): 69-85.

Traeger, J. and Warwick, R. (2018) *Organisation Development: A Bold Explorer's Guide*. Oxford: Libri Publishing.

Warwick, R., McCray, J. and Palmer, A. (2017) *Action learning: ripples within and beyond the set*, Leadership in Health Services 2 (30): 138-147.

Warwick, R., McCray, J. and Board, D. (2017) *Bourdieu's habitus and field: implications for the practice and theory of critical action learning*, Action Learning: Research and Practice 30 (14): 104-119.

Underpinned by various long-term organisational relationships, the Business School was approached by a local National Health Service (NHS) trust to run a leadership development course. A Post Graduate Certificate in Leadership and Management was tailored to their pressing needs at the time, which centred on a merger of several hospitals and the organisation development required to support leadership and strategy. This project contributed to an 'Outstanding' rating from the regulator, the CQC. At its heart was the approach of using action learning integrated into organisation development and strategy formation. The four peer reviewed papers produced as a result of this went on to influence, substantively, three further connected strands of research and impact. Firstly, the development and implementation of a person-centred and highly reflexive MBA programme at the University of Chichester. Secondly, the adoption and adaption of the PG Certificate programme for a collaborative partner Mayvin Ltd to build organisation development capability and capacity within the UK Civil Service. Finally, the publishing of the *Organisation Development – A Bold Explorer's Guide*, which led the authors to be nominated in 2019 as being HR 'most influential thinkers' by an expert panel under the auspices of the international professional publication *HR Journal*. This vein of activities continues with a special edition of the *Action Research Journal* on 'Artfulness in the Organisational Playground' (2022), and further action learning and person-centred learning in other organisations.

3. Chichester Festival Theatre

Those involved included: **Robins**

The Chichester Festival Theatre Opening of the Archives Project was designed to give members of the public access to some of its richest and most valuable artefacts which had previously been held in storage. The UoC became involved in 2016 with the evaluation of the project and aimed to see what impacts had been felt by the people who had engaged with the it, including volunteers, staff, the public and three local schools. Using a multi-method approach, including interviews, questionnaires and focus groups, different sections of the target audience were questioned on their involvement and what it had meant to them to be a part of the project. The numbers of volunteers had increased by over 200% for the project, with volunteers guiding tours, supporting conferences, and sorting, itemising and displaying artefacts. The project helped to develop citizen cultural ownership in the theatre, in both a historical and a current sense.

4. The Cost of Tourism in the Caribbean

Those involved included: **Sealy and Mouatt**

Associated publication:

Sealy, W. & Mouatt, S. (2019). The Other Side of Paradise: The Cost of Tourism in the Caribbean. In Hermann, A. & Mouatt, S., *The Heterodox Perspective in Economics: Implications for Theory and Policy Action*. London: Routledge (IN PRESS).

This paper was born out of a keynote address at the Sustainable Tourism Conference in Kathmandu, Nepal, in 2018, since when it has made a significant contribution to knowledge in the field of heterodox economics and tourism development. The keynote address generated particular interest from delegations in Malaysia, India and Singapore. The research led to a greater understanding of how transnational ownership of large hotels, airlines, cruise ships,

travel agencies and tour operators in Caribbean tourism inhibits sustainable economic growth and development through foreign exchange leakages, social polarization, social exclusion and environmental degradation. It also addresses how the legacy of slavery and the plantation society underpins much of the regions' contemporary culture, values and economic relationships, despite the attainment of political independence.

The speech led to a number of knowledge exchange events and invitations to give keynote addresses at other conferences. One such invitation came from the Green Economics Institute, which invited **Sealy** to deliver a keynote address at their annual Green Economics Conference at Oxford University, in June 2018. This is an international institute for green economics professionals whose main concern is the use of heterodox economics as a means to alleviating poverty and advocating for equality and social justice. The keynote address at this conference also led to an invitation to sit on the education committee of the Green Economics Institute and to co-author a chapter in a book on Heterodox Economics (published by Routledge). Other invitations were received from the University of Thessaly in Greece to conduct a public lecture on the same topic in December 2018. The public lecture was attended by university professors, students, industry practitioners and government officials.

