

## Stakeholder needs for an Ecosystem Approach (UKNEA)

3 October 2012

BESS was approached by the major stakeholders (agencies and funders) to hold a workshop to evaluate the needs of practitioners and other stakeholders for implementing an Ecosystem Approach for environmental management, an area fundamental to the BESS communication strategy. Below is a report prepared by the NEA Follow-on Project secretariat.

### Stakeholder Group meeting for the UK NEA Follow-on Project

Tuesday 2 – Wednesday 3 October 2012

Natural England, Foss House, York

#### Objectives

1. To increase the Stakeholder Group's awareness of the programmes of work on ecosystem services and the ecosystem approach currently underway in the UK.
2. To identify the key questions that the Stakeholder Group need addressed to turn the ecosystem approach into practice and how the current programmes of work can help.
3. To identify how the Stakeholder Group can help to shape the communication plan of the UK NEA Follow-on (UK NEAFO) project into something that will be of value to them.

*Participants are listed in Annex 1*

#### Actions

<i>Capture (with help from the Stellar Communication Group) what the different initiatives are doing and how the UKNEAFO can capitalise on and/or add value to those initiatives.</i>	<i>Secretariat</i>	<i>End of December</i>
<i>Clarify what the potential is for tool development from the UKNEAFO work packages (WPs) other than WP9/10 (e.g. WP1 relevant to Natural Capital Committee so quite specialised).  Include on Agenda for the Principal Investigator meeting in October.</i>	<i>Secretariat</i>	<i>Mid-January  Done</i>
<i>Coordinate a sector analysis (with input from the Stakeholder Group).</i>	<i>Secretariat</i>	<i>Early February</i>
<i>Input into the sector analysis (to be coordinated by the Secretariat).</i>	<i>Stakeholder Group</i>	<i>End of February</i>

Draw up a 'straw-man' Knowledge Exchange strategy in collaboration with the Secretariat and  Feedback from the Stakeholder Group.	Steve Albon  Stakeholder Group	End of December  End of January
Finalise 'plain English' factsheets on each work package and circulate to the Stakeholder Group.	Secretariat	Mid-January
Develop core PowerPoint slides of UKNEA with supporting notes	Secretariat	End of January
Discuss if the UKNEA website will have a long-term legacy.	Funders Group & Secretariat	End of January
Circulate tool review and workshop announcement.	Alister Scott	Done
Explore the possibility of developing a Guide for Foresters/Forestry Sector on the ecosystem approach, which will include how it relates to other sectors and actors.	Sallie Bailey	End of February (TBC)
Draft a typology for a sectoral synthesis based on spatial planning (from UKNEAFO WP9).	Ruth Waters	End of February (TBC)
Send the Secretariat a reference for the paper on forestry and the ecosystem approach in the Journal for Applied Ecology.	Sallie Bailey	End of December

### **Suggestions (where no actions were made)**

Embedding the ecosystem approach:

- Development of a route map showing examples of how stakeholders can convert the ecosystem approach into practice, pulling together some site or landscape-/habitat-based examples.
- A spatial database for place-based projects; an inventory for non-place-based projects; and an inventory of catchment studies to aid collaboration would be useful.

Forum:

The Ecosystem Knowledge Network is one option of a forum where stakeholders can raise questions not addressed by the UKNEAFO.

<p>Language:</p> <ul style="list-style-type: none"> <li>- The Stellar Communication Group could help address the inconsistency around language (in terms of ecosystem services / the ecosystem approach) by using the same language.</li> <li>- Develop a set of agreed text, branded as UKNEAFO for credibility, defining the core concepts that each sector could adapt accordingly.</li> </ul>
<p>Engagement with business:</p> <ul style="list-style-type: none"> <li>- Use case studies which identify the difficulty in adopting the ecosystem approach and potential solutions.</li> <li>- Use business 'champions' to stimulate real investment.</li> <li>- A meta-analysis of case studies which answers the question – “Does the ecosystem approach work for the environment and for business?”</li> </ul>
<p>Regional / Devolved guides:</p> <p>James Byrne (Wales Environment Link) would be happy to work with others on the Welsh side.</p>
<p>Champions:</p> <p>The Ecosystem Knowledge Network could assist as they are already working in establishing sectoral champions as part of their outreach plan.</p>
<p>Communication:</p> <p>The Stellar Communications Group will meet at the LWEC meeting in November; identifying opportunities for collaborative communications will be explored.</p>

## Concluding remarks

### Main points from Day 1:

1. Discussions emphasised the participant’s wishes to embed the ecosystem approach into the mainstream but whose responsibility is this, the UK NEAFO’s or LWEC’s? Recognised that meetings such as this one can help to put in place a structure to make this happen.
2. It would be useful to conduct a critical appraisal of whether the ecosystem approach does add value and whether it is able to provide the evidence that is needed.
3. More Knowledge Exchange, particularly in the marine community, would be valuable.

