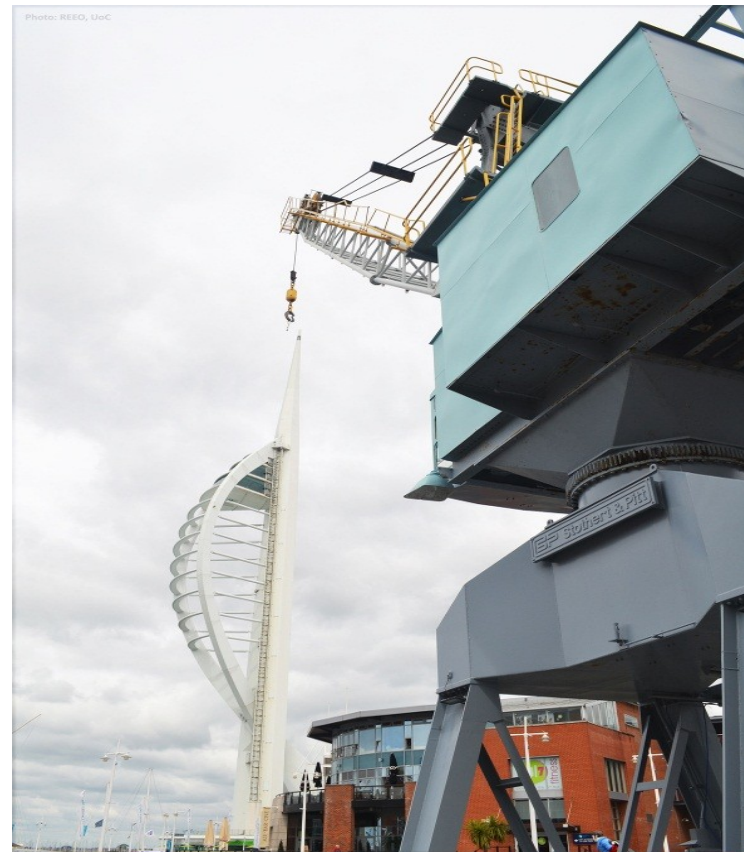


Port Centricity: Growth and Diversity for Local Ports

A Guide for the Channel/ Arc Manche Region



Introduction

The Channel Arc Manche Integrated Strategy (CAMIS) INTERREG IV A Transport strands aim was to identify mechanisms that local ports and their communities could adopt in order to increase economic growth, maximise local opportunities, reduce congestion and develop sustainable collaborations between major stakeholders within the UK and France. The project set out to understand the opportunities and barriers that are facing small niche ports along the Channel/Arc Manche through the identification of best practice. The research identified seven types of diversification clusters that small ports have adopted in response to the increasing size of ships, containers, and lorries, and the barriers to growth that this trend represents. The following brochure identifies the characteristics of each of these cluster types and the external conditions that need to be considered. In addition, examples of best practice from the case study research are given.

Background

The European maritime sector is an integral part of the wider European economy, comprising of a range of industries, including: maritime transport, ship building, shipping, fisheries, energy production, maritime leisure activities and marine environmental management and protection. Ports are major actors within maritime transport, and play an important role in linking the various different industries in the marine and maritime sectors. Within the Channel region, ports play a vital role in transport across one of the busiest shipping channels in the world. By their very nature and position, ports are centres of multimodal transport: indeed, the ports across the North of France and Southern England are ‘transport hubs’ for the Channel region, providing transport links across the Channel and to a number of major cities, in both France and England, as well as across Europe and internationally.

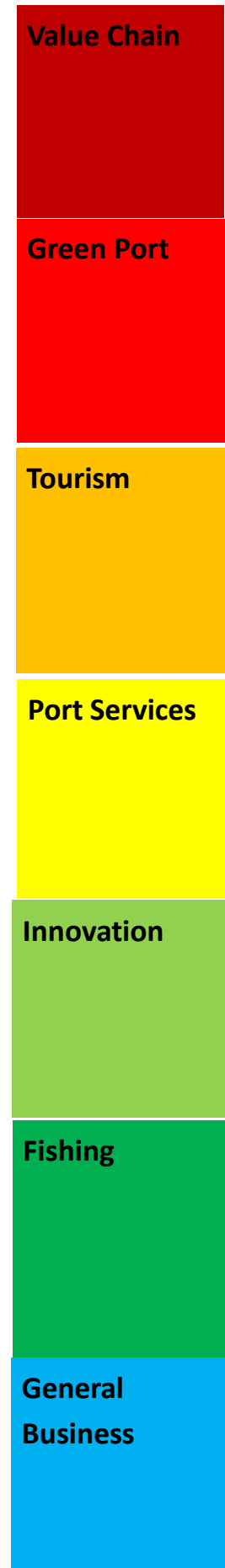
As one of the main links of increasingly complex logistics and transport chains, ports have a vital role in ensuring economic stability on a local, regional and national level. Ports are an essential element, not only of global transport networks, but also as a strategic point at which value can be added to goods. In a region so dominated by its coastline, it is, therefore, vital that development opportunities for the port sector are understood, and that strategies that support their continuing growth are identified. While port centric logistics have become an accepted approach to port operations, this has been focused on activity solely occurring within the port site. However, this report seeks to argue that port centrality should be expanded to include engagement with local communities and businesses, supporting growth and development within the port as well as the wider community.