5. *Women in Sports Leadership (WSLA)*

Those involved included: **Robins**

The WSLA research project was designed to develop an understanding of the impact the UoC's week-long leadership programme has on women in sports careers. Every year over 30 women at the top of their game come to Chichester to develop their aspirations of obtaining, or further developing, leadership roles in their respective sports. The course offers them the opportunity to hone their skills in a variety of leadership situations, and its developers, the Anita White Foundation, wanted to know how big an impact the course had on each individual. Given that participants lived around the world, and it was not possible to meet and discuss in a face to face focus group setting, it was decided to develop a sophisticated online questionnaire (including Likert scale and general text formats) that could be answered by as many of the past participants as possible. The survey was sent out to 150 WSLA Participants, of whom, after one week, 98 had responded. The text was rich and tackled sometimes difficult issues such as discrimination, gender and inequality. The project has shown that, under certain circumstances, questionnaires can elicit a rich and useful data set.

6. *Vocationalizing Event Degrees*

Those involved included: **Sealy**

Associated publication:

Sealy, W. (2018), '*Vocationalizing Event Degrees*'. *Event Management: An International Journal*. 22 (3).

This work sheds fresh light on the learning and teaching of event management in higher education, introducing a new approach to teaching that challenges the EMBOK model of event education. It assesses graduating students' experiences with the BA (Hons) Event Management degree at a UK post-1992 university where students stage 'live events' as their final year dissertation, instead of writing a thesis. The main outcome of the research was the development of the 'EMBOS' model, which uses student narratives of 'live event' assessment. The EMBOS model complements the previous EMBOK model to create a more rounded base for the development of event degrees. The research also introduces the concept of 'transformational epiphanies' as an area of best practice aimed at engaging students in learning difficult concepts. Invitations to be external examiner at three universities who do 'live event' assessments in the 2nd year was a direct result of this research. Since the publication of this research, one other post-1992 university has introduced live events as final year dissertation projects using the models. The research also demonstrated how ethnography as a research approach can be used in education research.

7. Sustainable Tourism on the Manhood Peninsula

Those involved: **Gutic**

Dr. Gutic coordinated and delivered the Sustainable Tourism on the Manhood Peninsula (STOMP) project, which ran from December 2017 to March 2019 and produced a 5-year Destination Management Plan (DMP) for the sustainable governance of key economic activities associated with the tourism industry and its environmental resources in the Selsey Peninsula of West Sussex. The project was awarded a GBP70,000 grant from DEFRA on behalf of the European Agricultural Fund for Rural Development (EAFRD). The experience gained as a result of leading the STOMP Project enabled Dr. Gutic to write and present in September 2019 a paper titled '*Missing the line? The need for integrated tourism management planning during coastal realignment implementation*' at the SEACHANGE International Conference on Coastal Heritage and Climate Change, Blackpool, sponsored by ICOMOS and the World Monuments Fund. The paper argued that in order to maximise the economic and social benefits from coastal realignment processes, it is necessary to integrate tourism management considerations with the engineering and environmental planning stage. This integration must happen from the onset in order to avoid either having to retrofit, or completely miss, the potential benefits that tourism can create from this process. As climate change will force shore-based communities to implement coastal realignment activities more frequently, and as these usually provide limited economic benefits, it is imperative that tourism is planned in a concerted way to maximise them.

8. Stakeholder Perceptions of the Golf World Cup, 2006

Those involved included: **Sealy**

Associated publication:

Sealy, W. (2015), *In Their Own Words: Stakeholder Perceptions of the Golf World Cup, 2006*, ARA Journal of Tourism Research, Vol 5 (1) pp. 25-36.

This paper presents a framework for the formulation of a sport tourism event policy for the island of Barbados. The main contribution of this study is its demonstration that hosting international events with high prestige profiles on small islands are not necessarily a panacea for attracting visitors or remedying falling visitor figures. This research contributes significantly to knowledge on how non-traditional methodologies can be exploited to generate data through a hybrid approach to data collection. Its contribution to the triangulation of overt and covert observation, mystery shopping, elite interviews and content analysis has been recognised by the academic community globally such as an international conference at the University of Bournemouth and influencing other studies

The agenda going forward

In terms of our strategy, with a focus on sustainable communities, operations and enterprise, our approach will be based on both consultancy and applied research. We will continue to apply for small to medium research grants and collaboration within the University, and with other local higher education institutions. With respect to consultancy here again the focus will be on our community, particularly with small to medium enterprises (SMEs). For us consultancy is a route to creating both impact and research insight. Recent changes in the Knowledge Transfer Partnership (KTP) funding schemes and the introduction of the Management KTP will bring new opportunities that the centre is currently pursuing. There will be an additional push to work on a cross-institutional and thematic basis, and there are some early examples of beneficial activity in this space.

