STYLES OF COLLABORATION BETWEEN ENTITIES WITHIN DIFFERENT SECTORS OF COMMUNITIES WHEN WORKING ON SUSTAINABILITY- RELATED PROJECTS

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Abstracts

Collaboration is a necessary strategy to cope with problems of environmental sustainability among the sectors of society. Individual actors such as government, business and non-governmental organisation are not possible to solve the problems associated with sustainable development on their own. This research provides new insights of academic and practice relevance by using a variety of methods to explore into nature of the relationship between the view of sustainability and the type of organisation in which the organisation collaborates with others to support sustainable development. The literature review reveals that there is a different interpretation of sustainability viewed by the different sectors of society where the focus is based on organisational context. However, this study, which involved exploration of the activities of a broad range of entities in a variety of sectors, adopts a more critical perspective and highlights significant correlations between the different views and the way organisation collaborate with others. This study employs a phenomenological approach and comprises of two stages of semi-structured interviews with the top-level of management in an organisation to examine different experiences of forming a collaboration in sustainability-related projects. I use the case study in the United Kingdom to identify the different role of the actors of society in pursuing sustainability. From the research findings, I find that there is a disconnection between the underlying motivation driving the organisation and its vision in pursuing sustainability. The motivation itself rather than the declared vision tends to shape the style of relationship.

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CHAPTER 1: INTRODUCTION

1.0   Introduction

This research is focused on sustainability in the area of the community, which the relationship within communities has been emphasised at the local level. The researcher looks into ways of different sectors of society promote and implement environmental sustainability. In doing so, it is increasingly evident that collaboration between organisations (Arunachalam & Lawrence, 2010; Hoejmose, et al., 2012; Wassmer, Paquin & Sharma, 2014 and Niesten et al. 2016) is significantly important to address environmental sustainability. In this context, the primary purpose of this study is to explore how different actors in communities could work together for sustainability purposes.

The emergence of this idea has tended to emphasise sustainability concept by which the different organisation interpreted the concept with different perspectives. However, the organisation cannot achieve sustainability on their own (Niesten, et al., 2016), the organisation needs to collaborate with others to support sustainable development. Thus, this research takes a critical management approach and defines the relationships in such multi-stakeholder communities in environmental perspective as a broader term.

The research idea is approached from the perspective that, the participation of the actor in communities develops the strategy with a sustainability goal even the complexity is appeared when different actors have a variety of situations according to their functions in the organisation. Moreover, these are issues dominated in the literature that exemplified 'business as usual' (Hart, 1995; Welford, 1998; Gladwin, 2006; Milne, et al. 2009; Laszo & Laszo, 2011) which sustainability is understood through the lens of the business case in the organisational strategy.

However, it is against the background of the evidence from the literature that this study proceeds. It is argued that businesses seek for collaboration with more focused on profit-motive (Lozano, 2008 and Newig & Fritsch, 2009), the government sectors sought collaboration to improve the policy outcome (Delmas & Toffel, 2008

and Wassmer, Paquin & Sharma, 2014), while non-governmental organisation interested in collaboration may fall into both categories (Wassmer, Paquin & Sharma, 2009). Thus, it is suggested that the different sectors of organisation offer a perspective based on their vision that contributing substantially to environmental sustainability. It is imperative that this research explores to what extent the different sector of society is motivated to promote and implement sustainability by collaborating in sustainability-related activities.

This first chapter is introducing the thesis. The chapter suggests some research background and plans the development of this research from the wide objectives to several more focussed aims. Also, towards the end of this chapter, a justification of the study is presented in the context of research topic and then concluded with a summary of the structure of this study.

1.1   Research Background

The engagement of different organisations in collaboration to implement and promote the environmental aspect of sustainability has become a growing topic in today's business practices. Since recommended by the Agenda 21 (UN Department of Economic and Social Affairs, 2004), which addressed community involvement in achieving sustainable development, environmental aspect of sustainability has become a concern for various sectors including governments, businesses and non-governmental organisation actors. As a consequence, various actors have increasingly sought to collaborate with others as a strategy to exploit the opportunity in solving environmental-related issues.

Research has shown that sustainability is significant to the long-term success (Galpin et al. 2015) of both industries and communities in which they operate. The idea is to promote a balance between to three interrelated systems which are ecosystems, economic systems as well as social systems (Arnold, 2015). For example, sustainability could be incorporated with improvement and progress to the quality of human life. Some of the definition of sustainability incorporated into the agendas of policymakers and the emergence of definitions is always interconnected of the environmental issues, society and the economy (Kates, et al., 2005).

There are around 300 definitions of sustainability has been estimated by Johnston et al. (2007). However, the well-known and commonly cited definition of sustainability provided by Brundtland Commission which sustainable development which recognised as "meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987, p. 23). Since the concepts of sustainability being initially driven by environmental concerns, this study intends to investigate the environmental aspect of making sustainability in the area of local communities. With the significant role of different sectors of society, the critical focus that contributed to the research objectives can be identified.

The overview of the background understanding in the literature is normally exposed the significant roles of different sectors of society in pursuing sustainability. It becomes the stream for this study to understand the communities included in this study. The critical review has established the context for the sustainability through an exploration of environmental aspect on the communities' area. Further, the rigour of the definition for communities is given in the section 2.3.1. The community aspect needs to be well-perceived in the context of this research idea in which the mode of communication between community and the members are different. It also has been addressed in Agenda 21 where community participation is required in the process of decision making to achieve sustainable development (Agenda 21, Chapter 23). This is because the issues on environment and development have closely related with local activities which collaboration between local authorities and communities within the area were seen to be an appropriate strategy.

As this research focused on the United Kingdom perspective, it is significant to know how the UK government promotes and implements the environmental sustainability through its strategies and policies. The United Kingdom's Government is committed to achieve sustainable development. It can be evidenced through the government policy known as "Greening Government Commitments Targets 2016-2020" (Department for Environment Food & Rural Affairs, 2016). In this policy, the UK government has been setting out the targets that mostly covering the protection for environment, such as reducing gas emission and reducing the amount of waste generated to be achieved by 2020 for their departments and agencies.

1.2 Sustainability and communities

In this research, the concept of sustainability can be narrowed into environmental perspective. Although the concept of sustainable development is commonly associated with a combination of social, environmental and economic sustainability, each component of sustainability is defined to help in recognising the necessary action to approach global sustainability in a real situation. The term environmental sustainability was first defined at the World Bank which the term "environmentally responsible development" (World Bank, 1992) were used. Then, the term has been employed as "environmentally sustainable development" (Serageldin and Streeter, Moldan et al. 1993).

Based on Goodland definition, environmental sustainability is about seeking an improvement towards the human well-being in terms of protecting raw materials used for human needs (Goodland, 2005). He believed that environmental sustainability seeks to sustain global life-support which referred to protect and maintain human life. However, the definition is growing tremendously, in which several authors includes promoting ecosystem and improving supporting system by addressing the issue of carbon footprint and the utilisation of natural resources (Moldan, Janouskova & Hak, 2012; Kori, Musyoki & Nethengwe, 2014 and Preval, et al. 2016). Indeed, several authors recognised that all of the activities of an organisation could give an impact to the environment (Aras & Crowther, 2008; Laszo et al. 2008; Middlemiss, 2011; Romero-Lankao, Gnatz, Wilhelmi & Hayden, 2016; Androniceanu & Popescu, 2017).

Moreover, there is also stated from the Office of the Deputy of Prime Minister (2003), that describes one of the crucial requirements of bringing communities sustainably is "the effective engagement and participation by local people, groups and businesses especially in the planning, design and long-term stewardship of their community, and active voluntary and community sector". This statement thus supported that the effective engagement comprises a kind of stakeholder groups including market actors and non-market actors in communities at large.

Several studies report that the role of communities is prominent for achieving sustainable development in practice (Foxon & Pearson, 2007; Delgado-Verde et al., 2014; O'Sullivan et al., 2014). The community itself may an agent of innovation (Seyfang & Smith, 2006). According to Hargreaves et al. (2013), intentionally, community become more concerned on the innovation as the sources to support sustainability. Therefore, some researchers refer to theories of strategic niche management, which highlight the importance in roles played by 'intermediary actors' in merging, growing and diffusing different innovations (Johan & Frank, 2008; Marjolein & Henny, 2008 and Seyfang et al., 2014;).

Within this study, few articles somewhat refer the roles of communities in projects participation including energy project participation, residential projects and housing infrastructure scheme. Five studies were identified roles of communities in collaboration with other partnerships or NGOs and agencies (Wells, 2014; Raicevic & Glomazic, 2014 and AbouAssi, Makhlouf & Whalen, 2016), international partnership and public institution (Cleff, & Rennings, 1999; Black, & Dobbs, 2014; Lin et al., 2014 and Kozuch & Sienkiewicz-Małyjurek, 2016), while there are three studies identified roles of communities by establishment of social contract such as government subsidize and private sectors (Caulfield & Ahern, 2014; Frone, 2014; Crosno & Cui, 2014). In fact, several scholars in sustainability area have emphasized that collaboration is important to take into consideration among a range of individual sectors within government structures (Department of Economic and Social Affairs, 2008; Arunachalam & Lawrence, 2010; Verbeke & Tung, 2013; Mirvis & Worley, 2014 and Kokh, Khairullov & Bodrov, 2016).

1.3 The link between communities and sustainability

In this thesis, I attempt to make a link between an environmental sustainability with a social interaction which specifically refers to community change behaviour and relationship characteristic. As such, the study revealed together socially motivated literature including the organisational context of culture and leadership that will lead to the change's behaviour (Galpin & Whittington, 2012; Gal, 2012; Ionescu, 2014) depending on sustainability demand. There is evidence that shows there is a link between the concept of sustainable development and sustainable communities

found in the UK government publication (DETR, 1999) known as 'A better quality of life: a strategy for sustainable development in the United Kingdom'. This gives an idea of the concept of 'triple bottom line' of sustainable development by Elkington et al. (2007) that highlighted a combination of economic, social and environmental capital to achieve a better quality of life. To some extent, the correlation between communities and environment in a field of sustainable development has concerned on the understanding of the adverse impact to the environment. This understanding demonstrates how society may change to accommodate that problem. At this point, sectors of society is necessarily important to be involved in decision making for environmental solution (Kearins, Collins and Tregidga, 2010) including both individuals and businesses.

New technology and new methods are the drivers of community involvement for sustainable development and policy (Faucheux & Nicolai, 1998). It has been noted that government intervention will develop best practice guidelines that can make local communities a place of the high quality of life and other prosperity targets that potentially require collaboration and civic engagement (The B Team, 2015).

Providing this research is focusing on environmental perspective, it is crucial for the sectors of society to collaborate in providing a proper place for people to live in a healthy environment that concerned on environmentally friendly style. To support the concept of sustainable communities, many organisations such as government sectors, and business sectors adapt the changing environment in response to global changes (Laszo, Laszo & Dunsky, 2010). The environmental challenges including climate change, natural resources degradation and food security have significant effects on businesses which demanded the new approach for a better way in its practices. In doing so, several businesses being more responsible for the well-being of people and protecting the planet (The B Team, 2015; Unilever, 2015 and McKinsey, 2017). Businesses take a prominent role in which collaboration become a key driver to success.