Increasingly, ports are having to adapt to the changing political, economic, social and environmental and as such are undergoing something of an evolution. Ports are moving from a traditionally closed customs based interchange to a locally focused business developer, whereby they have the potential to play an increasing role in economic growth of their local communities. This research has found that the development of port centric clusters can foster economic development in the communities surrounding a port, as well as encouraging improved collaboration and integration between Channel ports.

Challenges Facing the Channel’s Ports

A number of driving factors impacting and challenging the port sector have been identified, including:

- * A growing trend towards the use of larger containers, ships and lorries as a method of increasing efficiency and reduce costs.
- * Increased size of containers resulting in a need for amendments to port infrastructure, such as LO-LO facilities, storage and enhanced opportunity for intermodality.
- * A shift in the nature of ship based transport, resulting in an increased level of global transportation of freight.
- * Large ships can only be accommodated by deep water ports, restricting accessibility and limiting the development of effective transport routes in smaller, shallow water ports.
- * Deprivation of communities surrounding smaller ports impacting skills and resource availability.



Value Chain Clusters

Value chain clusters represent companies located in port areas that add value to imports and exports. These companies control a full or a substantial part of the supply chain. The findings revealed that local value addition reduces costs (mainly transportation cost) and increases the productivity of companies and enables them to vertically integrate activities. It also reduces truck miles, road congestion and green house gas emissions. Furthermore, it improves supply chain efficiency, generates local employment opportunities and contributes to the local economy.

Examples of Value Chain Clusters include:

1. Temperature Controlled Goods—a company controls a substantial part of the supply chain around the port including storage, transport, sales, packing and marketing. Reduces transportation required from port to final destination and valuable time is saved.
2. Raw materials—e.g. wood, steel—as with above but raw goods can also be processed before moving to retail. Reduces the need to transport and utilises local trade.
3. Food—grain and livestock—port/local companies provide grain drying facilities and can package for animal feed or add value in local. For example, using local slaughterhouses, food manufacturers.



Conditions for Diversification

SPACE is needed if the activity involves storage. This can be in the form of unused port areas or additional local warehousing space.

Value chains need to take account of **SKILLS** available in the local area. **TRANSPORT** infrastructure will not normally be an issue but can impact the decision to diversify if consideration is given to final destination of products.

Ports need to be on good terms and have an understanding of the **LOCAL BUSINESS COMMUNITY**. By having an awareness of local skills and resources, the ports can identify opportunities for new business relationships.

Value Chain Clusters

Companies located in port areas that add value to imports and exports. These companies control a full or a substantial part of the supply chain

Benefits

Reduce costs and improve productivity of cluster companies

Enable vertical integration of activities

Reduce truck miles

Improve supply chain efficiency

Lower road congestion

Generate local employment opportunities

Contribute to the local economy

Examples of Best Practice

Shoreham Port—A private company imports and processes steel in a new purpose built facility located at the Port. The port benefits by having additional income sources, the local area has added workforce and skills and the company has consolidated its processing and distribution which has resulted in reducing truck miles, processing times and cost to the company, which has in turn increased the efficiency and productivity.