## Main points from Day 2:

1. It is necessary to manage expectations of the UKNEAFO. Recognise that the UK NEAFO is part of the wider ecosystem approach but the project is not going to provide all the answers instead it will be part of an ongoing process.
  2. Acknowledge that it is an iterative process. Messages and approaches being used are being disseminated through various routes already to some extent. The Stakeholder Group should engage with and take some ownership of the process, to ensure they are adding value and taking things to the next step towards embedding and implementing the ecosystem approach. Important to capture and share what has been learnt, e.g. through case studies.
  3. Recognise there is a lot of information so the key thing is to distil down what is most useful.
  4. Acknowledge that it is necessary for key messages from the UKNEA/FO to be tailored to individual sectors.
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## Day 1

### Welcome and introductions

Opening remarks were given by Matt Walpole (UNEP-WCMC; UKNEAFO Secretariat) and Ruth Waters (Natural England). Each participant then introduced themselves and gave a brief expectation of the meeting.

### Presentations on research initiatives and country-level programmes of work

An overview of eight initiatives or country-level programmes of work, which focus on ecosystem services and the ecosystem approach, were presented. This was followed by time for questions and answers, and comments. Initiatives showcased were:

- [The UK NEA and its follow-on project](#) (UKNEAFO; Steve Albon, James Hutton Institute)
- [The Biodiversity & Ecosystem Service Sustainability research programme](#) (BESS; David Raffaelli, University of York)
- [The Living Wales Programme Ecosystem Understanding and Future Management Project](#) (Kathryn Monk, Environment Agency Wales)
- [Scotland's Rural and Environment Science and Analytical Services programme](#) (Joanna Drewitt, The Scottish Government)
- [The UK ecosystem research landscape & Stellar Communications Group](#) (Mark Reed, Birmingham City University)
- [The Ecosystems Knowledge Network](#) (EKN; Jonathan Porter, Countryside)

- [The Demonstrations Test Catchment Programme](#) (Andrew Lovett, UEA)
- [UK NEAFO Tools: Application, Benefits and Linkages for Ecosystems \(TABLES\)](#) (Alister Scott, Birmingham City University)

\*\*\*Presentations and supporting material is available to download from the [NEA website](#) \*\*\*

### **Main discussion points following presentations (chair: Matt Walpole)**

- It would be useful to incorporate ecosystem services into the climate change and sustainable development debate so there is a coherent story.
- ‘Critical thresholds’ are being considered in the BESS programme. However, it would be useful for a ‘think-tank’ to come up with guidance on how far a ‘space’ can be pushed. NOTE: there is a PhD project with the Forestry Commission currently underway on the subject of thresholds.
- The current gap in tools for measuring stocks and flows, and the lack of indicators was highlighted.
- The fact that a lot can be done with little information. However, advice is needed on how to apply the ecosystem approach at the middle and upper-level geographical scales.
- It was noted that countries, such as Wales, may not currently be using the tools and guidance documents that are available to their full potential.
- After the UKNEAFO tools presentation (WP9 & 10) there was a discussion on “What can be considered a ‘tool’?” Agreed the line is not entirely clear some. E.g. the National Planning Framework could be considered an ‘enabler’ rather than a ‘tool’ as its impact could act as it is a regulatory hook.
- Concern that the UKNEAFO WP9 is restricted in scope in terms of the tools that are reviewed due to the relative timing and therefore progression of other work packages (e.g. on valuation and scenarios). It was suggested that tools that maximise impact on decision-making are prioritised.
- LWEC (Living With Environmental Change) is developing Knowledge Exchange guidelines based on an analysis involving 20 disciplines. Now published – see <http://www.lwec.org.uk/KE-guidelines>