1.3.1 Phenomenon of sustainable communities

It is expected that concerns on communities and sustainability offer this research with some basic knowledge on how different actors are implicitly understanding the phenomenon of sustainable communities and bringing together for collaboration. From the publication of the UK Government's Development Strategy in 'Securing the Future' (gov.uk, 2005), the guiding principles of sustainable development have been set out to highlight the important of society in achieving sustainability in terms of living in a healthy environment.

In addition, to build sustainable communities, the principles of sustainable development are necessary to be understood which integrated a balance between social, economic and environmental elements of communities. Based on the sustainable communities' agenda, Maliene & Malys (2009) stressed that the aim of the sustainable communities is to sustain the good quality of the environment. However, there has been some criticism that give a significant impact of every aspect of the agenda has not been entirely focused on social element (Maliene et al., 2008; Raco, 2005).

Sustainable communities is defined as "…are settlements which meet diverse needs of all existing and future residents; contribute to a high quality of life, and offer appropriate ladders of opportunity for the household" (Kearns and Turok, 2004, p. 6). It is significance of explaining the concept of sustainable communities which has been widely recognised in the UK context by creating better places for people in the future, especially when the policy known as the UK Sustainable Communities agenda has been set out by the UK government in 2003 (ODPM, 2003). This policy is intended to achieve sustainable communities for all and addressed the issue of social, economic and environmental problems.

The policy was governed at the local levels by the UK local government to reflect the ideas of understanding the term sustainable communities and the way to improve everyone's quality of life. But then, it was later supported by a 'Five Year Plan from the Office of the Deputy Prime Minister' (2005) on a published paper named Sustainable Communities: People, Places and Prosperity. This is evidence that the

local government has a crucial role towards this strategy. As highlighted in the Community Plan, for communities to be sustainable, it is responsible for the government to offer "a clean, safe environment and other public facilities including good public transport, schools, hospitals and shops" (ODPM, 2003).

In concentrating the environmental component for developing sustainable communities, the Egans' review has described what should be concerned on this component. There are four main concerns about environmental components which addressed the use of resources, living in a healthy environment, protecting the biodiversity and finally the important of making decision for the future generation (ODPM, 2004). Besides, The Egan's review concluded that each of components is important in order to develop Sustainable Community. Therefore the Government has determined to undertake those components to achieve a vision of creating a better place for people to live and work. Therefore, there are essential requirements of sustainable communities has been set out for the discussion between the Local Government Authority (LGA) and Central Government.
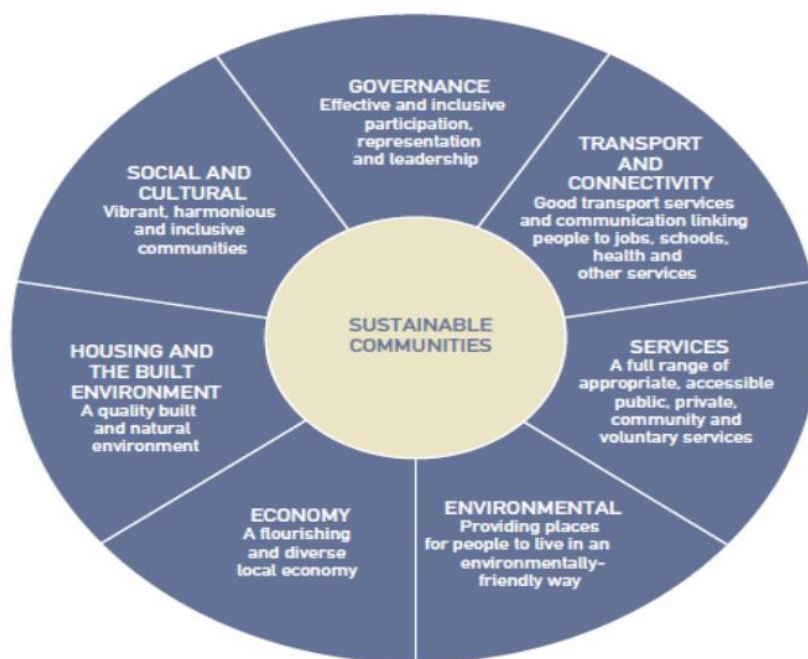
Figure 1. 1: Components of Sustainable Communities
(Source: Egan Review: ODPM, 2004)

Through understanding the policy, it was suggested that there are eight components to be focused on which refers to the figure 1.1.

1.4   The objective of this research

This research provides an applied understanding of the relationship between the concepts of sustainability, the different type of organisations as an actor in comunities and the way the actors collaborate for sustainability purposes. There is large volume of published studies describing the participation of corporations and local governments in pursuing environmental sustainability initiatives. Understanding how these actors engaging with local communities is critical for improving the management and success of sustainability. Since the literature on the relationship between communities and sustainability practice has been somewhat limited, this study is intended to assess the extent to which these correlations are robust.

It is necessary to understand the trend and demand of implementing sustainable development among communities   as well as the actors associated with the initiatives in pursuing sustainability. It has yet to be explored which human characteristics may help to support sustainable development in line with societal values, such as well-being of society. This is why the study shall contribute to these aspects empirically.

1.4.1   Recognition on sustainability

This objective exploring the understandings of the concept of sustainability among a different actor in communities. It was meant to address this concern by examining the different interpretations in different types of actors in communities who particularly involved in collaboration.

1.4.2   The different ways actors in communities collaborate for sustainability

Second aspect that highlighted in the research is to explore the extent to which the different type of organisation collaborates with in sustainability project. The extent to which specific communities can be considered robust will be explored before identifying how they collaborate in sustainability projects.

1.4.3 The relationship between a view of sustainability, the type of organisation and the manner in which it collaborates with others

The broad purpose the relationship section of the study is to explore how the concept of sustainability is differently viewed by the different type of organisation and characterise the different collaborative arrangement among the various sector of society. It was aimed to identify the correlation by bringing the concepts of sustainability and collaboration together, and to explore how these correlations were established in different types of organisation

1.5 Research Questions

Research questions address a phenomenon of collaboration for sustainability among practitioners at the local level of communities in UK cities. This section considers the potential contribution of the research in which the selection of case studies from the United Kingdom has been identified. The findings serve to further develop understandings on the way the actors in communities collaborate for sustainable development project.

The reason for considering the United Kingdom as the scope of this study was due to the attention of the topic area of this study is increasingly to carry out this research.

This study explores the process of making collaboration in environmental sustainability project where it will discover the different view of sustainability based on the type of organisation involved. Regarding the existing knowledge of sustainability research on the local level communities in the United Kingdom is quite limited particularly in environmental perspective. Hence, this study would be able to explore and compare the understanding of the concept of sustainability according to the different type of organisation.

Then, this study aims to generate insightful explanations about the roles of communities in the typical relationship of project collaboration which is to facilitate the implementation of environmental sustainability. The findings will be based on empirical evidence which can be sought from the interview partners who are experts and experienced in collaborating project. This can help practitioners and

policymakers to successfully develop the collaborative arrangements differently in environmental sustainability projects or activities.

Research questions that guide this study include the following:

- How do the actors in "communities" interpret the concept of sustainability?
- What are the different ways actors / agents collaborate to promote sustainability in "communities"
- Is there any relationship between a view of sustainability, the type of organisation and the manner in which it collaborates with others?

The idea of this research is to fill a research gap and unfold impacts from the previous studies. There are insufficient of research that has the perspective of local communities of reducing their environmental footprint. This research instead acknowledges innovation of cognitive nature which includes mutual understanding and contracts or legal agreement and how to implement "together" in governance aspects. In essence, the project will study the nature and variety of the various relationship established within the nature of alliances. For that purpose, it will apply critical management methods and interact with practitioners that represented as a local community doing business in a claimed community-based manner.

1.6   Justification for the study

The project addresses a gap of scholarly research concerning the phenomenon toward collaboration for sustainability. It specifically looks at different types of organisation and the way they collaborate in environmental sustainability projects.

Previous studies have either focused on the firm or the industry-level, or they took a narrow perspective of the term "technology". The project will yield novel insights from empirical research of UK's different organisation depending on the different sectors of society. A first literature review reveals that insights from such explorative case studies would make a contribution to theory advancement and empirical foundations of published concepts. A literature from the different type of organisation (Hudson, 2009) such as government sectors (Falke, 2011), business sectors (Niesten et al. 2016) and NGOs (Hoejmose et al., 2012) lead to a further investigation in a sense

that the different organisation necessarily have a different collaborative arrangement in sustainability-related projects.

This becomes more important for this study to investigate the nature and variety of bonds within the context of a "community". That includes a community's physical activities but also the cognitive underpinnings such as made explicit in contracts, or implicitly via mutual understanding. Actors studied in that local context are businesses, local government authorities and non-markets actors such as non-governmental organisations (NGOs) and engaged citizens.

1.6.1 Identified research gap

It is an important contribution of this research to promoting public objectives such as qualitative growth or civic engagement (at the local community level and for better living). It should be noted that this study is exploring a particular research topic in the context of collaboration practice between different sectors of society justify who are the communities as a core element being identified. Raicevic & Glomazic (2014) highlight the need for collaboration if to deliver system-changing solutions in the pursuit of sustainable local development. In this sense, the innovation process itself introduces design processes as a part of an unstructured approach to public participation (Carsten & Ponte, 2014).

It was observed that a little research above concerned on the relationship established from project collaboration with the same goals in achieving sustainability. It is significant to this research in order to understand what kind of collaboration that communities have and how they considerate the process of engagement with partnerships through the informal or formal procedure. The extensive research enormously focuses on the broader concept of making collaboration. Nonetheless, that is why it becomes part of my study to find out what is missing in the existing literature. It should be noted that there is an apparent gap in this research as it is an unknown investigation on the contribution of the actor in communities to establish such a collaboration related to the sustainable development.

1.7   Organisation of the study

The thesis is consists of seven chapters. This first chapter has attempted to introduce this thesis. It describes an overview and background of research, including the aims of investigation and the objectives of this research study.

Chapter 2 represent the literature review which contains an examination of the needs for sustainability for different organisations. This chapter has two sections. The first section will discuss the main areas of consideration of research and debates surrounding the topic of sustainable development; these include the need for changes among the different organisation and the role of the actors in communities. The second section will discuss the other literature in the research topic; the inter-organisation collaboration and the role of the type of organisation in collaborating for sustainability. This will be followed by an understanding of the generic case of different organisations engaged in sustainability and a review of the collaborative arrangement with the actors in communities.

Chapter 3 describes a methodology that explains the philosophical approach which guided a phenomenological interpretive study to support the remainder of the work with a further explanation on the choice of qualitative research. It also justifes the the selection of samples and the use of an exploratory case study. The research methods are then introduced and explained.