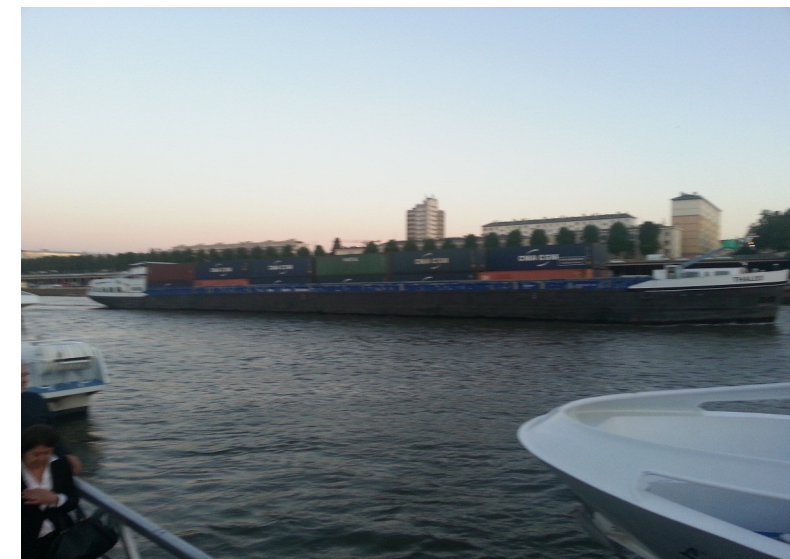
Timber is imported via Shoreham Port, stored at the port, and then, sold to building merchants, builders or construction companies in local areas. The local value addition for timber is through the port acting as a timber stock holder. This is a significant departure for a port as the port is diversifying from just a handling agent to stockholding and warehousing operation. Serving local customers has reduced the need for long distance transportation, and thus, costs and green house gas emissions.

Through the French case studies, it was found that because of the role of the Chambers of Commerce in terms of management of ports, value added activity tends to be in place.

Recommendations

In order for a value chain cluster to be effective the necessary value added businesses need to be part of an inclusive and open communicative supply chain. Formation of a cluster will depend on the size of the supply network, the type of value added activity proposed and the skills, labour and infrastructure requirements.

- * Many value added clusters can start off small with a local focus to what is currently offered in the hinterland.
- * Opportunities need to be communicated to the local business community and the barriers for each stakeholder explored.
- * The benefits of supporting the developing cluster should be explored in terms of job creation, congestion reduction, tertiary business attraction and sustainability.
- * Support through policy in this instance is limited and the main focus should be on opening communication with the main stakeholders – including the local authority, local businesses and the port.
- * Knowledge transfer will invariably lead to opportunities developing that will need little support.
- * Ports need to have an understanding of the supply chains associated with materials and trade passing through or past them in order to identify new market opportunities.



Value Chain

Green Port

Tourism

Port Services

Innovation

Fishing

General Business

Green Port

Many companies are concentrating their efforts on environmentally related activities. Some of the initiatives include: renewable energy production, green building construction, green warehousing, environmentally friendly technology and ship designs, reuse and recycling, waste management and up-skilling and awareness training and development. These initiatives are in direct support of EU transport and emissions policies and provide an opportunity for companies to collaborate to support each other in the effort of reducing emissions, reducing congestion and improving air quality.

Examples of Green port cluster activities include:

- Involvement in the Marine Renewable Energy sector
- Construction of Environmentally friendly buildings
- Effective waste management provisions



Conditions for Diversification

SPACE can be a limiting factor for a number of green initiatives, particularly those based around the MRE sector. Ports will need to establish what **SPACE, RESOURCES AND SKILLS** they have available and therefore what initiatives they have the capacity to engage with.

SUPPORTIVE POLICIES are required for green activities as they encourage businesses to work to meet their environmental obligations.

AUTHORITY DRIVEN INCENTIVES can provide additional support and funding for businesses interested in engaging with green focused activities. Ports need to have **EFFECTIVE AND OPEN COMMUNICATION WITH THEIR LOCAL AUTHORITY** to support the identification of opportunities for development.

Ports need to have a thorough understanding of the **SKILLS AND RESOURCES** available within the local community and work on a collaborative basis with **LOCAL BUSINESSES**.

Green Port centric Clusters

Groups of companies in port areas, which focus on environmental related initiatives.

Benefits

Environmental protection

Low green house gas emission

Meeting local energy requirement using renewable energy

Job creation

Local economic growth

Examples of Best Practice

Engagement with green policies is becoming increasingly important for the port sector, and is having a growing influence on port operations across the Channel region.

Port of Portsmouth—the port has made significant investment into the construction of a new passenger terminal, which has adopted a number of green technologies, using wind catchers and thermal energy from the sea for heating and cooling.

Shoreham Port— the port has entered into a long term collaborative agreement, committing them to making the port a centre for low carbon energy production, and has made investments in providing suitable infrastructure for 'green' developments. By providing the appropriate infrastructure, it is expected that the port will be able to attract investment from companies engaging in green innovation and technologies. By supporting this movement, the port has been able to ensure that local energy requirements are met, while supporting new business development, economic growth and new job opportunities for the local community.