### **Break-out group: What are the questions that need addressing?** **(Chair: Dave Raffaelli, BESS)**

Participants formed smaller groups to discuss their individual needs and consider steps to help enable members of the Stakeholder Group to implement the ecosystem approach. These questions broadly fall into five categories (*Research, UKNEAFO,*

*Knowledge Exchange, Policy, and Business*), although many questions overlap between categories:

## Questions asked by the Stakeholder Group and points raised

### *Research*

- How to avoid or fill gaps in what researchers/projects are producing?
- Is the information from previous monitoring fit for purpose?
- Is there specific exchange from the research projects presented on Day 1 to our monitoring programmes? How could this be improved?
- How do terms like “significant effect” and “tipping points” relate to ecosystem thinking?
- Basic ecological information about service provision and changes in services would be helpful. Does BESS understand the format/types of data/information the stakeholders need?
- A better understanding of effective proxies from existing datasets and indicators would be useful – proxies are used now but are these the best ones?
- How does sustainable intensification fit with the ecosystem approach?
- Is there enough robust data and information about the impact of changing farming practices via sustainable intensification? It would be useful to include a narrative from farmers as well as data/information.
- Who is bearing the cost/gaining the benefits of delivering an ecosystem approach?
- Which areas e.g. cultural services, should the stakeholders focus their efforts on to progress the ecosystem services approach, and which policy mechanisms should be used? What is the scale of the approach? Which social groups will benefit from the research? A greater understanding of differences in different social circumstances is required.
- What are the links between the ecosystem approach and Defra’s current work on biodiversity offsetting?
- How do stakeholders put an academic exercise into practice while taking into consideration the new laws e.g. Marine Strategy Plan and Marine Coastal Access Act? Both require socio-economic consideration; how do stakeholders bring this into the decision-making process?
- SUGGESTION: Development of a route map showing examples of how stakeholders can convert the ecosystem approach into practice, pulling together some site or landscape-/habitat-based examples.

### *UKNEAFO*

- Do the UKNEAFO’s work packages (WPs) reflect the questions posed today and/or the needs of the stakeholders?
- If the UKNEAFO is not able to address all of these questions, which forum can stakeholders raise these in? SUGGESTION: the Ecosystem Knowledge Network is one option.
- Will the value of Marine Protected Areas be examined? Yes via WP 5.

- What is the role of tangible cultural heritage in the UKNEAFO? It is being considered in WP's 4 & 5.
- Does the UKNEAFO help deliver landscape-scale approaches (e.g. for the National Trust, RSPB, Wildlife Trusts) and vice versa?
- How does the UKNEAFO help governments and conservation bodies consider property rights? E.g. in relation to flood insurance and ecosystem services provision.
- A range of tools are expected from the UK NEAFO but will these help deliver on the ground benefits?
- What is the impact of the UKNEA & FO outside of the academic community?

### *Knowledge Exchange (KE)*

- Is Knowledge Exchange embedded in each work package? Looking at pathways to create significant impacts and ensure effective delivery of the whole package is required.
- It is essential to identify the different users and what they specifically need.
- Encourage better communication between all researchers involved in the Ecosystem Approach. SUGGESTION: a spatial database for place-based projects; an inventory for non-place-based projects; and an inventory of catchment studies to aid collaboration would be useful.
- Is the right set of terms/language to communicate the ecosystem services and ecosystem approach concepts being used?
- It would be helpful to address inconsistency of language (ecosystem services / ecosystem approach etc.) and Conceptual Frameworks used. SUGGESTION: Stellar Communication Group initiatives should use the same language.
- It is necessary to simplify the complexity and uncertainty for policy and businesses that the 'knowledge generators' understand.
- Can ecosystem services and the ecosystem approach help to inform Environmental Impact Assessments/Strategic Ecosystem Assessments/Habitat Regulations?
- Spatial information is useful such as figures on valuation of services (e.g. pollination in Scotland) or by local authority etc.
- When dealing with developers, there it is necessary to make the ecosystem services approach simple and easy to understand.

### *Policy*

- How do ecosystem services deliver jobs and growth?

### *Business*

- How to get read across from the ecosystem approach into business? SUGGESTION: Use case studies which identify the difficulty in adopting the ecosystem approach and potential solutions. SUGGESTION: Use business 'champions' to stimulate real investment.
- SUGGESTION: A meta-analysis of case studies which answers the question – "Does the ecosystem approach work for the environment and for business?"