Chapter 4 represents the analysis of two phases of interview data from semi-structured interviews and conducted with individuals from different organisations. In this chapter, the focus is on the elements of the initial conceptual framework, with the interviewee's views on the concept of sustainability according to the organisational context. Chapter 4 provides the process of the development of the conceptual framework relating to this study in which the first stage of interview help to tune and refine the questions before conducting the second stage of fieldwork.

The second phase of the interview data, covering a subtantial results for the collaborative arrangement and assessing the relationship between the view of sustainability, the type of organisation and the manner in which the actors

collaborate with others. This chapter presents the interviewees' responses to questions on the way they collaborates in sustainability projects based on the different view of sutainbility.

Chapter 5 discusses in detail the case study which then compared the way different type of organisation collaborate in sustainability-related project. The findings from two phases of semi-structured interviews is explored to identify the commonalities and differences among the cases. Literally, chapter six is a continuation discussion from chapter four and five which then are linked together The results are also discussed in relation to the existing literature and a final conceptual framework is presented.

Chapter 6 brings this thesis to a conclusion. The chapter sums up the entire research includes the overall findings and how the objective of the study were addressed. The contribution of the research to the knowledge and research methodology are also presented. Then, this chapter concluded approriately by presenting the limitation of the research and recommendations for future research.

1.8   Summary

This chapter gives an overall understanding regarding the subject resaerched under consideration in this thesis. It does so by introducing and justifying the research area, providing a summary of the research methodology and as well as presenting the overall structure of the thesis. Then, the next chapter will review and discuss the related-literature which required by the methodology of this study.

CHAPTER 2: LITERATURE REVIEW

2.0   Introduction

This chapter sets out to develop an understanding of the term sustainable development and contextualises the research by first reviewing the literature on the concept of sustainability and the evolution of the idea over the past few decades. The term has variously been interpreted as a paradigm in many other ways. The first section (2.2 to 2.2.4) briefly discusses the numerous contested ways in which sustainable development has been conceptually defined, and attempts to relate how various actors in society perceived the concept of sustainability. A review of the literature reveals a range of possible understandings is dependent on the party interpreting. It then concludes with some thoughts that sustainability have become topics of growing concern.

The second part enquires into the involvement of society that exhibits sustainability, which is outlined in section 2.3. In seeking to develop an understanding of differing the actors in communities and how they promote sustainability, this review will reveal the complexity of using the term of community. This entails consideration of organisational factors including culture and leadership context to differentiate the actors in pursuing sustainability. In this section, I examine the changes behaviour that underpins the action of a society in which the practice of environmental aspect is considered.

Since this research is observing the phenomenon of sustainable communities which has been considered important to this research in the previous chapter (Chapter 1), this chapter will bring up the actors in governing sustainability. It has resulted in the critical topic of collaboration which has become a key strategy to be efficiently implemented for decades. Through this section, I examine collaboration as an element of sustainability which follows the Egan Review and the UK Sustainable Communities Agenda (see section 1.2). To address this issue, this chapter explores the different forms of collaboration and how different actors collaborate. These vary according to their motivation takes place in various settings.

In the final section of this chapter then discusses the gap of literature which needs further investigation for this study.

2.1   The Concept of Sustainability-Origins of the term

Sustainability and sustainable development have several meanings that can be adapted according to author's needs. The clarification in definition between sustainability and sustainable development is of interest because the topic becomes a primary concern which it is considered extremely exclusive to be put in practice by major actors in society (Aras & Crowther, 2008; Middlemiss, 2011 and Gracht & Darkow, 2016). However, for the purpose of this study, it is necessary to identify the majority issues correlates with the extent to which various sectors promote and perceived the environmental aspect of sustainability from their business activity.

The term "sustainable development" was established in global political discourse following the 1987 report by the UN Brundtland Commission, "Our Common Future", but originated in the context of the increasing environmental awareness of the 1970s. It began along with the new perspective by looking at pictures of the Earth taken from space in the 1960s, (Carson, 1962; Boulding, 1966 and Hardin, 1968). Then, further debate provided by the Club of Rome and Meadows et al. (1972) in "The Limits to Growth" argued that if population growth and resources for consumption continued exponentially, Earth could not support humanity for more than another hundred years (Lumley & Armstrong, 2004). This situation would be presumed to lead to similar growth in pollution and in demand for both food and non-renewable resources (Cole, 2007, pp. 241). This was significant terms of the recognition that the environment had a role to play which then provided the focus for the 1972 United Nations (UN) conference on the Human Environment in Stockholm (Adams, 1990). Through this conference, the global crisis became the main concern and led to the development of a framework in the World Conservation Strategy (IUCN, 1980). But then, the idea of sustainable development still in growing concern and it lay the foundation for the Brundtland Report, 'Our Common Future'.

The publication of the Brundtland Report in 1987 was important regarding raising political awareness that addressed the need for sustainable development. This definition from the Brundtland Report is conceived and has been commonly used by the various global society in which the term was conquered by the issues of the environment and population growth. Even though sustainable development is a rigorous concept, concern for the environment had come to prominence with the work of among others. The term is frequently referred to as a concept that does not lend itself to precise definition (Dryzek, 2005).

The issues had continued significantly in the United Nations Conference on Environment and Development in 1992 (UNCED) which lead to the Rio Declaration on Environment and Development (UN, 1992). Before this declaration, it provides a sound foundation for a better future (Moffatt et al. 2001).

The term of sustainability which is associated with sustainable development started to be occured as a concept that recognised both the existence of environmental limits and the desirability of economic growth in the developing world (Dresner, 2008). There is a rich body of literature with regard to the evaluation of sustainability efforts, may it be either at the state or national levels (Gibbs & Jonas, 2000; Adger et al, 2003; Husted, 2005; Strange, & Baylee, 2008; Hall & Slaper, 2011 and Avelino & Wittmayer, 2016) but less literature concerned with the regional and city level. The research on sustainability transition is trans-disciplinary and for instance includes authors from consumer studies, economics (see Meadowcroft, 2000; Kates et al., 2005 and Lanfrachi, 2010;), management science (see Hopfenbeck, 1993 and Gotschol et al., 2014;), international law (see Pavlovskaia, 2013), science & technology studies (see Kates, 1999), or social science (see Ceccato & Lukyte 2011; Pincetl, 2012; Dent, 2012; Smith, 2012; and Neuvonen, et al 2014). Recent studies increasingly tend to look at the emerging markets such as China (e,g., Huang et al., 2013) or India (Jain, 2014; Rishi et al. 2015; Mukherjee, 2016) in pursuing sustainable growth or supporting sustainability goals.

2.1.1 The Brundtland Report

Humanity has the ability to make development sustainable-to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs. The concept of sustainable development does imply limits-not absolute limits but limitations imposed by the present state of technology and social organisation on environmental resources and the ability of the biosphere to absorb the effects of human activities. But technology and social organisation can be both managed and improved to make way for a new era of economic growth. (WCED, 1987, pp.23).

The first sentence of the above extract is the most frequently cited definition of sustainable development. This most famous definition sought to pacify economic, political and environmental considerations. Baker et al., (1997) addressed this definition is based on two main principles. Firstly, in meeting the basic needs, in particular, the essential needs of the world's poor should be given the priority; and secondly, the idea of developmental limitations imposed should be viewed not from the environmental side, but also regarding the technological and social organisation. Therefore from this perspective, it represented the transformation from a previous ecological agenda towards a quality of life (Selman, 2000). It also recognises human depending on the environmet to meet the needs in a much wider sense rather than merely exploiting resources.

This has explained the idea of sustainability where a global concept not only highlights an efficient allocation of resources, but also the resources distributed equally between the current generation and future generations. However, the definition proposed by the Brundtland Report has been critiqued for a number of reasons (see Carruthers, 2001; Banerjee, 2003; Dresner, 2008 and Benessia et al., 2012). For example, the Report is frequently argued that it is too ambiguous where its understanding of sustainable development is widely exposed to interpretation (Hove, 2004 and Dresner, 2008). Perhaps, the objective itself constitutes paradox (Bell & Morse, 2008). It can be evidenced when there is lack of agreement for its

definition (Castro, 2004 and Smith & Sharicz, 2011). This has included what constitutes the terminology of development and what is being sustained. As there was uncertainty in the terminology, developed and developing countries approach the concept in a different manner. Developing countries consider less the aspects of ecological footprint and keep focusing on economic growth (Markandya and Halsnaes, 2002). Alternatively, developed nations demonstrate a different rationale which placing the protection of the natural environment as the important issue (Hove, 2011).

In particular, the Brundtland Report is responsible to highlight the main role of municipalities in pursuing sustainability. However, the Brundtland Commission's understanding on sustainable development fails to consider the complexities of the opposing arguments which classified as "weak "or "strong" or on either side (Meadowcroft, 2000 and Dresner, 2008).

2.1.2 Weak and strong sustainability

A number of authors have attempted to reformulate the concept of sustainable development by the idea of a distinction between "weak" and "strong" forms of sustainability (such as in Pearce et al., 1989; Turner, 1993; Gibbs et al., 1996; O'Riordan, 2000; and William & Millington, 2004; Barr, 2008). Nonetheless, Neumayer (2003) illustrated these philosophical bases by the "opposing paradigms". There were a number of models from each author have been developed which contains different positions of sustainability from weak to strong sustainability and have integrated with environmental and economic issues.

Earlier in the 1970s, one of the influential works on sustainable development, Schumacher (1973) proposed that natural capital of the Earth has always been treated as income. His philosophy envisioned "economics as if people matters". In addition to this, Pearce et al. (1989) introduced the concept of 'substitutability' whereby the authors claimed human-made could be substituted for natural capital. For instance, the technology is overpowering resource limits. The focus is often creating more efficient supply-side economies where technological are solutions to

energy and resource availability. On the one hand, this idea referred to the weak sustainable development and known as anthropocentric (Barry, 1999; Baker, 2002) which allows the replacement of natural capital with man-made. The anthropocentric approach is more conscious, and concerns of human beings as the central purpose of universal existence and belief in humanity consistently attempts to dominate nature. Normally, this weak approach used within the industrialised world because it is based on wealth and economic growth (Richardson & Selman, 2000).

On the other hand, the strong approach to sustainable development is based on greater social and institutional change (O'Riordan & Jordan, 1995; Selman, 2000). If weak sustainability viewed man-made is important than natural capital, then, strong sustainability, on the contrary, states that natural capital cannot be replaced by man-made capital (Dobson, 1998). This strong sustainability or known as ecocentric (Pepper, 1996) is aligning with the values of ecology and gives priority to the ecological system over economic efficiency (Redclift, 2005; Banerjee, 2003). The ecocentric approaches are commonly closely related to community empowerment to improve environmental quality. Looking at the definition provided by the Brundtland Commission, the term of sustainable development has been argued where it has lacked on the ecocentric side (Richardson, 1997 & Selman, 2000) and both authors claimed this principle mostly endorsed by the national government. Unfortunately, sustainable development as promoted by most natural, social and environmental scientists is an oxymoron because anthropocentric and sustainable development appear to be mutually exclusive (Redclift, 2005; Speed, 2006; Imran, Alam, & Beaumont, 2014; Sachs, 2015).