We are planning to build on our research output. With 6-7 research active staff we are planning for one output per year for each person, accepting the fact that over the five-year timeframe there will be fluctuations. On completion of doctorates we are also looking to increase the number of research-active staff by two within this timeframe.

2. People

Context

Most academic staff within the Unit have been recruited on combined research and teaching contracts. Within our School, however, as within our subject area/s more broadly, it is worth acknowledging the multiplicity of activities and approaches invoked by the concept of 'research'. We take a broad approach to research within our community, viewing it as an outlook towards scholarly investigation that permeates and informs pedagogy and personal development, alongside the kinds of primary research, collaborative engagement, funding seeking, paper presenting, and publication with which it is typically associated. Further to this, we also seek to acknowledge and foster a further strand 'research' that might be termed economic and social development and evaluation.

Staffing strategy and staff development

This section highlights the strategic progress we have made within the current REF cycle in developing our competency and capacity for research. In a study carried out by the University's HR department in January 2021, 87% of respondents (n=8) agreed or strongly agreed with the statement that their line manager supported them in undertaking research, which compared with 67.5% across the University.

The Business School's staff development process was originally supported by the UoC's Department of Childhood, Social Work and Social Care. Following an institutional review it was deemed that the Department had the ability and critical mass to support itself. The support included joint supervision of PhD students and researcher development activities.

In 2016, the Business School, along with Department of Childhood, Social Work and Social Care, was awarded two full-time (paid) PhD bursaries via a University funded initiative. These were titled:

- An Exploration of Policy Options for the Sustainability and Long-Term Prosperity of the UK Conference Sector
- Challenges Associated with Devolving Responsibility for Management Decision Making to Service Lines in the NHS

The latter project was undertaken in conjunction with Western Sussex NHS Trust, with whom we have established a strong and long-lasting relationship. One student is currently in the 'writing up' phase, and one has recently successfully defended their thesis.

The Business School's first successful PhD examination was for Dr Marion Bourhis in 2016 for the following project: *An analysis of the process of stakeholder engagement in a regional development project. Example of the 'turquoise economy' in the French Department of Côtes-d'Armor and University of Southern Brittany* (externally supervised). In 2019 Dr Paul Temple was awarded his PhD for a body of work titled: *Meeting the challenge of delivering adult social care in the 21st century: what works in leading and managing adult social care?* This was a project jointly supervised with the Department of Childhood, Social Work and Social Care. Dr Andre Kurowski also completed his PhD in 2019, with a topic titled *Educational leadership and policy- A grounded theory study into how school leaders adjust to policy change*. This was a project again jointly supervised with the Department of Childhood, Social Work and Social Care. Our most recent success was Dr Emma Nolan early 2021 with a body of work titled *An Exploration of the Role of Convention Bureaus in Competing for International Association Conference*.

Currently Business School staff support the supervision four PhD students with completions expected over the next 12-18 months. We have several who are waiting to begin their doctoral supervision with the Business School.

Research and academic writing initiative to encourage staff to develop their research writing skills

As part of our researcher development programme we hold regular Wednesday writing and research sessions for staff and postgraduate students. 2020 also saw the Business School's first

Research Fair, where staff and students shared their research interests – the former focusing on research methodologies, and the latter on their work. The next section illustrates an initiative we undertook to support research and academic writing.

There was a 12-month project beginning in 2018 that culminated in Summer 2019 with a special edition of *e-Organisation and People*, the journal of the Association for Management Education and Development (AMED), entitled 'Writing from the University of Chichester Business School'. Ten articles, including the editorial, were published involving eight members of staff, two of whom are included in this submission.

The project is continuing with an action learning set approach with a Visiting Professor who is also an independent external coach, facilitator and critical friend, whose own research and writing interests include sustaining healthy communities of academic writing practice and fostering connections between academic and other scholarly practitioners in the wider community.