The **Ports of Caen-Ouistreham and Cherbourg-Octeville** have initiated a collaboration between the ports, through the Ports Normands Associes. In particular, the proximity between the ports allows them to offer an end-to-end service for the MRE sector, attracting large companies to the port. The ports have taken advantage of their location, the space and resources available to investors, as well as providing additional supporting services within the port site.

Recommendations

- * The main driver for green clusters is the presence of incentivising policy, encouraging the port and businesses to consider an environmentally favourable approach to their operation. Therefore, it is recommended that in order for this to be effective, policies should both reward and penalise stakeholders through incentives and taxes and should be supported by a local authority driven call for enhanced collaboration between ports and their businesses.
- * Information should be made accessible and readily available and effective communication mechanisms established to promote activity.
- * It is suggested that establishing a single body charged with green growth promotion and management would provide an overarching focus for policy on a European level.
- * It is recommended that a number of enabling factors are established to support green activity in the Channel region, including: improved monitoring and communication of green growth policies, improved understanding of green activity supply chains and development of government led incentives to encourage green activity within the port sector.



Value Chain

Green Port

Tourism

Port Services

Innovation

Fishing

General Business

Tourism Related Clusters

Many of the ports in the Channel region are involved in passenger transport activities, strongly linking the port to local tourism. As a result, ports can act as a driver for local tourism related companies and service providers, such as hotels, restaurants, visitor centres and leisure centres. These associated businesses can create job opportunities for the local area, contribute significantly to the local economy and positively influence the wider transport network. By establishing attractive local tourism clusters associated with the ports in the Channel region, impact on the road network will be reduced as traffic will remain in the local area, rather than travelling further afield.



Conditions for Diversification

In order for ports to engage in effective tourism clusters, it is vital that they work with **LOCAL AUTHORITIES** to encourage active promotion and engender support for the port as a marketing tool for the local area.

EFFECTIVE COMMUNICATION between the port, the ferry companies, the local authorities and local businesses is needed to identify opportunities for collaboration.

Ports should work with the local community to ensure they are **AWARE** of the attractions in their local area, and of the facilities offered to visitors, and should actively promote these to their passengers in a bid to ensure they remain within the local area.

There needs to be mutual **UNDERSTANDING** of the **RESOURCES** and **SKILLS** available within the community so that businesses and ports can promote each other for mutual benefit.

Tourism related Port centric Clusters

Groups of companies that provide tourism related services by capitalising on opportunities brought by a port that involve passenger transport.

Benefits

Create jobs

Contribute to local economy

Reduce road congestion

Improve the aesthetic value of the area

Examples of Best Practice

Port of Dover— The port of Dover is an excellent example of where the port has worked with the local community to take advantage of its heritage and local tourist attractions to strengthen the role of the port within the community. The port has had extensive support from Dover District Council who have collaborated with the port to encourage regeneration of the Dover area. By working together the port and council have been able to establish a ‘destination marketing’ strategy, promoting the local area and developing a tourism proposal. This proposal includes plans for developing infrastructure, improvement of the waterfront and establishing marinas and other leisure facilities. By engaging with the local businesses, the port has cemented its role within the local community and has strengthened the profile of the port, and of Dover as a whole.

Port of Saint Malo—the port takes advantage of its longstanding maritime history and is one of the most visited sites of the Brittany coast. The port exhibits strong cross Channel links, and is one of the key stopover points for cruise companies, with visitors remaining in the area to visit local sites, including Saint Malo and Mont Saint Michel. The town has developed with support from the port: promotion of local attractions, developed links between local businesses, and the development of tourism related infrastructure for visitors.

Port of Saint Briec—Le Legue — Tourism is becoming an increasingly important industry for the area around the port. The port has traditionally been an industrial port but has grown as an area for sailing, and is an attractive site for second home owners from inland France. The Chambers of Commerce has made efforts to develop additional infrastructure to support the marina industry, including the development of dry dock facilities. By working closely with the port and the local businesses, the CCI has enhanced the profile of the port.