Furthering these concepts of weak and strong sustainability, Turner (1993) proposing a sort of spectrum of sustainability that defined versions from "very weak" to "very strong. Then, Baker (2006) also identifies a framework which shows four models on "Ladder of Sustainable Development" underpinning the changes from anthropocentric to ecocentric. Unlike other simpler descriptions of sustainable development which has focused on the three pillars of sustainable development (economy, society and environment), the "ideal model" by Baker's Ladder is useful

to provide a different view of the state and society in achieving strong sustainability. For instance, the ladder also included the key features of society which is relevant to interpret the different level of development.

It has been established that underlying both of this perspective, the positions of sustainability are a useful method to evaluate the degree of commitment to achieve sustainability in practice. Perhaps, specific approaches are still being developed to fit in this worldview. However, several authors argued that it is impossible to one without the other in the present economy which environmental sustainability has to be implemented in conjunction with socioeconomic and political sustainability (Bromley, 1998; Giddings et al. 2002; Daly & Farley, 2011; and Davies, 2013).

2.1.3 The Pillars of Sustainability

In the past decades, businesses, not-for-profits and governments always mentioned achieving sustainability as their goals. Yet, it is hard to measure the degree to which the organisation is sustainable (Slaper & Hall, 2011). It was described in the WCED (from the Brundtland Report) that the concept of sustainable development was launched as a universal objective to guide policies in representing the 'triple bottom line' of the economy, environment and society (Elkington et al., 2007). John Elkington was started representing the framework in the mid-1990s which having three dimensions stems from the Triple Bottom Line concept: 'people', 'planet' and 'profit' to measure sustainability (1994). Starting from this point, Elkington (1997) is usually credited with coining the term although the term is occasionally expressed in the literature (see Norman & McDonald, 2004 and Kuhlman & Farrington, 2010). As the term bottom line suggests, it initiates from the word of management science (Kuhlman & Farrington, 2010), where Elkington intentionally used the dimensions to operationalise corporate social responsibility. He distinguishes between first, the well-being of people and the planet; secondly, the planet natural resources and nature; and thirdly, business' purpose of making profits. However, integrating the economic, environmental and societal goals is not an easy matter because of the different scales and the problems of negotiating the different interests and values (Bulkeley and Betsill, 2003). However, Richter, (2010) argued that the idea from

Elkington is to reframe the concept of corporate social responsibility which to give more accessible to practitioners.

In essence, the pillars of sustainability were important to businesses. Morelli (2011) interprets the basic understanding of sustainability as "a condition of balance". Such balance formerly translates into measurable performance, that is, social, environmental and financial performance. But then, the interest in this framework has been growing across for-profit, not-for-profit and government sectors. It is now extremely common in the management literature to refer to the triple bottom line or the three pillars of sustainable development (Hart, 1995; Hart & Milstein, 2003; Bansal, 2005; Slaper & Hall, 2011 and Milne & Gray, 2013). Norman and McDonald (2004) supported the idea of the triple bottom line where it is merely good management practice. Unlike sustainability, the research on Triple bottom line is considerably less empirical. Thus, the focus of the studies on this framework varied from accounting or finance to organisational behaviour.

Earlier research continued in arguing that the primary bottom line remains about profits (Bannets & James 1998; Knoepfel, 2001; SustainAbility & UNEP, 1999). In the economic line of the concept of triple bottom line normally ties the growth of the organisation to the growth of the economy (Alhaddi, 2015). To be more clear, Krajn & Glavic (2005) extended the definition of a triple bottom line as "the creation of goods and services using processes and systems that are not-polluting, conserving energy and natural resources, economically viable, safe and healthful for employees, communities and consumers, socially and creatively rewarding for all working people" (2005, p. 191). However, for some organisation, the triple bottom line is a difficult concept as it implies the companies' responsibilities which not only related to economic aspects of producing products and services demanded by the customers, but the triple bottom line also adds social and environmental measures of performance.

It shows that the three dimensions including the physical and the economic (cf. Henriques & Richardson, 2004, p. 83) need to be balanced. Then, it is not surprising

that today, sustainability is thought of a joint of three pillars, ecological, economic and social construct (Bansal & Jiang, 2003; Brown, Dillard & Marshall, 2006; Reddy, T.L., Thomson, 2015). As such, the pillars are interdependent, yet also connected with one another. For example, it is worthwhile considering how the sustainability to be achieved by improving people's lives, redistributed the economy equally and minimized the issue of environmental problems.

To become sustainable, the three aspects should be balanced, and this three aspect also is taken into consideration by communities, companies, and individuals. Although this approach is proving to be popular among the businesses and corporations, the impact on local communities is unclear (Banerjee, 2003). It has been highlighted that the typical model for sustainable development is of three separates but connected rings of the environment, society and economy, with the implication that each sector is independent of the others. Humanity is dependent on the environment in which society existing within, while the environment and the economy exists within society (Hopwood, Mellor & O'Brien, 2005).

Given that the focus of this thesis on sustainability at the community level of interaction (various clusters of community within and across organisations) attempts to influence its participants into taking on sustainability practices, it makes sense to take sociology discipline guided in this study. In relation to this reason, I draw on the particular strand of the sustainability literature which takes a societal approach (Buscher & Sumpf, 2015; Simoes, 2016; Wang & Lin, 2017 and Throop & Mayberry, 2017). This involves the review of the literature on the change of behaviour for sustainability demand in the following section.

2.1.4 The Demands of Sustainability

Although environmental sustainability is not a new concept, the recent increased attention focusses on its discussion. As this study attempts to investigate how the government and citizens collaborate in forming effective solution for a complex problem in the environment, there is a relationship between human beings and the ecosystem that noted by Morelli that existed in sustainability. Similarly, an economic

system as well will fail without fulfilling the needs of material, energy and environmental resources. At this point, the society and nature can be complemented in pursuing sustainability with an increased sense of responsibility (Hallstedt, Thomson & Lindahl, 2013).

It appears that societies might not yet have fully embraced the potential of green and clean technology, policies, governance innovation and technology to fight the global climate change locally (Goleman & Lueneburger, 2010). The way in which topics relating to sustainability occurring phenomena became common issues to the extent of consumer demands as an opportunity for sustainability to be integrated. Research has shown that sustainability is significant to "the long-term success" (Galpin et al. 2015), in a sense that business nowadays adopts a systemic approach that has reduced poverty while at the same time maintaining living resources. It is however become a challenge for businesses to response to demand of sustainability as the organisational strategy exemplify 'business as usual' approach (Bansal, 2005).

Aspects in 'business as usual' is a dominant for businesses which have element of competition, growth and self-interest (Gladwin, 2012). Thus, this become a barrier for businesses to integrate sustainable development in its operation. The existing literature also claimed that business organisation concerned on business case that was rooted with unsustainable development issues (Banerjee, 2008; Milne et al. 2009). The focus on making profit were seen to be clear in business case rather than embedding with corporate sustainability.

2.1.5 Sustainability as usual

Although sustainability considers the mechanisms of transition to more sustainable futures, its implementation is still controversial and has not yet been carried out in terms of major green infrastructures (Drexhage & Murphy, 2010). Yet, many societies not able to adapt to the conditions brought on by unsustainable practices (Diamond, 2005). Research study has shown that both firms and communities who cultivate a culture of sustainability are committed to protecting the environment and quality of life (Galpin et al. 2012). In fact, a commitment to sustainability creates more

values such as regarding financial and social performance. Furthermore, sustainability will be incorporated into improvement and progress to the quality of human life (Green Paper, 2001; Norman & McDonald, 2004; Savitz, 2006; Goel, 2010; Hubbard, 2009; Williard, 2012). As many organisations adopted sustainable development as a guideline due to its flexibility, it allows them to adopt the concept according to their own objectives.

The debates have been recently developed between the concepts of sustainability and community. However, research has shown communities have become an essential feature in responding to economic, social and environmental problems (Shaw, 2012). Most of the authors demonstrate that the local community making significant improvements toward achieving sustainability goals by their involvement or participation (Calvin, 2011; Kythreotis, 2012; Meritt & Stubbs, 2012; Turcu, 2013; Hadfield-Hill, 2013; Krujisen, Owen, & Boyd, 2014; Stokes,Mandarano & Dilworth, 2014; Manou, 2014; Hobson, Mayne & Hamilton, 2016 and Daly, 2017).

2.1.6 The Dynamics of change

It was recognised that the three aspects of building sustainable development are interconnected. However, it is significant to know that there is a need to change in the structure of strategies for pursuing sustainable development in order to produce more of what is sustainable and making less of which is unsustainable. As such, nearly all societies have now approached to sustainable development by integrating some form of environmental quality, social equity and economic welfare into their daily activities (Shaker, Zubalsky, 2015).

As the social and environmental issues at the centre of today's agenda will be relevant, there are trends to be considered as drivers of change in the society which will define the future of sustainability. For instance, environmental damage, pollution, climate change and other environmental issues led to a growing concern about the environment and whether people were or could involve in the activities that will damage the ecosystem (Banerjee, 2003; Diamond, 2005 and Global Reporting Initiative, 2015) . Overseeing all of this, it has been revealed that the environmental

pressures forced people into making these changes in the first place (Redclift, 2005;James, 2015). That is including reducing packaging and discouraging food waste as well as promoting the use of recyclable materials are a good practice of behaviours among individual in society.

In terms of other sectors in society, the private sector also often addresses sustainable development in the form of the corporate social responsibility (CSR) agenda (see Walker & Preuss, 2008; Lewis, Cassells, Roxas, 2015). This is including several voluntary initiatives such as World Business Council on Sustainable Development (WBCSD), Global Compact, Equator Principles, Global Reporting Initiative, and Extractive Industries Transparency Initiative (Drexhage & Murphy, 2010). Apart of that, various major international Non-Governmental Organisations (NGOs) and local NGOs around the world also have increased their involvement in sustainability principles (Stafford, Polonsky, Hartman, 2000; Luckin & Sharp, 2005 and AbouAssi, Makhlouf & Whalen, 2016). This has shown public awareness of environmental and social issues in development are now well-developed. Indeed, for some sectors in society, sustainable development is a necessity in the development to accommodate the market forces. For instance, it has been observed that business have a major role to play in sustainable development since the Brundtland Report stressed that industry was essential to economic growth. Thus, creating a business success requires firms to integrate sustainability into their businesses (Broman et al., 2000; Arthur, 2006).

To empower community participation, governments, non-governmental organisations and businesses have all responded to the challenge of sustainability to some extent (Adams, 2006). This is because citizens not only know the issues but tend to feel that it is important of having a good quality of the environment to their own well-being and to the common good. By understanding the common good, Agenda 21 has emphasised on natural environmental sustainability as the common good of international, national, regional and local communities (Arunachalam & Lawrence, 2010). Thus, it is appropriate to observe the knowledge of the problem that become an essential precursor to people getting the current understanding of

the demands of sustainability (Agranoff & McGuire, 2003). Giving the valuable knowledge resources to communities may at least changing their perspective on sustainability matters and support the organisations to deliver the services demanded by the consumers (Stoughton & Ludema, 2012).