Active researchers

A brief overview of active researchers in this submission:

- Professor Dave Cooper: Head of Business School and Professor of Management & Economic Development, has represented the UoC on a number of regional economic development agencies, currently responsible for the UoC's Enterprise and Innovation agenda, has run several Knowledge Transfer Partnerships (KTPs) as well as CPD, consultancy and PhD supervision (three completions), four in supervision. Programme Director for CPES project; Project Manager Channel MOR Project, STOMP; Programme Director for the Business Hot House project.
- Dr Mohammad Ali Javaheri Javid: Senior Lecturer researching artificial intelligence (AI), is an external examiner (EE) for the University of South Wales. Awarded internal funding for enterprise data analytics research. Regular journal reviewer for the *Entropy Journal* and the *Journal of Imaging*.
- Dr Wendy Sealy: twice PhD external examiner; Keynote speaker in Nepal, Oxford and Greece; editorial board member of *Journal of Tourism and Sustainability*; has supervised three PhDs; scholarly collaborations include working on an edited book; regular reviewer for three journals; Visiting Lecturer in Barbados, Greece and Nepal.
- Dr Dawn Robins: two PhD supervisions; research collaborations with the Universities of Rennes, Plymouth, Exeter, Portsmouth, Southampton, Solent, Le Havre, Caen, Kingston. Research collaborations include the following employers West Sussex County Council (CC), Devon CC, Kent CC, Normandie Authority, Picardie, Nord pas du Calais, Brittany Authority, Chichester Festival Theatre, EOn, Shoreham Port, Southern Water, Portsmouth Water, West country Rivers Trust and Environment Agency. Currently on INTERREG funded project review panel.
- Dr Jorge Gutic: Anglia Ruskin University EE. Revalidation external advisor for Solent. Successful applicant for the STOMP project. PhD supervision 2. On the Advisory Board for Visit Chichester, part of Chichester Council, Tourism Expert for the EU COSME Programme. Launching the Bognor Regis and Chichester Sustainable Business Network this Summer.
- Dr Rob Warwick: Rated as an 'HR Most Influential Thinker' in 2019 by HR Magazine for a research collaboration with Dr James Traeger, a collaborative partner of the University; winner of the 2015 Roffey Park research funding award; four PhD supervisions (with one completion); Associate Editor for the *Action Research Journal*, former editorial board member for *Action Research* and *Perspectives in Public Health*; PhD EE 5; former Senior Visiting Fellow at Cass Business School, EE at Sussex, Edge Hill University and the Open University.

Research students

The Department is supervising five PhD students and as well as two members of staff undertaking doctorates.

Equality and diversity

29% of the 17 research and teaching staff are from BAME background. 23% are female. Of those being returned in this submission, 50% are female, 50% BAME and 10% have declared a disability. The UoC has an Afro-Caribbean Society (ACS) that was founded in 2007. The UoC is a Mindful Employer and signatory to the Charter for Employers who are Positive About Mental Health. We also have an LGBTQI+ society, and have been praised in the news for tackling homophobia. Recently, an active researcher described above was awarded a place on Advance HE's Diversifying Leadership programme.

3. Income, infrastructure and facilities**Research income**

Our Unit has generated a large amount of research and third-stream income across the REF2021 assessment period. Over the course of this cycle we were successful in obtaining funding for four INTERREG projects at a value in excess of EUR1,000,000. These were: developing cross channel maritime strategies (CAMIS: INTERREG IV – EUR420,000; Channel-MOR: INTERREG IV – 135,000euros; and Sustainability of Shoreham Basin: INTERREG IV - GBP9,200) and Channel Payments for Ecosystems Services (CPES) INTERREG V – GBP218,000). Other funded projects included amounting to in excess of GBP120,000 include: the research and strategy of eSports (GBP4,000 from Coastal West Sussex Partnership); Football supporter impact study (GBP13,500 from Brighton and Hove Football Club); sustainable tourism in the Manhood Peninsula (GBP75,000 from European Agricultural Fund for Rural Development); women in sport leadership (GBP8,100 from WSLA); public access to the Chichester Theatre archive (GBP5,000 from Chichester Festival Theatre); and the development of trusting relationships (GBP10,000 from Roffey Park Management Institute. Other research (non-third stream) funding achieved by the Unit includes: GBP12,000 in research income from Coast to Capital (2013/14), 'Developing a Local Strategy: A Top-Down Approach', and GBP16,000 (2018/19) from Scape Group Invest on 'Helping Young People to Start Businesses'.

