Industry Links:

Promoting the involvement of Industry in ICZM Partnerships

COREPOINT Work Package 5.3

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The coastlines of northwest Europe are facing a growing range of threats due to both human activities and natural environmental change. The management of these threats is complex both due to the range of interests and the fragmented nature of the administrative arrangements. The COREPOINT project seeks to address some of these issues. Further information about the project can be found at the end of this report.

Contents

1.0 Introduction

The purpose of this package is to examine how to improve industrial links with coastal management. As a starting point, Sefton undertook a number of confidential interviews with individuals from industry already involved in coastal management. These individuals are involved through a range of coastal partnerships and the premise is that if we can understand why and how these individuals are involved it will inform our understanding of how to improve links with industries not already involved. Cardiff have supplied background information about business and industry and identified some of the challenges of getting them involved and issues arising when they are not involved.

2.0 Background

Business and Industry.

A helpful definition:

Business (commercial organisations whose trading is characterised by the global economy, and is concerned with management: i.e. the issues of financing, marketing, legal, human and information issues: not tied to a location or any one industrial sector) and industry (collection of forms of business, who operate the same series of processes, that relate to a set of products, which third party wishes to buy). Industries are commonly divided into primary, secondary and tertiary sectors.

The ultimate aims of business and industry are to:

- Minimize cost
- Maximise value of assets
- Make profits

However, the environment, and therefore the coastal zone, can become an issue of concern to business agendas for a variety of reasons:

- Environment as cost (e.g. litigation for environmental damage/ failure to comply with legislation)
- Environment as marketing opportunity (e.g. greening of company/products)
- As asset of business. (e.g. Harbour Authorities are stewards of coastal areas, which provide business opportunities – mooring space)

Industrial Sectors in the Coastal Zone.

(This could be developed into a checklist for ICZM partnerships although it varies extensively according to geography.)

In particular, sectors which require a coastal location:

- Ports and Shipping (Transport)
- Oil and Gas
- Aggregates and Minerals

- Renewable Energy

- Fisheries and Aquaculture

- Tourism

- Leisure and Recreation

- Education and Research (it is sort of a business because people charge money for degrees/research and set up field centres, etc.)

- Waste Management (utilities)

- Manufacturing and Service industries:
  [particularly those which require a coastal location for purposes such as cooling water (Nuclear Power), import of bulk goods (Steel industry), Coastal Super-quarries, Shipbuilding, many support industries for sectors listed above]

- Agriculture and Forestry as a landuse in the coastal zone

Environmental Management within Industry

The 'Greening' of industry has led to the development of Environmental Management Systems, often to ISO 14001 and EMAS standards. In addition the Port Sector has its own environmental standard (PERS) (http://www.ecoports.com/). These systems encourage commercial sector to internalise sustainability principles into their work and reduce the impacts of the environmental aspects of their activities, products and services. There are currently 6223 ISO 14001 and 63 EMAS certified companies in the UK (2006)[1] The appointment of an Environmental Manager within a business provides an opportunity for networking and engagement between coastal partnerships and corporate organisations, since the Environmental Manager is tasked with developing contacts with wider stakeholders (ICZM initiatives can provide a useful forum for this). Environmental Managers should therefore be key contact targets.

In addition to the "greening" of industry, there has been development of processes and policies to create a wider social responsibility within industries. This process is varied, but encapsulated under the term Corporate Social Responsibility (CSR). CSR refers to business decision-making linked to ethical values, compliance with legal requirements, and respect for people, communities and the environment. CSR is seen by "forward-looking" companies as more than a collection of discrete practices, occasional gestures, or initiatives motivated by marketing and public relations. Rather, it is viewed as a comprehensive set of policies, practices and programs that are integrated throughout business operations, and decision-making processes that are supported and rewarded by top management.

The juxtaposition between CSR and ICZM is not clear. However, it may be that ICZM represents a tool and a process by which CSR-relevant outcomes can be achieved for industries active in coastal areas. For example, ABP (Associated British Ports, UK) in its

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[1] Source Peglau (http://www.ecology.or.jp/isoworld/english/analy14k.htm other countries are also listed

CSR statement identifies ICZM as a process by which it can meet its stated CSR obligations. It is likely that CSR activity will increase over the coming years, partly motivated by an EU Communication in 2006 (*Implementing the partnership for growth and jobs: making the EU a pole of excellent in CSR*: COM2006 136) which sees CSR as a way for sustainable development leading to "growth and jobs". The increasing focus on CSR in coastal and marine related industries could act as an access point for increased industrial involvement in ICZM.