2.2   Concepts of community

As this research addresses communities' contribution towards achieving sustainability in an organisational context, questions arise in relation to what constitutes a local community. Some of the authors described the community as a group of people that play the leading actor (Williams & Cothrel, 2000; Radicchi et al. 2004 and Ledwith, 2005; Porter & Kramer, 2011). While others addressed community are linked by social ties, share universal perspective or engaged in geographical locations. Indeed, the current research by Yang and Leskovec, (2014) both proposed communities in this real world as ground-truths communities. They have identified that the notion of ground-truth communities is based on their social, collaboration and information where nodes explicitly stated their group membership. Both authors demonstrated that overall structure of communities is overlapping where most of them can simultaneously belong to multiple groups according to diverse roles.

Understanding the community entails understanding it with a various perspective. It can be seen that the term "community" is used pervasively in Agenda 21 to mean the local community of a local authority area that involved in sustainable development implementation. However, based on the previous studies, it seems to be that there is no universal definition of community. It is further argued that the difficulty of identifying who or what community includes (Dunham et al., 2006; Arunachalam & Lawrence, 2010 and Donna, et al. 2016), the community is an ambiguous concept which encompasses several meaning.

Basically, it is noted that that term of the community has been used extensively, and it is hard to find a definition of community that has been widely accepted (Komito, 1998; Kambites, 2010). This is a starting point where I was looking at the general

literature on the idea of community in a broader term in many disciplines including sociology (e.g., Tonnies,1967 & Betz, 1992); education (e.g: Hogget, 1997; colley, 2015) and information system (e.g: Yang & Leskovec, 2015). Several concepts of the community has been expressed in primary literature. These include a group of individuals collaborating for the sake of common good (Miller, 1995; Arunachalam & Lawrence, 2010; and Donna et al., 2015) ; a community comprising of several communities (Etzioni, 2003; Pagell & Wu, 2009); a community of individuals or a web of relationships committed to a set of shared values, shared meanings and who belong to a particular culture (Etzioni, 1993; Reese, 2001; Porter & Kramer, 2011). Also, Tisdell (1997) claimed that a community remains together and could be "socially interconnected" when they could strengthen skills and have the abilities to develop societies involving such kind of activities.

There are different perspectives of defining communities depending on shared purposes or their common interests. Some of them are linked because of the same geographic area while others are socially connected in a reason of independent value such as for economic needs. For instance, in Mare & Poland (2005) study, there are two main types of communities which are geographically based and interest-based.

In the process of community creation, there has been broad acceptance of the idea from Eaton (2007) that a community is a group of people who have something in common. The three elements were common to the definition of the notion of the community were based on geographic areas, included social interaction among people and had common ties (Hillery, 1955; Eaton, 2007; Zhang et al., 2009 and Porter & Kramer, 2011). In this case, people can belong to multiple communities and have a different level of attachment. However, I argued that there are various communities may exist at the same time, some of them being more dominant than others. In other words, it is argued that the term of community is subjective and has been assigned to various meaning such as in terms of geographic, relationships, culture, common interest and mutuality. I have revealed that the term was defined similarly but differently experienced by people with diverse backgrounds and

characteristics such as business-related social-related and economic-related. These differences demonstrate that communities are not static phenomena, but are complex, dynamic and continually changing.

Though communities can be a local level of agency, that is, the place where citizens live and businesses materialize; community also can be a support system for an organisation and community is providing a sense of belonging (Gilchrist, 1999; Dixon, et al., 2005; Kambites, 2010). As this research is seeking to include communities who are concern and support for sustainable development, it is standard for every community to have a significant difference between them. It includes the differences in characteristics such as age, background, ethnicity, religions or many other ways (Taylor, 2003; Dixon, et al., 2005; Romero-Lankao et al. 2016). In line with the different perspectives of communities presented above, I would further argue that the term communities that best meet the context of this study are referring to the various sectors of societies. However, the author does not consider the various of organisations as part of community.

According to Sustainable Development Commission, delivering the sustainability should be involved participative systems of governance (March, 2011) in all level of societies whereby community work together to improve the environment and ensure the natural resources and basic needs are retained for future generations.

2.2.1 Geographic communities

There are many traditions to think about community. According to Department of Health & Human Services, USA (2011), they are exploring four main perspectives of the definition of the community which are systems perspective, social perspective, practical standpoint and individual perspective. However, each of their perspectives reflects the way people perceive their actual view. Eventually, this section provides an understanding of the three most important types of communities that may arise if they aim to be an essential element in promoting and implementing sustainability. The term of geographic communities mostly associated with a geographic space

(Mare & Poland, 2005 and Dunham et al., 2006) or geographically bounded location (Patrick & Wickizer, 1995).

Most communities have a common location where it is usually gives something in common that is not shared with others outside the location. It is supported by Eaton (2007) where a community is "a group of people who share a locality or geographical place". The necessary condition for a geographic community is that community has a geographic boundary.

However, it is a critical part to measure a geographic boundary to know the exact location for communities. Wellman (1999) argues that until people have to demonstrate the existence of feelings among the members, they can call neighbourhood as a community. Therefore, Murphey (1999) in his study determine the school districts as a community boundary. His reason for this is because he made a sample that consists of multiple small rural towns. Then, each school is ideally catered for several towns. It will suffice to say that the boundaries used for this study are expected to depend on the research question in the researchers' mind. For example, the local government has interested in the physical boundaries of a community.

Apart of that, there is evidence to show that a new focus on place and the local is empowering reaction to globalisation by local communities and strongly endorse a geographical sense of place (Okeke-Ogbuafor, Gray & Stead, 2017). Through this research, the community aspect needs to be clarified as it is much related to the role of making sustainable towards the environmental context. Therefore, a better understanding of the definition of community can bring the best interest to the underlying issues.

2.2.2 Communities with the same interest

Based on the common understanding, communities of interest are a group of diverse people who share a common interest or passion for a common cause which in this study is about sustainability. In essence, Henri & Padelko (2007) define the

community of interest is "a gathering of people assembled around a topic of common interest". In other words, a group of people with the same interest on a specific issue are joined together as a community.

In line with the arguments presented above, there is a strong possibility that approaching people who are linked together by factors of interest in a particular subject or activity tend to have a specific focus by sharing a common interest as an outcome. As this context responded to the issue of sustainability, the concept of common good (Lovett, 1998) is necessary to be embedded in the common interest. Common goods are including natural environment which community is responsible for promoting environmental sustainability that also emphasised in Agenda 21 (ibid).

2.2.3 Virtual forum

It is a trending development of internet nowadays where various ways of communication have been developed (Moore & McElroy, 2012) for people to socialise. This type of communication has been encouraged by the UK government that stated in the 'The Learning Curve', the Environmental & Sustainability Policy. Through this policy, people are invited to use Internet or telephony such as Skype or Forum where possible in contributing to a sustainable future in line with environmental sustainability risks (Tew, A. 2002).

As an exciting phenomenon in online environments (Zhao & Huang, 2015), people have to adopt the social computing technology. Hence, most authors agree that this social network platforms influence people's daily lives enormously (Powell, 2009; Tapscott, 2008). It is parallel with the studies of Lee, Vogel and Limayem, (2002) where virtual communities can be described as "a group of people who share their opinions, experiences, insights and perspectives with each other, develop relationships, and collectively seek to attain goals through computer-mediated communication as a means of information exchange".

However, people have different understandings of virtual community. It is depending on their specific needs. In that sense, virtual communities are characterised by

common value systems, norms, rules and the sense of identity, commitment and association (Romm, Pliskin & Clarke, 1997; Porter, 2004; Kisielnicki, 2008) within social network platforms. Normally, people should register to be a membership then members can create communities based on shared interests. People can join such communities of interest and get connected to others to share same interests (Hu et al., 2014).

In a virtual community, they emphasise people with similar interest which unrestrained by time and space (Hagel & Armstrong, 1997), but also can be different in age, background, ethnicity or many other ways, and their commonality can bring altogether (Valck et al. 2004). In fact, Hu et al., (2014) stressed that community members for this group are not necessarily to be defined by a geographical area, but instead come across the globe and have the same interest. Thus, it has portrayed that as a community virtually, the members of a group have the central focus whether a community in a geographic location or a community with the same interest.

2.2.4 Identifying the actors of society in this study

Within the social sciences, there is complexity often regarded in communities which are applying to organisations and to people regarded as actors within those organisations (Espejo, 2012). It has been reported that sustainability is a priority for many organisations (WWF, 2008 and United States Environmental Protection Agency, 2017). Then, the thesis views organisations as groups of interacting individuals (Baianu, 2010). It is noted modern-day communities can be characterised by diversity which communities can consist of members with different and overlapping interests. With this understanding, the thesis makes reference to individuals, to the contribution that individual's interactions make to an organisation, and to phenomena that emerge at the organisation level.

2.2.5 Understanding Organisational factors

As this study involved various sectors of societies that related to sustainability activities, the participation among communities aims to create awareness of

environmental sustainability issues and perhaps helps the communities to set its priorities (Agenda 21, Chapter 35). Sisaye (2005) mentions that environmental changes affect organisational systems, structure, strategy, functions, procedures, and day-to-day activities. This is because individuals in the organisation members are determining their values pertaining to sustainability. Since this research is about exploring the communities' configuration based on their specific role in decision making and examining the communities that representing their organisation characteristics, it is significant to understand how the organisations are formed and working together.

There is an organisational perspective within the management research that claiming the importance of social and cultural influences on strategic decisions (Ingram & Silverman, 2002). Although several organisational researchers have recognised community forms as a viable alternative to market and hierarchical forms of organisations (Powell, 1990; Adler, 2001 and Adler & Heckscher, 2006) little is known about how communities being formed for sustainability purposes. However, as a community have inspired by mission-driven or embedded by leadership quality, it can be significant for the community to offer a potential source of organisational novelty (Chen & O'Mahony, 2009) in which the phenomena are socially constructed. Hoffman & Ventresca (1999) viewed that market actors and non-market actors frame environmental management issues differently. For example, both of authors further claimed that constituents in the market environment tend to view environmental issues primarily according to the rubric of business performance where the market actors are focusing on their cost efficiency and its implications. On the other hand, non-market actors typically view environmental issues as negative externalities that usually operate according to the legal system such as regulators and activist groups (Proulx et al. 2014). Thus, it is beneficial to include market actors and non-market actors in this study where these diverse sectors in organisations could experience differently on the process of collaborating in sustainability projects which emphasised the different relationship characteristics in this research.

However, several authors have argued that adopting the institutional forces is not sufficient to address the changes (D'Aunno, Succi, & Alexander, 2000; Berrone et al. 2007; Martin, Mark & Anna 2013). These authors further explaining that regulative, normative and cognitive factors could affect the decisions of the organisational practices. For instance, in a recent study, it has been argued that managers will not pay attention to the environmental issue unless the issue is related to the economic performance of organisations (Cao & Quazi, 2017). This is because the pressures from the external factor including regulators, managers tend to respond to environmental issues.