A significant stream of activity has focused on supporting regional enterprise. The foundation for this was a wide ranging study commissioned by Coast to Capital in April 2012 ('Enterprise and Entrepreneurship Development' – understanding areas and groups with low enterprise and entrepreneurship), which documented and developed detailed area-based data on different enterprise performance in relation to business start-ups within the Coast to Capital region. The report identified and evaluated the factors that both support and hinder business start-up, with reference to the focus area and group. One critical finding was that traditional support tends to be transactional, when there was clear evidence for more sustained support over 12 to 18 months. The establishment of a Business Incubation Centre at a similar time through funding from SEEDA also enabled us to explore and understand how to deliver a range of advice, guidance and support to new start-up businesses. These initiatives have provided the foundation for the delivery of a number of significant business start-up and growth programmes, in collaboration with and funded by local authorities in the region. In six years of monitoring our activity we:

- Supported the creation of 150 jobs
- Assisted 950 businesses to improve their performance
- Assisted 465 people to start a business
- Assisted 900 individuals to develop their skills (six hours plus)
- Supported the launch of 45 new businesses that were demonstrating growth after 12 months
- Enabled 116 people to make use of incubation facilities

In the past four years, we have contracted for three Business Support Programmes, with a total value of GBP108,000. These programmes worked with 319 individuals in the pre-start or early stages of their business development including 53 social enterprises. In total 3500 hours of support were delivered.

This experience was behind the University's January 2020 [award of GBP5,000,500](#) from Coast to Capital's allocation of European Regional Development Funds (ERDF) for the delivery of a

regional Business Hot House programme. The total project value is GBP11,000,000, with additional funds of GBP800,000 coming from the project's strategic partners. These activities contributed to the University receiving HEIF funding for the first time in many years in 2019.

The Business School recently relocated to the UoC's new Tech Park. In the future we are hopeful that this will enable a collaborative culture with Creative and Digital Technologies and Engineering.

Researchers have access to a wide variety of library resources (physical and e-books, journals films and other digital media) and have the support of a dedicated Business School librarian. Researchers also have access to specialist software such as SPSS and NVivo, as well as software for data analytics such as TensorFlow, Mathematica and Matlab.

PhD students have access to dedicated office space.

Within the Tech Park there is a Café, a shared staff and student kitchen, and communal areas to encourage informal conversations, all of which can create the happenstance from which collaborations can emerge.

4. Collaboration and contribution to the research base, economy and society

The sections above give an indication of our approach to research collaboration and how this has impacted society and the economy. Here, we draw the core themes together.

Going forward we will further concentrate on knowledge exchange research activities that build upon our track record of socio-economic and environmental research. We are already developing proposals with a local council and the horticultural sector on sustainable policy and impact.

The following examples illustrate the development of a collaboration we created with multiple partners (CPES) and how collaboration was built over time (Leadership and organisation development) to create lasting impact. Other examples include local sustainable tourism and support for the local community in supporting business start-ups and growth.

CPES project

This is the INTERREG V Channel Payment for Ecosystems Project detailed above. The Business School set out to find partners both in the UK and France. We have developed expertise in building networks beyond academia and into organisations that can quickly translate insights into practical impact. In this case and using networks established on the CAMIS and Channel MOR projects, in France, we worked with the University of Rennes 1 but also quasi-academic commercial organisations (CNRS, INRA and SHC), as well as water companies such as Eau de Paris. On this side of the channel we teamed up with the Environment Agency, South Downs National Park and West Country Rivers Trust, as well as the water companies Southern Water and Portsmouth Water. This project is delivering benefits to create ecosystem payment methodologies and has already led to a legislative change in the EU.

Sustainable Tourism on the Manhood Peninsula (STOMP) project

The STOMP project came about as a result of identifying a possible source of ERDF funding from the Coast to Capital LEP. The University built a local consortium to bid and negotiate for the funds. As a result of the Business School increasing involvement in sustainable business education, and off the back of the STOMP project, Gutic is currently organising the launch of the West Sussex Circular Economy Network (WSCEN), aiming to promote and support the adoption of Circular Economy (C.E.) principles by all interested organisations in West Sussex. WSCEN's role is to identify and connect all West Sussex-based businesses and organisations currently engaging with sustainable or Circular Economy initiatives, in order to kick-start the systems-network required by C.E. principles, and to provide an outlet for Business School students and

professionals to provide consultancy, training and research support to the local communities around the University. This enables the UoC to fulfil its role of supporting both the local communities and the sustainable development of the West Sussex coastal strip. This innovative scheme has been recognised by the Ellen MacArthur Foundation by inviting the UoC to become a member of its prestigious Circular Economy University Network.