Recommendations

- Ports with high volumes of passenger traffic are in an optimum position to take advantage of local tourist attractions and should be aware of the tourism related industries in close proximity to the port.
- Ports have the potential to play a significant role in overall destination marketing of their local area.
- It is the recommendation of this research that for tourism focused port centric clusters to be successful, local authorities must facilitate effective communication between local stakeholders (including tourist boards, ferry companies, local authorities, English Nature, local attractions) and should encourage ‘joined up’ thinking between all actors.
- Tourism in the area can be boosted by adapting port infrastructure to promote local attractions including: port signage, directing traffic to local areas rather than onto the broader transport network and ensuring that the local transport network is maintained and made attractive to visitors along the transport routes.



Value Chain

Green Port

Tourism

Port Services

Innovation

Fishing

General Business

Port Services Cluster

This cluster type is associated with the expansion of port related services, including: ship and boat maintenance, pilotage, towage, mooring, dredging, bunkering, cargo handling, stevedoring, and passenger related services and cargo storage. Research has shown that in the case study ports, these services are commonly provided by the ports, or outsourced. This type of cluster strengthens the role of the port within the local area, providing multiple services to port users, generating additional income for ports and creating jobs for the local community. In addition, cluster activity supporting port related services will positively impact transport networks by focusing activity within the port, reducing the volume of traffic on the connecting roads, decreasing truck hours for transportation of goods and improving efficiency of the wider transport network. Other benefits of this type of cluster activity is access to stored resources, training programmes and knowledge exchange.



Conditions for Diversification

Ports need to be **AWARE of the RESOURCES AND SKILLS available** within the port site. Where there are businesses delivering port related services, **COLLABORATION** should be encouraged between these and the port to ensure that these are appropriately utilised to support port activities.

SPACE and CAPACITY are important factors for the successful development of a port services cluster as this can attract businesses to the operate within the port site. This type of diversification requires sufficient space and **INFRASTRUCTURE** for businesses to set up—this can include physical infrastructure, such as buildings, access to transport networks, as well as a **STRONG RELATIONSHIP** with the port.

PORTS need to have an **OPEN** and **COMMUNICATIVE** relationship with the local authority and communities in order to effectively identify opportunities for cluster activity.

Port related Service Clusters

Groups of companies in a port area that provide port and shipping services

Benefits

Generate additional income to ports,

Create jobs

Contribute to local economy

Support the functioning of other port centric clusters

Access to stored resources, training programmes and knowledge exchange.

Examples of Best Practice

Port of Portsmouth—The development of the new green passenger terminal in Portsmouth has introduced a number of additional opportunities for businesses within the port. The terminal will require maintenance and on-going development in the coming years, resulting in a need for a number of supportive businesses and service providers to operate within the port. The use of green technology also has the potential to encourage business growth and innovation, thereby stimulating economic growth across the local community.

Port of Dover—a new port facility on the west side of the port has been proposed, which will encourage new business and additional services to the port site. By providing space and infrastructure for these developments, the port is can provide facilities for new businesses that can either directly or indirectly support activity within the port, supporting the wider supply chain and transport network.

Port of Saint Breiuc— The port of Saint Breiuc has developed a cluster of activity based around its skills and expertise in sailing. The Chamber of Commerce has worked with the port to encourage a number of new maritime industries to the area, including mechanical engineers, boat repairs and maintenance companies. Cooperation between the businesses and an awareness of the skills and resources present in the area has allowed the port to raise its profile as an area of sailing expertise. In addition, a number of the port buildings, which had begun to fall into disrepair, have been redeveloped and modernised to attract new businesses.

Recommendations

- * In order for port service focused clusters to be successful, they need to be underpinned by effective and open communication of opportunities.
- * It is recommended that ports interested in engaging in this type of cluster develop a centralised knowledge bank of information detailing opportunities and service providers, allowing potential partners to communicate and market opportunities to be developed.
- * Opportunities for working with local businesses outside of the port need to be properly communicated and promoted. For this to be achieved, local authorities need to be better informed about services provided by ports and opportunities available, and should act to facilitate cooperation between businesses.
- * Having a comprehensive knowledge bank detailing available services could aid a port’s ability to attract both local and foreign investment, benefiting both the port and the local community through economic growth and job creation.
- * It is suggested that ports could take a lead facilitator role in bringing service businesses together.



Value Chain

Green Port

Tourism

Port Services

Innovation

Fishing

General Business

Innovation Clusters

This form of cluster is formed when ports, their stakeholders, universities/ educational establishments and research centres collaborate on new and innovative technologies/ processes for use within the port sector. Activities tend to be focused on environmental research and advancing operational and logistical efficiency. This type of port centric cluster was found to be quite common across the case studies with good examples of port authorities working with universities to explore environmental issues, such as the impacts of invasive species.