Challenges for Involving Industry

- Selling the benefits!
- Diversity of types of industry
- Lack of sectoral organisation of industries leading to fragmented representation
- Industries are used to varying sectoral types of regulation rather than approach of ICZM
- Control may be remote from the site of interest

(King, 1999)

Plus all the usual challenges of finding the time, energy and resources to do sustained participation with a target user group.

Shortfalls arising from the lack of Industry involvement

Any plan, strategy for the coastal zone suffers without Business and Industry involvement, because:

- They are major drivers of development in coastal zones (alongside urbanisation)
- They give rise to some of the major activities/infrastructure in the coastal zone: port development, wind farms, oil rigs, dredging, and tourism- which contributes to a high concentration of human activity in coastal zone and associated waste loads.
- They are key stakeholders in coastal issues: e.g. Diffuse pollution/Agriculture, Jet skis/Disturbance, (for an overview of Industry related issues, see table in OECD, 1993, p23 or chapter 2 of Clark, 1996)
- They are important contributors to coastal economy and sustainable development
- They are an important sector in society as a driver and sponsor for positive change/growth (including funding ICZM initiatives)
- In some places, coastal strategies will have to deal with the social impacts of the decline of these industries.

3.0 Creating Industrial Links

How to Involve Industry

Industry will chose to get involved on its own terms. The primary factors are:

- Cost- Savings
- Compliance with Legislation
- Positive Marketing and Greening of Approach

A series of further inducements are listed by Kay and Alder (2005, p111-112)

Coastal Partnerships and ICZM projects can 'sell' a range of benefits to industry, provided by their services:

1. General Management: advantages such as allowing industry to be involved and influence strategies, make management more efficient/effective, meet government representatives in a 'round the table' setting.

2. Technical Management: often a group of business might be interested in strategic research (e.g. air quality, regional water quality models- projects which they would not individually create), or in a strategic project which the ICZM initiative can bring partners together, host and help achieve (Seeberg-Elverfeldt, 1997).

Why do we want industry to be involved?

Clearly business and industry covers a wide range of organisations and whilst farmers may have an impact on the water quality of the coastal zone we do not necessarily want to create links with all of them, we might however wish to make a link with a farmers' union representative. Similarly, we might not want to have links with all the industries whose discharge ends up having an impact upon water quality but we might wish to work with the organisation responsible for wastewater treatment through whom we can exert an influence on the wider range of industries.

We want any organisation that has a significant impact upon the coastal zone to be involved in coastal management so that potentially conflicting issues can be resolved to achieve sustainable management of the coast in support of societal-defined objectives.

Why does industry get involved?

Working on the assumption that industries prime motive is profit then any motivation for industry has to support this motive, examples might include (based on interviews):

- Access to information – such as the involvement of ports who will have an interest in studies or developments that could impact upon or inform issues around navigation and dredging. Their involvement indirectly supports their objectives.

- Credibility gained through involvement – we commonly see industries not only advertising but also seeking to portray a certain image through promotion of green issues, donations to charity and suchlike. This is another more specific facet of this approach to creating a beneficial profile. Their involvement supports the portrayal of a specific profile or image for their industry.

- Direct support to achieving their objectives – some industries such as waste water treatment might have statutory objectives imposed upon them or developments may have conditions relating to site management that it is beneficial for them to seek assistance from others to achieve. Their involvement relates directly to an objective that they have to achieve.

Of course there is a further scenario where industry does not get involved either because it is unaware of the potential benefits, because there are no perceived benefits, or because the industry might sense that their position is disadvantaged.

How does industry get involved?

Whilst industry might get involved through the provision of resources what we are considering here is how they engage in the coastal management process. Typically this will involve the attendance of one or more individuals representing the organisation at either small specific meetings or larger more general coastal management meetings. The individual will have been instructed to attend and will have characteristics located on a continuum from low to high in terms of, understanding of the issues, authority, skills and commitment in terms of the effort that they will apply to the task. It can be seen from this that we need not only to consider the reasons for industry being involved but also consider the nature of the person representing the industry as they can have a significant impact on how that industry is represented and interacts with the other organisations involved.