In some other context, changing a culture become another organisational factor to be considered which create challenges for managers in fostering sustainability within their organisations (Galpin et al. 2015).

2.2.6 Leadership and Culture Context

Responding to global environmental change is not a just a matter for central government, but also for local governments, businesses, and non-governmental organisations. When emphasises about environmental-related issues, several of the study tend to be grounded in the physical and biological sciences and technological driven (Stocker & Kennedy, 2009 and Nalau, Preston & Maloney, 2015). However, the authors also highlighted new approaches in which the role of human relationships is significantly contributed as a critical factor in reaching the environmental sustainability objectives.

Leadership is now being considered as a process of the organisational direction and vision (Yukl, 2006) occurring through the relationship between the members of the organisation. There are over 350 definitions of the term leadership that have been developed. Although there are many viewpoints on considering leadership, several authors agreed that leadership as a process of influencing organisational direction (Yukl 2006; Taylor et al. 2010; Northouse, 2010; Tabassi & Abu Bakar, 2010).

In relation to this study, leadership is a significant factor in promoting sustainability practices (Nicolaou-Smokoviti, 2004; Taylor, 2008; Opoku, Ahmed & Cruickshank, 2013). Leadership plays a crucial role in forming a change process (Ionescu, 2014) as an appropriate strategy in organisational culture. However, a measure of sustainable communities may imply a long-term commitment to each the social, economic and environmental perspective with a dominant leadership role for communities, public services, as well as private investors and small businesses relating to local issues (Mochizuku & Fadeeva, 2010). In this case, leadership can be taken for running a vibrant and active community network: one that facilitates collaboration with mutual benefits that develop economic welfare and strengthens the community's values.

According to British Standard Institution Group (2011), UK corporates planning a few programmes that related to sustainability such as using resources effectively and improve their social responsibility activities. This may include sustainability as an integral part of communities and affects all aspects of quality of life such as natural environment, health and social well-being. Thus, leadership style is associated with the project collaboration where the leaders of each organisation responsible for developing environmental sustainability strategies within their entities.

It has been seen that culture has always been essential to how organisations operate. On the one hand, it is widely recognised by the scholars that different organisations have a distinctive culture. This can be seen from the different model and framework that proposed by Schein and Rousseau. For instance, every organisation has different rules and regulations on how to communicate with the members of that organisation. For this purpose, however, it might be useful to use the framework from Quinn & Cameron (2006) which known as "Competing Values Framework (CVF)" to explore the characters of communities which representing their organisation in implementing sustainability practices.

Interestingly, the CVF is the most appropriate framework that encompassing leadership, organisational culture and strategy. Even though this framework is no

perfectly suit to the context of sustainability, my goal is to explore how it can be applied to characterise the cof44mmunities that include as market actors and non-market actors in the environmental sustainability implementation. Based on figure 2.3, the CVF emerged by Quinn and Cameron explains how the four organisational cultures compete with one another. As shown in the figure, there are four parameters of the framework include internal focus and integration versus external focus and differentiation and stability and control versus flexibility and discretion.

Flexibility and Discretion

Clan Oriented	Adhocracy Oriented
A very personal place; like an extended family; mentoring; nurturing; participation	Dynamic and entrepreneurial; people take risks; values innovation and entrepreneurship
Market Oriented	Hierarchically Oriented
Results oriented; getting the job done; values competition and achievement	Favors structure and control; coordination and efficiency; stability is important

Internal Focus and Integration ← → **External Focus and Differentiation**

Stability and Control

Figure 2. 1: Competing Values Framework (Sources: Cameron & Quinn, 2006; pp. 46)

The framework has proven to be one of the most influential model used in the area of organisational culture (Yu & Wu, 2009; Lindquist & Marcy, 2016; Saxena, 2016). The CVF does not attempt to explore the phenomena of organisational only. But it also looks at the value dimensions related to a degree of effectiveness. Thus, each quadrant from the framework representing a set of organisational and individual factors that assess the effectiveness of organisations across a variety of phenomena which in this study focused on the environmental sustainability demands among the different organisations. For example, each quadrant describes the core approaches to thinking, performing and organising that associated with human activity (Alas, et al, 2012).

Most practitioners and academics who are studying organisation also suggest that the concept of culture could be developed in organisational practices as it could promote the values and beliefs of an organisation or in handling people (Schein, 2004). Thus, this section has reviewed how cultural context could establish the behaviour pattern which that characterises individual members of the organisation.

2.2.7 Institutional Theory

Basically, DiMaggio & Powell (1983) and Scott (1999) argued that the institutional approach is a prevailing practice within their organisational field. However, this approach started to address the issue of strategy research: why do the organisations have to adopt different management practices. Due to that question, there is an extensive literature to explain the organisational responses in the lens of the institutional theory that significantly influence the decision making in an organisation. It is including those who engage with constituents in the market environment and considering the engagement with constituents in a non-market environment such as regulators and environmental organisations (Baron, 1995).

In this sense, using institutional approach offers the relevance of rationality which emphasise the organisational practices, including factors such as culture, social environment and regulation. The principles of institutional theory always concerned how different organisations better secure positions by conforming the rules (Glover, et al., 2014) that this study consider the different actors; government, businesses and non-governmental organisation. For instance, institutional theory can be used to explain how changes in regulation and social values may affect in decision making (Rivera, 2004) regarding the sustainability demand or activities in achieving environmental sustainability. It is similar to a study from Delmas & Toffel (2004) where both authors applied institutional theory to examine the different organisational strategy among stakeholders in adopting the environmental management practices.

As environmental pressures make it necessary for organisations to take an action for the survival, organisational theory contributes to analyse organisations' value and

providing different perspective (Carvalho, et al 2017) towards the objectives. It has been a widely acknowledged classification of institutions by North (in Garrido, et al. 2014) which distinguishes between formal and informal institutions. On one hand, formal institutions could be referred to an organisation that explicit rules in a society including laws and regulations (Meyer et al, 2009). Normally, the institutions have been established by an authority and are liable to change over time according to required conditions.

On the other hand, informal institutions can be understood as member of society that "impose rules upon themselves" (North, 1990). The informal institutions commonly established based on customs, values and trust-based relationships (Dunning and Lundan, 2008).

I have established the sustainability demand from government to deliver societal welfare while maintaining natural environment. It is different for business demand which focuses on money making and cost reduction if their business process has changed. From the different perspective, it has been suggested that the adoption of management practices which analysed the institutional approach has gained prominence in decision-making strategies. This research intended to explore in the context of environmental sustainability purposes for collaborating projects among different actors of society.

Research shows that under some conditions, the decisions of individual members and leaders are determined to fulfil the mission or their objective (Shaw, 1993; Bailer, 2012). It is argued that the choice of action in delivering services depend on the motivation of the decision maker (Gsottbauer and van den Bergh, 2011). In relation to that, people are motivated mainly by self-interest. For instance, government and legislator are expected to make a decision based on public interest (Butler, 2012). The action taken by governments commonly is based on political reasoning (Engelen, 2007). At this point, it is mainstream to consider personal motives and self-interest in models of politics. This can substantiate the interest of supporting

sustainable development through legislation which associated with the political interest.

2.3   The role of collaboration

One of the principal features of Agenda 21 in which the framework proposed at the Earth Summit of 1992, was the invitation for partnerships between business and environmental groups. This idea was seen as turning point in the relationship between corporate business and the environment in which environmental concerns are needed to be embraced. Therefore, towards this thesis, as the definition of communities and sustainability emerged, I will explore how these two points of reference intersect by giving the collaboration as the centralisation to the research.

A particularly positive development over the past 20 years is the increased collaboration and networking as we have profound challenges with respect to sustainable development and climate change. In that, it is unlikely that solutions, collaboration is necessary among the primary sectors of society including government, non-governmental organisations (NGOs), business and civil society (Murray, Haynes & Hudson, 2010). In many organisations appear to form collaboration as a critical strategy to cope with the complexity of environments (Gray & Wood, 1991; Agranoff & McGuire, 2003; Williams & Sullivan 2007).

2.3.1   The Definition of collaboration

The term of collaboration is commonly understood as "working together" (Walter & Petr, 2000). It has been supported by Guo and Acar (2005) where both of them defined collaboration as an act of organisations which "work together to address problems through joint effort, resources, and decision-making and share ownership of the final product or service" (p. 350).

There are different meanings in different contexts when the notion collaboration is researched. In 1990's, Mattesich and Monsey (1992) found there were 133 publications at their time that review the collaboration as a metaphor in explaining the definition while identified the factors that rise to collaboration. For instance, both

of them suggest collaboration could be achieved with a mutually beneficial and the relationship is well-defined between two or more organisations. Wood & Gray (1991) conceptualised collaboration between organisations as a developmental process, which emerges from the inter-organisational relationship. However, Alter and Hage, (1993) argued that it is hard to standardise the term collaboration because there is no unified understanding of the concept. So that is questionable from them of how the concept would engage in inter-organisational collaboration when there is no clear concept of collaboration.

It has been observed that academic literature on the subject of collaboration in a management context tends to derive from theories of inter-organisational relations which address the potential for strategic collaboration between organisations (Cropper, 2008). It is including addressing the significant issues facing society which cannot be tackled by any organisation alone such as climate change and sustainability. This tends to be a limited scope of academic research into inter-organisational relationships in addressing collaboration.

The definition becomes more focused when entering the 2000's. Provided that Weiner & Ray, (2000) claimed it is crucial to distinguish the sense of collaboration from similar words which are often used interchangeably with the terms cooperation, and coordination. Thus, both of them suggest collaboration might occur in vertical and horizontal forms. In the vertical forms of collaboration, a system of teamwork is working together internally within the hierarchical levels across functions, while the horizontal is referring to the collaboration that includes competitors and non-competitors who are sharing their capacity. Several scholars reported that collaboration seems to be an umbrella concept that incorporates various forms of inter-organisational relations (Snavely & Tracey, 2002; Sullivan & Skelcher, 2002 Tsasis, 2009; O'Leary and Vij, 2012).

While several definitions gave the term for collaboration as overlapping in key places. In such definition of collaboration, there is a need for a deeper understanding of several issues (Barratt, 2004) such as why do we need to collaborate? How to

collaborate? And finally, what are the elements of collaboration and what is the form of collaboration? Although it has been viewed that organisations which engaged in collaboration will then presumably translate into positive outcomes (Guo & Acar, 2005; Snavely, Tracey, 2002), Gazley & Brudney, (2007) had pointed out that there are possible disadvantages of collaboration including loss of institutional autonomy, greater financial instability and greater difficulty in evaluating results.

Moreover, even though Lee claimed that collaboration plays a crucial role in tackling persistent social and environmental issues (Lee, 2011), there is a study on the partnerships between environmental organisations and the private sector (Glasbergen & Groenenberg, 2001). They identify partnerships seem to become a new social realism because of the exchanging ideas about their direction.