Conditions for Diversification

In order for ports to engage in innovation based clusters, they need to be **AWARE** of the **SKILLS** and **RESOURCES** available within the port.

By having this awareness and understanding, ports can work to match their activities to **GOVERNMENT POLICY** and **LEGISLATION**. This is particularly true with regards to the potential role of ports in the marine renewable energy sector.

SPACE and **CAPACITY** for involvement in innovative business practices are vital for businesses to succeed. Ports could utilise previously unused buildings or space, and change their use to benefit innovation in the port.

FUNDING for **RESOURCE, SKILLS AND INFRASTRUCTURE** development will be required in order for ports to be able to actively promote their potential as a centre for innovation. It is suggested that government led funding could be act as an **INCENTIVE** to encourage this type of activity. Having strong links with local **UNIVERSITIES** and **RESEARCH CENTRES** will add to a ports capacity to be involved in new technology development.

Ports need to have a **GOOD RELATIONSHIP** with the local communities and their local authorities so that they can be aware of the various opportunities available to them.

Port centric Innovation clusters

Port centric innovation clusters are formed when ports, their stakeholders, universities/educational establishments and research centres work together on innovations.

Benefits

Open innovation

The exchange of knowledge and expertise between partners

Benefits to students by way of industrial experience.

Examples of Best Practice

Each of the four case studies examined in the UK were found to have strong links with neighbouring universities. In particular:

Port of Dover— the port exhibits strong links with the Universities of Greenwich, Cardiff and Kent , with students from each of these institutions engaging in research projects in collaboration with the port.

Shoreham Port—as with the Port of Dover, Shoreham have built strong relationships with the local university and have supported a number of students doing port related research projects. By building these relationships, the port has access to emerging technologies and can engage in useful knowledge exchange with these research institutions.



Recommendations

- * For a port to support a successful innovation cluster, ports should investigate the research capacity of local universities and examine the potential associated with Knowledge Transfer Partnerships (KTPs).
- * Additionally innovation can be driven by policy initiatives as has been seen in the MRE sector. In order for innovation clusters to be successful, they need to meet a demand or a gap in the market.
- * It is recommended that ports interested in this type of activity build awareness of current capacity for innovation and of the potential barriers to growth.
- * In addition, it is recommended that innovation clusters be supported through policy and funding incentives to ensure local needs are met, as well as meeting national and EU policy requirements (for example, policies relating to MRE and tidal innovation, desulphurisation of fuel, environmental research, implementation of MPAs).



Value Chain

Green Port

Tourism

Port Services

Innovation

Fishing

General Business

Fishing Cluster

Fishing clearly has a long historical link with the port sector; with fishing companies located in port areas serving local hotels, restaurants and communities, as well as exporting produce to neighbouring countries. The research found that strong links exist within the fishing community but this is less active within a wider group. Supporting the development of fishing clusters has the potential to be of significant benefit to both the member businesses, and the wider port community. Fishing clusters could support docking of fishing boats, landing of catch, sorting and processing of produce, as well as exporting fish from the port. Centralising activity associated with the fishing sector has the potential to reduce road transport and logistical costs. Additionally, exporting fish exports to neighbouring countries can be transported by ship, limiting the number of truck hours required.



Conditions for Diversification

EXISTING FISHING ACTIVITY within ports can be strengthened by encouraging collaboration between fishermen and the port.

Ports need to have an **AWARENESS AND UNDERSTANDING** of the skills and resources already present within the port. They need to work closely with the fishermen and have an understanding of how they can better support and promote this valuable maritime industry.

SPACE can be of significant benefit to a fishing cluster, as it can give ports the capacity to provide increased processing space for landed catch, a market area for sale of fish products and can also support associated services, such as boat maintenance, training and repairs for the fishing fleet.

It is important that ports that have active fishing communities are closely linked with their local authorities, to ensure they have support for the fishing activity within the port. Additionally, having an **OPEN COMMUNICATIONS** with the local community can allow new market opportunities to be identified, encouraging the development of local supply chains between the port and local restaurants and supermarkets.

Port centric Fishing Clusters

Groups of fishing companies and their customers, located in a port area, form this cluster.