A conceptual model for involvement in coastal management partnerships

Below is a simple conceptual model that describes the range of interaction that might take place depending on the level of commitment of both the organisation and the individual and the characteristics of the individual who represents the organisation.

Industry choosing to participate and full commitment from individual	Will report to and from their organisation and become an advocate	Will make a valued contribution in relation to their sector and become an advocate	Will make a valued contribution to coastal management and become an advocate
Industry choosing to participate but limited commitment from individual	Can report to and from their organisation and may become an advocate	Can make a valued contribution in relation to their sector and may become an advocate	Can make a valued contribution to coastal management and may become an advocate
Industry not choosing to participate	No Participation	No Participation	No Participation
Individual characteristics	Low skills / low level of authority / limited time available / etc	Skilled in their sector / some authority / some time available / etc	Skilled in coastal management / significant authority / significant time to contribute / etc

It can be seen that there are a range of interactions that take place but two important aspects of this are that the level of interaction can change and that depending on the objective for involving the industry different levels of interaction may be appropriate. For example if an industry is currently not interacting with coastal management discussions but only needs to be involved at a low level it may be acceptable that their representative is of a low level in terms of authority and skills and need not be fully committed to the objectives of coastal management as long as they report back to and from their organisation. Alternatively an individual who is instructed to attend to represent their organisation may bring some very useful skills to coastal management efforts and may through familiarity with the work develop a personal commitment to the work and/or develop a broader range of skills that improves their contribution. An important aspect of this is personal commitment of the individual as they can become an advocate for your objectives within their own organisation or alternatively they may see no value in the work and recommend reduced or no involvement.

How do we identify the industries that we want to get involved?

Firstly we need to consider why we might want industries involved, it may be that we want information from them, but this does not necessitate involvement only correspondence to request the information. So the focus is on those industries whose behaviour we want to change or through whom we want to change the behaviour of others. The reason for changing behaviour will be because it has an impact upon the coastal zone. This means that in the first instance we need to understand the coastal zone, identify impacts (either through inaction or action) that we feel need changing in order to achieve the management objectives for the coastal zone and then identify the actors who can achieve the change that we have identified. Having identified the actors who we wish to get involved we also need to consider the practicalities of involving them all and to what extent we want to involve them.

How to get industry involved?

Having identified which industries to involved we will need to understand those industries and their objectives in order to understand what might motivate them to become involved. Further, we will need to consider what type of individual we would ideally like to represent the industry. This implies the need for clear communication of our objectives in relation to the industries objectives, the benefits to the industries and what role they would be expected to play to achieve these benefits.

Where there are no benefits to the industry in involvement and their involvement is considered necessary then there will be a need to consider other methods to gain their co-operation, possibly through legislation.

Next steps

Given that this model is based upon limited interviews in a limited geographical area it will be necessary to confirm its validity in your area. This can be achieved by undertaking relatively short interviews (5-10 minute chats) with industrial contacts already involved in coastal management and a consideration of these responses. Some key points to uncover are detailed below and will provide some structure for any discussions you have. Once you have undertaken this work you will have a better appreciation of the industrial perspective

which will facilitate any attempts that you make to get other industries involved in coastal management.

Key points to uncover:

- Establish the reason why the industry is involved.

- Establish how the industry got involved.

- Establish the role of the individual:

- How committed are they?

- What is their contribution (skill level)?

- What is their level of authority?

- Do they feel that they go beyond just carrying out their organisations brief?

- Do they feel that the involvement in coastal management is worth while?

- Do they feel that their organisation values the involvement?

- Has their organisation changed its behaviour as a result of involvement?

- How would they suggest we get industry involved?

Given the nature of the information we want it might be best to do this as an informal discussion with assurances of confidentiality in order to obtain the most honest opinions.

Two local perspectives are detailed below to provide an indication of the industries that might be involved and the variation between regions.