## Day 2

### Communication of the UKNEA and Follow-On project

Lucy Simpson (UKNEAFO Secretariat, UNEP-WCMC) gave a presentation on communicating the key messages and findings from the UKNEA and the new information generated from the UKNEAFO. It was highlighted that one of the roles of the Secretariat is to coordinate how this might happen in a structured and effective manner through the implementation of a Communication Plan. An overview of potential outputs of the UKNEAFO was presented along with other ideas suggested from the UKNEA's User Group (phase 1: 2009-2011). Current constraints were emphasised, including resource availability and the Defra ban on marketing materials. Identifying which ideas would be of most value to the Stakeholder Group would, therefore, be very useful for the Secretariat in shaping the Communication Plan as well as how, collectively, ideas could be implemented.

### **Main discussion points (Chair: Jim Wharfe, Environment Agency)**

- Lots of people are communicating already but there is a need to embed the ecosystem services and ecosystem approach into the communication messages from the stakeholders.
- To be effective communicators, there is a need to put ourselves in the shoes of the target stakeholders. What do they want and need, as opposed to what 'knowledge generators' think 'they' need.
- Two-way communication is required. How can knowledge generators ultimately give decision-makers the tools? It is necessary to speak their language and listen to them to find out how to help.
- Well-developed generic descriptions of what ecosystem services are do exist, e.g. Natural Character Areas describe ecosystem services well. However, to move to the next step for a land manager there it is necessary to consider quantification and valuation, so that managers have measures to make objective value judgements (and link with Payment for Ecosystem Services).
- It is helpful to identify what the UKNEAFO project wants to achieve in terms of outcomes/results from communication, in order to define what should be done to achieve these most effectively. In addition, it is important to consider how to monitor effectiveness, specifically, what works well and what doesn't (regarding communications activities/outputs).
- Think about the Natural Environment White Paper – the focus should be on tools. Who are the intended users? What stage are we at in terms of which audiences might use tools (beyond academics and technical experts)? Governments are not looking at expanding regulation but are focussed on making it easier for people to act, through tools etc.

*ACTION: Secretariat to clarify what the potential is for tool development from WPs other than WP9/10 (e.g. WP1 relevant to Natural Capital Committee so quite specialised). Include on Agenda for the Principal Investigator meeting in October.*



## Recommendations for useful ways to communicate to stakeholders:

- Core PowerPoint slides would be valuable.
- Case studies are important for looking beyond the UKNEAFO to the ecosystems approach.
- There is a trend towards open data. Can the UKNEAFO help contribute to this?
- Demonstration projects are the way people on the ground often connect best, as they leave a longer lasting impression, more so than written materials.
- Regional or devolved guides. There are different policies in different areas, so helping stakeholders to influence them in specific regional contexts could be very helpful. SUGGESTION: James Byrne (Wales Environment Link) would be happy to work with others on the Welsh side.
- Illustrative guides for sectors – it would be useful to use the UK NEA, where possible, to make communication more engaging/persuasive/convincing to target audiences.
- Briefing sheets in understandable language for each Ministerial portfolio relating to economic activities that influence natural capital, such as transport and health.
- Short, sharp bursts of information via tweets (Twitter) or video.
- Improve internal communication within organisations. Colleagues sit on various groups and are not aware of each other's involvement, potential route for communications or contacts.

## Break-out groups: What does the Stakeholder Group consider are the priorities in terms of communicating the UKNEA/FO? (Chair: Jim Wharfe)

### Key priorities

- **Communications about the UKNEAFO work packages.** These would be useful in increasing the Stakeholder Group's understanding of the outputs and the practical messages from the UKNEAFO work packages. ACTION: *Secretariat to finalise 'plain English' factsheets on the work packages and circulate to the Stakeholder Group.*
- **Undertake a sector analysis: Identify key sectors; which sectors the syntheses should focus on; map the decision-making process to identify "statutory hooks".** Start with priority sectors, e.g. water, farming, forestry, planning, marine industries, energy, transport, retail etc. Some will be easier than others depending on how immediate links to environmental services are. Identify easy wins, e.g. water. ACTION: *Secretariat to coordinate a sector analysis to identify who the audiences are with input from the Stakeholder Group.*
- **A roadmap of all (i.e. beyond just research-based) UK initiatives /work programmes on ecosystem services and the ecosystem approach would be helpful for the stakeholders.** ACTION: *The Secretariat will make a start; with help from the Stellar Communications Group will capture what the different research-based initiatives are doing, how the UKNEAFO can capitalise on and/or add value to those initiatives.*