Benefits

- Low cost to the company
- Reduce truck miles
- Reduced costs of logistics
- Development of local markets

Examples of Best Practice

Port of Dieppe—is the largest fishing port in Haute-Normandie, in addition to being the leading scallop fishery port in France. The port supports a diverse range of fishing types including scallop trawls, gillnet trawlers and shell fishing vessels. The research found that the port has worked to promote Dieppe as a centre of fishing expertise, and has developed a fishing technical area within the port site. The technical area includes businesses associated with boat maintenance, processing and also boasts lifting gear with the capacity to lift up to 400 tonnes. By investing in this type of specialised infrastructure, the port is actively supporting fishing in the local community and has the potential to attract new businesses to the area. In addition, the port has modernised the processing and market facilities available at the port, making it possible for higher volumes of catch to be processed and sold on site, and providing computerised links to markets in Fecamp. These investments have raised the profile of Dieppe as a fishing centre for the region, creating new job opportunities for the local community and stimulating economic growth.

Shoreham Port— in this case, the port has worked to establish good links between the fishermen based on their site and the local restaurant traders. By having this successful relationship between the two, the port has helped to sustain the fishing activity which is integral to its local community. In addition, the port supports supplementary activity through exports from larger fishing trawlers to markets in Belgium, France and Spain.

Recommendations

Due to their long standing links with ports, these are historic clusters are unlikely to provide significant new opportunities. However, fishing remains a vibrant maritime sector, and one that is intrinsically linked with the Channel's ports. Therefore recommendations for their support include:

- * Continued knowledge sharing regarding relevant legislative changes and environmental concerns facing the sector, as well as innovative market opportunities, can strengthen the fishing sector within a port. Clustering in this way would be of particular benefit to small scale businesses who can use the clusters as a way to raise their profile, reduce their costs and take advantage of collaborative resources.
- * EU fishing policies are currently in a state of change and should be adapted to ensure they consider the needs of these local businesses within niche ports, as well as national and European obligations, and should develop policies which incentivise fishing businesses to work together to encourage growth, sustainability and innovation, while retaining their valuable role in the wider port sector.



Value Chain

Green Port

Tourism

Port Services

Innovation

Fishing

General Business

General Business Clusters

General business clusters include businesses that are usually indirectly related to port activities, and do not fit within any of the other cluster types. These clusters are typically based around established port side facilities, such as a business park, community centres, residential buildings, or interchanges for local transport. Businesses within these clusters may provide services that support one or more of the other port centric clusters. Clusters of this type can support training and skills requirements for the port on areas such as marine safety and provide additional services to the port. The benefits of this type of cluster include the creation of jobs within the local community, supporting the economic growth and development of both the port and the businesses within the wider supply chain, contributing significantly to the local economy.



Conditions for Diversification

In order for general business cluster activity to develop on a port site, the port needs to have appropriate **SPACE** and **INFRASTRUCTURE** that can support companies that may not be directly linked to the port. For example, a port can redevelop disused warehouses or storage areas and develop offices or workshop space for a range of activities.

In order to take advantage of potential opportunities, ports need to have a **GOOD COMMUNICATIVE** relationship with local businesses and the wider community, so that when opportunities arise, they can be developed effectively. They need to have an awareness of the **SKILLS AND RESOURCES** available within the community, and have an understanding of the **BUSINESS NEEDS** of potential clients for the site.

While the businesses may not be directly link to the port, they will provide an **ALTERNATIVE SOURCE OF INCOME** and **GROWTH** for the port and local area.

Port centric General Business Clusters

Groups of companies that are located in port areas and usually indirectly related to port activities

Benefits

Generate jobs and contribute to local economy

Support other port centric clusters



Examples of Best Practice

Port of Dover—the port of Dover was identified as a good example of where general business activity is being supported by the port. The port has worked with the District Council to put forward plans to develop a business centre within the port site (White Cliffs Business Park) which will offer commercial space to a diverse range of businesses. By providing these types of facilities, the port has raised its profile as an attractive location for local businesses to develop, supporting up to 3000 new jobs for the local community. In addition, Dover District Council aimed to develop some of the port site as residential buildings, town infrastructure (bus depots, commercial space) and an education facility focused on maritime skills.

Shoreham Port— the port is working towards supporting general business activity by utilising port resources and infrastructure to establish an incubator and training centre on site. By investing in the provision of these types of services, the port raises its potential as a business park and makes itself more attractive to prospective customers, bringing new businesses and job opportunities to the local area.

Port of Saint Brieu— While the port is a well known centre for sailing, it has also invested in redeveloping derelict buildings on the port site for use by external companies. Currently, these buildings support a restaurant, a media centre, an education facility and a marine skills centre, providing a good mix of businesses directly and indirectly linked to the port. The use of the port as an incubation site strengthens the its profile within the local community and allows it to support more jobs.