Accordingly, DeFries et al. (2012) highlight that collaboration can help society to develop solutions to significant sustainability challenges of environmental justice. They suggest that scientific engagement in "global communities" will contribute to solve the challenges and benefit society. This is evidence that community has a role in sustainability to a variety of issues including the environment, social and economic where they could participate in the decision-making process (Middlemiss, 2009). In addition, when there are two very different kind of organisations working together, they do not share a common ownership structure, instead the partners have different strategic goals (Zhang et al, 2009). This kind of alliance referred to public-private partnership in which one side is publicly owned organisation while the other side is privately owned organisation (Larkin 1994; Pamela, 2006; Ieva & Kazimieras, 2011).

However, as this study focuses on collaboration in various sectors of society, within and across organisations, it is important to note that there is the various perspective of how they are collaborating and why they need to collaborate. Indeed, there are some existing theories and empirical studies associated with the phenomena of collaboration which I will reveal in following a section of this chapter. I have identified collaboration has become broadly conceptualised across several disciplines such as tourism (in Currie & Falconer, 2014 and Park & Kim, 2016), education (in Coombe,

2015; Lynch, 2016; McMahon, & Bhamra, 2017 and Shetty, Narayanan & Sundaram, 2017), and technological innovation (Kishna, Niesten & Negro, 2017 and Zanni, Soetanto & Ruikar, 2017). Yet, there is little evidence of collaboration's journey or framework that specifically demonstrate how the different sectors of society collaborate for environmental sustainability purposes. Thus, it needs further clarification in the context of sustainability where this study is explored. The following sections will then provide a further understanding of this subject.

2.3.2 The motivation of collaboration: Resource Dependency Theory

It has been mentioned by a number of authors that the important motivation organisations need to have establish a relationship with others because of resources required to survive (Sullivan & Skelcher, 2002; Agranoff & McGuire, 2003; Hillman, Withers & Collins, 2009; Huikkola, Ylimaki & Kohtamaki, 2013; Back & Kohtamaki, 2015 and Kwong, Tasavori & Cheung, 2017). Increasingly, companies are relying on collaboration due to resources constraints. Thus, in a situation of scarcity, resource-dependency theory established by Pfeffer & Salancik (in Hillman, Withers and Collins, 2009) has become one of the most influential theories in organisational theory to understand the interorganisational relationship.

Resource dependency theory proposes that organisations establish collaboration with others to access critical resources (Pfeffer and Salancik in Hillman et al., 2009) by attempting to influence each member's activities. In this situation, individual gain is the top priority for each motivation. The theory describes that an organisation potentially dependent on external sources to survive. Within this perspective, acquiring the resources needed may attempt the organisation to decrease others' power over them or increase an organisation's own power over others.

The resource dependence theory is well suited to this study because the starting point of making collaboration within different sectors is driven by the issue of resources including the expertise and knowledge that organisations have faced. Thus, in supporting resource dependency theory, the tradition has derived power conception which concentrates the power dependencies to analyse how

organisations control the relationship where they are involved in (Santos & Eisenhardt, 2005). This underlying the assumption from Skelcher & Sullivan:

> "Resource dependencies create power differentials in the inter-organisational network. Consequently, the motivation to interact is likely to be asymmetrical, with one or more organisations inducing or forcing others to interact. The process is characterised by bargaining and conflict" (2008, pp. 758).

Hence, this study pinpoints that the phenomena of collaboration is useful in understanding resource dependencies in which the individual organisation secure their position and also align with some aspect of institutional theory that was described in section 2.2.7.

2.3.3 The Process of Forming Collaboration

In an attempt to answer how organisations design and initiated collaboration within communities, it is significant to examine the existing knowledge about the process of forming collaborations. Some potential literature that relevant to the process of forming collaboration are the motivations for collaboration. Although much is understood about why partnerships are formed, however, there is relatively little known about how collaboration works among different types of organisational relationships (Thomas, 2009). Interestingly, in view of these issues, this study will reflect those question and eventually points out a framework on how those issues and different clusters of communities are connected.

In respect to this study, definition offered by Wood and Gray is viewed as relevant (Longoria, 2005) to those proposed by others, which this research is looking collaboration within the organisation in the local context that supports sustainable development. Therefore, the clear notion symbolically promotes the phrase "let's collaborate" (Longoria,2005). The critical question in relation to the overall research question is how new knowledge of collaboration is generated in the form of local communities that concerning sustainability?

From literature, there is evidence to indicate that the collaboration process can be a difficult journey where a broad array of different perspectives from both public and private sectors tends to focus on self-interest (Nissen, Evald and Clarke, 2013).

As discussed in the previous section, collaboration involves two or more actors engaged in interaction with each other. In other words, the organisation cannot solve the problem on its own. It has been notable that there has been much interest in collaboration for a few reasons. A number of researchers' state that organisations establish working together in the pursuit of improved efficiency in regard to resource scarcity (Hamel, Doz & Prahalad, 1989; Lowndes and Skelcher, 1998; Agranoff and McGuire, 2003; Baratt, 2004; Longoria, 2005; Hocevar, Jansen & Thomas, 2011; Benton, 2013 and Lewis, Cassells & Roxas 2015). Relatively much of the academic literature on collaboration echoing the literature on the socially responsible manner that concerned with the business case.

2.3.4 Collaboration between organisations

In a successful collaboration, the involvement of two entities results in benefit that is greater than the sum of the two individual contributions. Usually, the organisation often enters collaboration as a way to develop new solutions to complex problems (Lawrence, Hardy & Phillips, 2002). Furthermore, the value of collaboration is identified within the capacity of partners from different organisations to combine their expertise and resources for successful collaboration. It is difficult to measure the value of collaborating until the real advantage can be gained.

It has been argued that to be a success in collaboration, each of individual organisation who are involved usually focuses on their own objective or the outcomes (Huxham & Vangen, 2004) and have to be meaningful particularly towards sustainable development project. Similarly, a single organisation will join the collaboration with different expectations, but understandings of what is to be achieved jointly need to be recognised. However, research by Patel, Pettitt and Wilson (2012) found that collaboration within organisations requires adequate and appropriate support which can make a difference between a fruitful collaboration and

unsuccessful one. They further explained that even the organisation is well-designed with a good team, they can perform poorly without management supports and resources. Thus, it is evidence that organisational factors which have been provided in previous section sections are the factors in making a good collaboration.

At first glance, it may appear that most partners only need to be concerned on the joint objectives for the collaboration, in reality. However, Huxham and Vangen argue organisations can make disagreement towards the collaboration because of the conflicts of interest. Given the environmental sustainability agenda is focused on this study, the potential for collaborative arrangements, relationships between various sectors that make up a geographic community would seem to be a logical subject in addressing the challenges of collaborating to support sustainable development. For instance, it has been argued that business is not expected to solve the problems of sustainable development and climate change on its own. The other sectors of society should involve in collaborating with business to address the complex problems (Murray, Haynes & Hudson, 2010). Such approaches invite a wide and complex range of stakeholders working together to achieve a shared outcome.

There are different perspectives of collaboration have been studied in a variety of different kinds of literature involving research on businesses, government and not-for-profit organisation. However, in most cases, these studies have developed into separate bodies of work and each focusing on different outcomes, and with no attempt to bring them together. Therefore, there is a need for a broader approach to studying collaboration for various sectors including businesses, government and non-governmental organisation. Drawing from Hudson's (2009), a collaboration between organisations, individuals and stakeholders is highly sophisticated. Yet, collaboration relationships have associated mainly with interdependent actors between government, business and NGOs.

Although much of the literature addressed about the reason of making collaboration, relatively little is known about the way collaboration works among the different types of organisation and the establishment of the relationships (Thomas, 2009). Thus, in

the next section, I will reveal the relevant literature related to collaboration practices for the different sectors of society consisting of a collaboration between local government, businesses and non-governmental organisation. In this regard, the issue of managing inter-organisational interaction will be explained to which can be considered robust for the findings.

2.3.5 Collaboration between Businesses, local government and NGOs

Since there is an increased list of sustainability concerns which is including resource scarcity to climate change, business has always been looking for solutions beyond its corporate range for years (Niesten et al. 2016). In such, businesses, governments, and the non-profit sector are increasingly facing sustainability challenges that are too complex and too costly. This has to be addressed by individual organizations. As a result, new collaborative approaches to sustainability challenges have emerged, and different models of collaborations have been created. For instance, collaborative relationships involving public and private actors is a pathway in the delivery of multi-stakeholder objectives. In this sense, businesses have changed their product portfolios, production processes and supply chains in response to government regulations, consumer demands and pressure from NGOs (Ahlstrom and Sjostrom, 2005; Hoejmose et al., 2012). Business priorities and stakeholder requirements most often drive participation in sustainability collaborations. In addition, companies proactively change their business process because when they are pursuing environmental goals, they can reduce cost and enhance their competitive advantage (Carroll and Shabana, 2010). However, businesses cannot address sustainability challenges on their own; joint efforts, therefore, are needed to integrate environmental consideration into decision making.

In essence, a large number of studies have shown that working together is key element fs sustainability (see Bressers & Bruijn, 2005; Murray, Haynes & Hudson, 2010; Pavlovich, Akoorie, 2010; Lozano, 2007; 2008 and Govindan et al. 2016). Some of these authors also claimed that this collaborative approach is tending to build stronger and more sustainability-oriented organisations. They claimed that businesses pursue the environmental challenges by collaborating with consumers,

governmental agencies NGOs and other businesses to become a more sustainable society (Seuring & Gold, 2013).

On the other hand, the relationship between government and business in the UK is particularly apparent. For example, relationship occurs on several levels such as between government as a whole and bodies of industries or between individual departments and business leaders of an organisation (Hudson, 2009). Some of the activities researched by Hudson including working together with businesses in climate change agenda to building a high-growth low carbon economy. However, in this situation, the government suggested that business consider the opportunity cost of not pursuing low-carbon alternatives but pursuing government-led agenda. This is because when the challenge of pursuing sustainability is so significant, the collaboration is all more complicated.

Despite having collaboration between government and businesses, NGOs are giving priority to the quality of interaction between these entities. Relationships between governments and NGOs usually build on successful engagement on a single issue rather than addressing broader engagement strategies (Peloza and Falkenberg, 2009). One possible rationale for NGOs entering into collaboration is that this allows them in delivering services from complementing or substituting for the government or another public service. Besides, it shows that NGOs credibility helps business to achieve local support although building a long-term relationship is often more difficult.

2.3.6 Models of collaboration

According to several authors, a model case of collaboration would comprise the characteristics such as trust and respect among collaborators (Clarke & Fuller, 2010; Arenas, Sanchez & Murphy, 2013 and Pennec & Raufflet, 2018). They will be together with joint working, planning and service delivery. Then this example of a model for collaboration would also include all the attributes of collaboration from the previous section. However, McMullen & Adobor, (2010) argued that partnership is a goal which all practitioners should aspire. This suggests then that the more people

involved, a greater sense of involvement would appear. In consequence, collaborators begin to collaborate through the process. A related case of collaboration is referred to the alliance in which organisations share some understanding (McMullen & Adabor, 2010; Esteve et al. 2012 and Kolfschoten, et al. 2012) but they are tending to lack the joint working arrangements.