4.0 Examples

An example of industrial involvement from France:

In 2004, the Intercounty Association Manche-Ille-et-Vilaine launched an ICZM initiative in the Bay of Mont Saint-Michel (Kervarec, 2007). The association wishes to involve a wide range of the population in the definition of a territory project. The participation of the stakeholders, including industries, was stressed as the core of the project, from the beginning of the ICZM process (diagnostic). All the events organised during this project were open to all stakeholders with an interest and wanting to engage.

In the Bay, among the key industries are:
- oyster and mussel farming
- farming (agriculture)
- tourism
- fishing
- water-sports and terrestrial leisure activities (particularly hiking and riding).

Events and meetings have been organised; on the one hand, Days of the Bay are key events open to the public at large (October 2005 and January 2007). On the other hand, Fora set at a geographical scale (nine cities/villages along the Bay on the theme " Which Bay would we like to live in tomorrow ? ") or thematically based (four themes, two Fora by theme), have been organised.

The presence of the professionals at the different events was **unequal** depending on their activity. **Oyster and mussel farmers were relatively well represented** during the fora and a **few farmers** have attended the fora too. They took part in the building up of a description of activities and linkages in the Bay, pointing out specific issues relating to their professional activities. **Specific meetings were organised to meet the fishermen's professional** organisations. **Watersports and terrestrial leisure activities were not well represented** during the fora. Tourism professionals (hotels, restaurants...) were not well represented either. Several explanations might be put forward in relation to this:
- Some of them are **less organised in networks** compared with other professionals (fishing, farming...).
- Some of those activities are **new activities** just developing. They are key activities to be taken into account in a prospective approach but they are **not so well connected / well known by the administrations and county councils for the moment**. Some of them were **not informed** of the ICZM project and participation events.
- The **scale of the Bay** for the participation can explain however the lack of representation of national and international tourism companies which organise *Mont saint Michel* visits.
- Some of them, **disappointed about a previous consultation**, didn't want to involve

themselves again.

In Morbihan Gulf, in two illustrative examples industry was involved in ICZM, in each case, a particular **problem was identified**. In the first case, coastal agriculture activity was polluting marine water where shellfish farms were located, inflicting damage. In the second case, an anchorage on a diving spot was destroying seabed habitats hosting rich biodiversity, endangering those ecosystems. In both cases, **consultative solutions were preferred to strict juridical procedures** (litigation, top down regulatory). In both cases, consultation involved **few stakeholders**, only those directly concerned, and they adopted **pragmatic solutions**. In the first case, land and shellfish farmers concluded an agreement (a land and shellfish farms best practice Charter) including zones and defined period for manure spreading. In the second case, the inter-municipality organisation of the Gulf of Morbihan (organisation devoted to the management of all environmental and development aspect of the territory according ICZM approach), diving clubs and an amateur team of divers have involved themselves in the project of building a permanent non aggressive anchorage. The amateur team of divers made an inventory of the most endangered species and their location and diving clubs have undertaken an agreement to exclusively use those permanent anchorages.

A Local reflection from Ireland on reasons for industry to get involved:

(a) To monitor what is going on. Entrepreneurs, notably owners of static
caravan parks already in dispute with the Local Authority (or with a
long history of conflict), would attend meeting to monitor events. They would
say nothing. Their air was one of wariness and watchfulness on the general
premise that any initiative was unlikely to be to their benefit.

(b) To direct what is going on. In this case an entrepreneur would
enthusiastically enter the partnership, offer his premises for meetings,
perhaps even offer funding. His influence was not always negative, and at
times his considerable local 'clout' was very useful in getting things done.
But ultimately his objective was control. (It would seem like offensive bad
manners to look too closely at an enthusiast's own environmental impact.)

(c) To stifle dissent. In Ireland people have lived in the same localities
for generations. Nearly everyone is part of a spider's web of blood and
marriage relationships. There is a strong social convention that one does
not criticize one's neighbours in public. In Donegal we got the most useful
information AFTER meetings!

(d) To curry favour with the Local Authority if the LA is obviously

promoting the ICZM initiative. Even the most reckless 'cowboy' (Irish slang for a rapacious entrepreneur) cannot afford to thumb his nose too often at the LA. After all it is the Planning Authority.

Sometimes there is a win-win situation which benefits both ICZM AND the industry, but we should not expect it. Bluntly, sometimes an industry just has to mend its ways even though it will cost it money.

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