Recommendations

General business clusters are the most varied type of clustering activity identified through the research, and can be considered the most difficult to support. They can, however, be one of the more valuable cluster types, often having particularly strong links with the local community and its businesses.

- * It is the recommendation of this research that national and European policies consider the local needs, in addition to those on a more international platform.
- * There are a number of trading and business opportunities afforded to smaller, niche ports on a local level, and these ports provide a valuable service and vital transport link to a many local businesses.
- * It is the recommendation of the research that local authorities make considerable effort to engage with their ports, and to foster effective communication between the port and businesses in the surrounding communities, encouraging collaboration, innovation, knowledge exchange and identification of market opportunities on a local scale.



Value Chain

Green Port

Tourism

Port Services

Innovation

Fishing

General Business

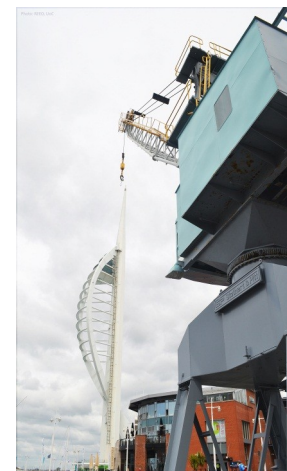
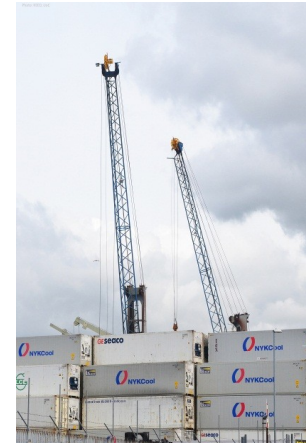
Challenges of Port Centricity across the Channel/ Arc Manche Region

While the research has identified evidence of a range of forms of port centric activity currently exhibited in the Channel region, it should be noted that there are a number of factors that could influence successful cluster formation.

Ports across the Channel region exhibit a number of differences, particularly in terms of; their ownership, governance and funding regimes; their trade links; characteristics of the port, the local community and the surrounding area; the relationship between the ports and the local authority and interpretation of national and international policies. Each of these factors has the potential to impact the successful development of effective port centric clusters and the growth of the smaller, niche ports found in the region. In particular, the primary challenges identified as impacting cluster development were identified as:

- A lack of space and capacity for development within the port site.
- Insufficient facilities to support development of new industry relationships or adapt to new transport/ logistics requirements.
- A common lack of coherence between port and local development plans.
- Perception of national and European legislation as being a barrier to the development of port sites.
- A lack of awareness and/or understanding of the opportunities available through successful implementation of port centric clusters.
- Poor links with the local community, in terms of skills and available expertise.
- Historical conflicts between surrounding residential areas and the development of port sites.
- A lack of a comprehensive framework to support the successful development of port centric clusters.

For more information or a copy of the Executive Summary please contact
Dr Dawn Robins at the University of Chichester on d.robins@chi.ac.uk.



General Recommendations for Successful Port Centric Cluster Formation

While a number of specific recommendations have been generated for each of the individual cluster types identified, more general recommendations are presented below in the context of overall port centricity.

- Ports need to work closely with local authorities in to build coherent plans that can realise benefits for the ports, their businesses, the local community and encourage economic growth.
- Policy makers should work with ports to further identify, develop and promote EU wide best practice of port centric initiatives., and look opportunities that are in line with the actions included in the CAMIS Integrated Maritime Strategy.
- It is suggested that ports and their businesses be provided with resource support, such as funding to support innovation, to allow them to undertake the research and developments necessary to meet their environmental obligations.
- Ports need to have a thorough understanding of their goods passing through or near them. By having an awareness of the nature of trade passing through the port, ports can identify new business opportunities within the supply chain.
- Active promotion of port centricity to attract new members to clusters through workshops and networking sessions.
- In order to reduce traffic congestion, impact on the community and costs for businesses, it is recommended that governments should encourage companies to use rail rather than road, using tax based incentives.
- Introduction of new technologies to adhere to a changing political scene and address new market requirements e.g. the Marine Renewable Energy market.
- The formation of partnerships between ports and their businesses, or between two or more ports to increase knowledge exchange and opportunities for collaboration.
- Ports should encourage flexible usage of space to foster diversification of business activities within the port environment.
- Identify niche business opportunities and capitalise on these to encourage economic growth of the port, reduce pressure on and ensure efficiency of the wider transport network.
- Encourage vertical integration of activities within the port to strengthen the role of ports within the supply chain.