- **Clarify if the NEA website will have a long-term legacy.** Build the case by making it more dynamic; stakeholders need somewhere to gravitate to for the high level messages.
- **High level messages that contain key numbers.** Clean, crisp, concise with relevant data nested in communications broadly aimed at government audience. Recognise that some sectors are less advanced in their understanding, and need to know what the basic message is.
- **Set of agreed text defining the core concepts that each sector can adapt accordingly into their own language.** SUGGESTION: This could be 'branded' as UK NEAFO as the text would require credibility.
- **Identify champions within sectors.** Consider if champions will be an organisation or an individual; champions must have targeted information to share to avoid being swamped with details. SUGGESTION: The Ecosystems Knowledge Network can assist here as EKN are already working on establishing sectoral champions as part of their outreach plan.
- **Identify the communication channels that are open for stakeholders to tap into in order to reach local stakeholder networks (i.e. who are the champions?).** E.g. the Wildlife Trusts Living Landscape schemes are widespread.
- **Identify the channels available to engage the business sector more effectively.** E.g. the LWEC business advisory board and the Business Sustainability Council for the UK. There is a particular need to focus on small- and medium-sized businesses. However, there is a question over whether knowledge generators can articulate clearly enough to businesses yet? In addition, finding appropriate entry points and target audiences. Large businesses can provide good case studies. It could also be beneficial to build on World Resource Institute report on '[Business and Ecosystems Issue Brief: Ecosystem Challenges and Business Implications](#)'.
- **Consider skills and professional development.** E.g. IEMA have developed a skills/competencies map for different career levels across their membership and ecosystem services feature in the training material.

## Main discussion points

- **Discussions repeatedly returned to “What is being communicated – the ecosystem approach or the UK NEA and new information from the follow-on project?”** It was acknowledged that if it was the former, there is ~£150m of ecosystem approach programmes underway and we should be pooling resources to send the same message. However, if it was the latter then this is perhaps a different picture. SUGGESTION: The Stellar Communications Group will meet at the LWEC meeting in November; identifying opportunities for collaborative communications will be explored.
- It was suggested that there are three strands to communicate:
  1. What is happening in UK NEAFO? How can stakeholders use the work packages for their respective sectors?
  2. What happened in UK NEA?

3. More broadly, what are the links from the UKNEA/FO to other processes?

- Identify audiences that are most likely to be able to make/process/bring about change(s). Recognise that some sectors are already working on this, e.g. water companies.
- There is a lot of information so the key thing is to distil down what is the most useful. This will depend on the level of detail the user audience requires. Audiences could be characterised by their level of knowledge and engagement.
- Identify lessons learned from climate change debate – what are the challenges? Who leads? Who drives? Identify the needs and create useful outputs for added value.
- **Discussions moved towards recognition of the importance of engagement, more so than purely (pushing) communication products, thereby highlighting the need for a Knowledge Exchange Strategy:**
  - Need a strong focus on knowledge exchange and joint development using existing mechanisms of our organisations.
  - Identify specific actions directed at different stakeholders; some will require more input from the Secretariat than others.
  - Must not under estimate the resources needed behind this. NOTE: Nick Blyth agreed that IEMA would be happy to engage in a well-thought-out and targeted Knowledge Exchange strategy.
  - As there are not many resources, it would be best to start with people identifying what they are already doing.
  - ACTION: Steve Albon offered to draw up a 'straw-man' in collaboration with the Secretariat and circulate this to the Stakeholder Group.
  - ACTION: Sallie Bailey (Forestry Commission) will explore the possibility of developing a Guide for Foresters/Forestry Sector on the ecosystem approach, which will include how it relates to other sectors and actors.
  - ACTION: Ruth Waters (Natural England) offered to draw up a typology for a sectoral synthesis based on spatial planning (WP9).
  - SUGGESTION: Look at good examples of communication plans, e.g. English Nature approach on local nature reserves.