Leadership and organisation development

This collaboration stems back to 2013 when the Business School was approached to run a leadership development programme for the local NHS trust. This was delivered by a collaboration between the Business School and Department of Childhood, Social Work and Social Care. A research project was undertaken to determine the impact of action learning on participants and wider organisational effectiveness. This included collaboration with the University of Winchester and a Senior Fellow at Cass Business School. The outputs were presented to British Academy of Management conferences and the British Sociological Association' conference on Pierre Bourdieu and published in the papers listed above (Warwick, McCray and Board, 2017). This led to further collaborations with Mayvin, a collaborative partner of the University, role out of organisation development programmes for the Civil Service, writing a book and impact that was recognised by leaders in the HR field.

Impact in the local community

We are small, agile and have a strong sense of place in the community. We contribute to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate and business start-ups. Much of the regional economy is focused on SMEs and we have a particular focus on providing services and support to them. The development of our services is informed from the intelligence gathered by our Business Development Managers, attached to the Business School.

Through the Business School, the University has consistently invested in the provision of support to start-up growth for small businesses since receiving funds from SEEDA in 2010 to develop a Business incubation Centre to provide office facilities and associated mentoring services for start-up businesses in the region. Further funding from local authorities enabled us to deliver business start-up and 'hot house' programmes in the region. These were informed by early research and recognised gaps in the availability of support for businesses in the early stages of their development. Traditional support tends to be transactional when there was clear evidence for more sustained support over 12 to 18 months.

This experience was behind the University's January 2020 award of GBP5,000,500 Coast to Capital's allocation of European Regional Development Funds (ERDF) for the delivery of a regional [Business Hot House programme](#). The total project value is GBP11,000,000, with additional funds of GBP800K coming from the project's strategic partners: The Prince's Trust, West Sussex County Council, Brighton and Hove City Council, and the Greater Brighton Economic Board. The Business school is leading the project alongside the Sussex Innovation Centre, Eastbourne and District Enterprise Agency, Brighton and Hove City Council, WSX Enterprise, Princes Trust, and YTKO Ltd. Support consists of grants, training programmes, consultancy and facilitated peer-to-peer learning.

In the past three years, and in addition to the ERDF funded project, we have contracted for three other Business support programmes with a total value of GBP108,000. These programmes have worked with 319 individuals in the pre-start or early stages of their business development including 53 social enterprises. In total, 3,500 hours of support were delivered. The experience from these programmes informed the development of the ERDF Hot House programme, which has direct support from all Tier 1 and Tier 2 local authorities in the CtoC region. It is delivering support over six strands: Start-up; Productivity and Growth; Innovation; Leadership and Management; Growth Grants; Access to Finance. Outputs to date include: 137 people having interacted with the programme and 860 hours of support. 60 grant fund applications with a value of GBP1,400,000, received from 370 businesses and GBP220,000 allocated to date. We

continue to support a range of businesses in our Business Incubation Centre, with some 12 businesses being supported at any one time.

At a South East regional level, the theme of support for business has continued with the University's support for the Innovation South Virtual Campus, led by Sparsholt College and funded with GBP430,000 from Enterprise M3 LEP. This initiative came about as a result of the work to develop the Science and Innovation Audit that identified the need to develop digital skills within regional businesses. The University supported the development of the concept and has developed five of the 12 modules launched in January 2021 (<https://isl.skillset.co.uk/>). We also work with a number of small companies and organisations on the delivery of structured management development programmes. Examples would: Southern Co-op, CPJ Field Funeral Directors and The Pensions Regulator.

Academic staff provide active support to a range of regional public and not-for-profit organisations, frequently involved with influencing local policy. Examples include; Coast to Capital, Chichester Chamber of Commerce, Visit Chichester, Gatwick Diamond, Coastal West Sussex Partnership, and Bognor Regis Regeneration Board. Through the latter, the Business School undertook the recruitment and management of the Bognor Regis Town Centre Manager, Chaired the Town Centre Management Committee and led on the Business Improvement District Proposal, launched in April 2018.

This is our first REF submission, which we are approaching as an opportunity both to reflect on what we have achieved and to look ahead to our future direction. All staff that have been returned in this Unit are from the Business School.