## Publications of interest

- [Key Performance Indicators Guidance and GHG Reporting Draft Regulations consultations](#). Chapter on biodiversity. Closes 17<sup>th</sup> October.
- [Microeconomic Evidence for the Benefits of Investment in the Environment - review \(NERRO33\)](#), Natural England.

## Workshops of interest

- UK NEAFO Work package 9 (TABLES) Tool review meeting – Birmingham – 22<sup>nd</sup> October 2012.
- Ecosystems Knowledge Network and Durham Wildlife Trust – [Mapping Ecosystem Services workshop](#) – Sheffield – 26<sup>th</sup> November 2012.

## Annex 1 – Agenda

### Stakeholder Group meeting for the UK NEA Follow-on Phase

Tuesday 2 – Wednesday 3 October 2012

Natural England, Foss House, York

### Agenda

#### Tuesday, 2 October 2012

<b>10.45 am</b>	<b>Arrive, Coffee</b>
11.15 am	Welcome and objectives of the meeting ( <i>Matt Walpole, UNEP-WCMC</i> )
11.30 am	Round table in Plenary – Introduction & expectations for the meeting
11.45 am	Presentation: The UK NEA and its follow-on project ( <i>Steve Albon, James Hutton Institute</i> )
12.00 am	Presentation: The BESS research programme ( <i>David Raffaelli, University of York</i> )
12.15 am	Presentation: The Welsh programme ( <i>Kathryn Monk, Environment Agency Wales</i> )
12.30 am	Presentation: The Scottish programme ( <i>Joanna Drewitt, The Scottish Government</i> )
12.45 pm	Presentation: Stellar Group mapping ( <i>Mark Reed, Birmingham City University</i> )
1.00 pm	Presentation: Ecosystems Knowledge Network ( <i>Jonathan Porter, Countryside</i> )
1.15 pm	Presentation: Demonstrations Test Catchment project ( <i>Andrew Lovett, UEA</i> )
1.30 pm	Presentation: UK NEAFO Tools work package ( <i>TBC</i> )
<b>1.45 pm</b>	<b>Lunch</b>
2.30 pm	Introduce afternoon session
2.40 pm	Break out: What are the questions that need addressing?
3.40 pm	<i>Coffee Break</i>
4.00 pm	Report back in Plenary: What are the questions that need addressing and where do they fit in current programmes
5.15 pm	Summary of first day
<b>5.30 pm</b>	<b>Close</b>
<b>6.30 pm</b>	<b>Dinner at ‘La Piazza’</b>
<b>9.00 pm</b>	<b>Ghost Walk from the West Doors of York Minister</b>

#### Wednesday, 3 October 2012

<b>8.30 am</b>	<b>Arrive, Coffee</b>
9.00 am	Presentation: Communication of the UK NEA and follow-on project ( <i>Lucy Simpson, UNEP-WCMC</i> )
9.15 am	Break out: How can the Stakeholder Group help to shape the communication plan for the NEA and the NEA Follow-on project and help implement it?
10.45 am	<i>Coffee Break</i>
11.15 am	Report back in Plenary: Ideas for shaping and implementing the communication plan
12.45 am	Final reflections, wrap up and next steps
<b>1.00 pm</b>	<b>Close</b>

## Annex 2 - Participants List

<b>UKNEA Follow-on project</b>			
Co-chair of Expert Panel	Steve Albon	James Hutton Institute	Steve.Albon@hutton.ac.uk
Funders Group	Hannah Collins	Economic & Social Research Council	Hannah.Collins@esrc.ac.uk
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	Matt Walpole	UNEP-WCMC	Matt.Walpole@unep-wcmc.org
Stakeholder Group	Sallie Bailey	Forestry Commission	Sallie.Bailey@forestry.gsi.gov.uk
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Tools work package (# 9 & 10)	Alister Scott	Birmingham City University	Alister.Scott@bcu.ac.uk
<b>Other initiatives</b>			
BESS	Dave Raffaelli	University of York	david.raffaelli@york.ac.uk
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Demonstrations Test Catchment project	Andrew Lovett	University of East Anglia	A.Lovett@uea.ac.uk
Ecosystems Knowledge Network	Jonathan Porter	Countryside	jonathan@countryside.org
Stellar Communications Group mapping	Mark Reed	Birmingham City University	Mark.Reed@bcu.ac.uk