In that sense, a contrary case of partnership would be when two organisations or people convey the impression of being partners. Therefore, it can be seen that different alliance forms represent different approaches in which extent the partners adapt to control their dependence of working together. In table 2.2 below, I provide the table which strategic alliances forms are also associated with different legal forms. This enables business or other organisation to control the resources allocation and the distribution of benefits among the partners.

HIERARCHICAL RELATIONS	Through acquisition or merger, one firm takes full control of another's assets and coordinates actions by the ownership rights mechanism
JOINT VENTURES	Two or more firms create a jointly owned legal organization that serves a limited purpose for its parents, such as R&D or marketing
COOPERATIVES	A coalition of small enterprises that combine, coordinate, and manage their collective resources
R&D CONSORTIA	Inter-firm agreements for research and development collaboration, typically formed in fast-changing technological fields
COLLABORATION	Joint working is central to mainstream activities. Trust and respect in partners means that they are willing to participate in

	formal, structured joint working including joint assessments, planning, service delivery and commissioning. There are a highly connected network and low expectation of reciprocation
STRATEGIC COOPERATIVE AGREEMENTS	Contractual business networks based on joint multi-party strategic control, with the partners collaborating on critical strategic decisions and sharing responsibilities for performance outcomes

Table 2. 1: Varieties of Inter-organizational Relations *(Sources: Knoke 2001: 121-128)*

In relation to varieties of inter-organisational relations, a particular organisation which contains numerous alliance networks will compete against rival alliances at any time. Thus, to that extent, the trust will substitute for a more formal mechanism such as written contracts (Carnwell & Carson, 2015). This may suggest that collaboration and partnerships are good in themselves and somewhat more effective at solving problem, which this study consider environmental sustainability as the main issue.

2.4   Cross-Sector Collaboration

Based on an extensive review of the literature, cross-sector collaboration is increasingly assumed to be necessary for addressing public problems and achieving community benefits as the outcomes (Bryson, Crosby & Stone, 2006; Clarke & Fuller,2010; Hessels, & Parker, 2013 and Clarke & MacDonald, 2016). The rise of cross-sector collaboration relatively involved between organisations within different sectors including business, government and society which aimed to solve environmental problem particularly applied to this study.

The emergence and effectiveness of forming collaboration have been explored to the extent that the organisations will only work together with others when they cannot

achieve a certain objective without collaborating (Bryson, Crosby & Stone, 2006; Babiak, 2009; Murphy, Perrot & Rivera-Santos, 2012; Clarke & MacDonald, 2016 and Ungureanu et al., 2018). Indeed, as this research aim to demonstrate how organisations address the environmental sustainability challenges, the complexity to tackle the problems require the actions from multiple sectors of society such as businesses, government and non-governmental organisation.

Some authors identify that cross-sector collaboration cover a wide range of interorganisational relationship that combine skills and resources with the goal of creating shared value between the partners (Murphy, Perrot & Rivera-Santos, 2012; Ryan & O'Malley, 2016; Becker & Smith, 2018). However, there is an evident that not all of the collaborations are successful. To deal with the problems that the partners intend to solve, there is a complex process (Bryson, Crosby & Stone, 2006; Clarke & Fuller, 2010; Barroso-Mendez et al., 2016 and Clarke & MacDonald, 2016) because the partners and their interests are so diverse. Thus, difficulties associated with identifying the effectiveness of collaborating within the diverse organisational cultures.

2.5   Collaboration Instrument

Whilst collaboration involves two entities working towards a common goal, the underlying motive is to further their own ends. There has been a tendency for collaborative relationships to pose some degree of complexity because having collaboration is not always involve with similar interest or shared values and goals among the partners. In fact, what is held in every day may not be the same across all collaborations. Due to this mechanism, collaboration can be both formal and informal depending on the arrangement of the organisations involved.

When taking a closer look at different sectors of societies I have revealed that some collaborative arrangements can be viewed as short terms (Warm, 2011) depending on terms of projects. While another arrangement usually remains in place for many years that include complex relationships by considering long-term outcomes. Typically, the starting point in any collaboration is to develop consensus among

members and each collaboration partners involved have clarity and agreed on sets of objectives (Huxham & Vangen, 2004). Thus, in some collaborative arrangement, the formal contract will be taking place for the crucial role in governing the relationship and will be claimed as an official partnership (Lumineau, Frechet & Puthod, 2011 and Ping et al. 2015).

However, it was observed that little review exists focusing on governance mechanisms such as contracts and agreements, also implicit community roles in collaborative arrangements. This idea refers to the collaboration process how non-explicit agreements facilitate sharing goals, purposely for sustainability, improving economic growth or promoting environmental protection.

A further issue which came to prominence as the literature review progressed was the existing research on the relationship characteristics of collaboration within the various sectors of societies. The literature was dominated by a formal or informal institutional working relationship which has formal contractual obligations (Agranoff and McGuire, 2003) or voluntarily working together to achieve a shared interest or to cope with a common problem without any written agreement (McGuire, 2006).

At this point, the terminologies of the organisational and public policy literatures have been applied to define those various forms of relationship through collaboration where each form is explained by rules of governance.

2.5.1 The range of control in collaborative arrangement
Relatively, less work has examined the range of collaborative arrangements formed by the partners. Most of the literature on collaboration focuses on the formation of collaboration and its stages, but lack of knowledge on the appropriate of administrative form (Clarke & Fuller, 2010) arranged when making collaboration. It is suggested from the literature that the two different forms of arrangement namely formal and informal arrangement depend on the purpose of collaboration (Gopal & Gosain, 2009; Clarke & Fuller, 2010 and Eppler & Hoffman, 2012). However, it is

argued that assigning the responsibility is needed when choosing a form of arrangement (Luo, 2008; Zhang et al. 2009 and Gopal & Gosain, 2009).

The formal arrangement is normally established based on the underlying needs (Gopal & Gosain, 2009) and restrict each partner's behaviour in collaboration within the scope, so that the partners have to show their commitment towards the contractual obligation when assigned (Zhang et al. 2009). In contrast, the informal arrangement is based on social strategies and self-interest. The partners are less restricted to the rules, but voluntarily committed towards the responsibility assigned (Wassmer, Paquin & Sharma, 2014 and Mirvis & Worley, 2014).

2.5.2 Formal Collaboration

The concept of contract is a critical concept in organisation science which contributes extensively to the essential conception of the organisation. The contract would then be its essence, contributes a descriptive method where it will describe the organisation as a contract or set of contract and contributes to a normative standpoint. In this case, the contract is a significant manifestation of the contingencies inherent in the organisation (Beuve & Saussier, 2012).

Formal contracts are those that entail a written agreement between two parties that are considered to be legally binding and enforceable by law (Trebilcock & Leng, 2006). Informal contracts, however, need a content which must comprise an offer, the acceptance of such offer, and the conditions is to address the payment in regard to deliver goods or services as a result. Therefore, any particular kind of written contract can be considered a type of formal contract agreement. Contracts are a widespread occurrence and are undertaken by people on a daily basis. Examples of formal contract agreements include work contracts, automobile leases, loan agreements, and even signing a credit card receipt after purchase (Poppo & Zenger, 2002). Therefore, it is common to establish the contract; one would have to consider them in relation to a particular field, such as business. In that matter, the most common contracts in business are Bill of sale, Purchase order, Warranty, or security Agreement (ibid). In some cases, it is argued that the partners must comply with

certain formalities. But it is not necessary for a contract to be in writing which a contract is an agreement.

2.5.3 Informal relationship

Basically, many collaborations start as an informal partnership (Todeva,& Knoke, 2005 and Freitas et al, 2011). If it is successful, they evolve into formal entities. Regardless of organisational structure, setting an explicit governance model early in the collaboration helps to achieve significant results quickly in making decision process. For an informal collaboration, loose institutional and occasional cooperation can occur when the leaders of organisations are voluntarily agreed to work together in tackling a common problem especially climate change and environmental issue. The objective to work together is to achieve shared interest which this study focused on sustainability purposes. However, in this approach, the relationship frequently not based on any written agreement (Sullivan and Skelcher, 2002; McGuire, 2006).

2.6 Gaps in literature

Much of the work on sustainable development has been quite abstract, and most of the analysis has related to policy level, which has been mentioned in Baker et al. (1997); Voisey & O'Riordan, (1997); Roseland, (2000); Dryzek (2005); Dresner, (2008); Dernbach, 2009 and Fiorino, (2010). Relatively little critical evaluation has been made of the participation between various sectors in communities and what is actually happening in communities in pursuing sustainability. This research identifies both a theoretical and practical gap in the knowledge of collaboration between various sectors in society.

Given that pursuing the questions of how to achieve sustainability at the local level of the community by considering the connection between the community and environmental sustainability, there is several evidences from literature review on organisations and their contribution to natural environment (Myers & Macnaghten, 1998; Gilchrist, 1999; Selsky and Parkers, 2005; Etzion, 2007 and Wassmer, Paquin & Sharma, 2014). Those scholars examine the significance of local to support sustainable development. Although there is a growing literature on collaboration

dominated by the business case (Eppler & Hoffmann, 2012; Van-Gils, Vissers & Dankbaar, 2015), work remains limited on establishing the collaborative relationship among the partners and very scarce exploring the correlation between the different motivation in pursuing sustainability. It is suggested that exploring various sectors of society in such sustainability-related activities may offer insight into the possibilities for collaboration interest. Thus, this study seeks to differentiate the view of sustainability which considering the complexities of different sectors of society collaborate with others.

Based on the review of the literature, there is sufficient evidence to create framework shown in figure 2.2.

Figure 2. 2: Research Framework

The above research framework supports that there is a need to investigate the area of collaboration between entities to support sustainable development. In other ways, a collaboration of communities with industry and government is a clear observation for this research because there is little prior research focused on how a group of communities interact within the industry to become sustainable.

The interaction process is necessary to be investigated in this study which the gap in the knowledge this research aim to address the different ways actors in communities collaborate to promote sustainability. Given that the researcher has taken into consideration to deal with possible criticism that arises, a concept which is defined by the interaction between the organisation and the entities in localised

for being sustainable is concerned. Starting from these considerations, there are two research questions that this study is anticipated:

- How do the actors/agents in "communities" interpret the concept of sustainability?
- What are the different ways actors / agents collaborate to promote sustainability in "communities."

2.7   Conclusion

This chapter has briefly reviewed the relevant literature that supports the research objectives formulated in the first chapter of this thesis. It is essential for the researcher to understand the literature background of the research area to see the influence of actors in communities on implementing environmental sustainability. This chapter has included the background information on the concept of sustainability, the relevant term of communities used in this study and the and the relationship between the sustainability practices and communities in collaboration.

As established in this chapter, the subject of sustainability has become well-demanded among the various sectors of society including the local governments, businesses and non-governmental organisations. This chapter then aimed to address how the different sectors of society interpret the concept of sustainability. The idea of sustainable development as proposed by the Brundtland Commission in 1987 revealed two opposing worldviews, which is the dominant social paradigm and the new environmental paradigm. However, further, exploration illustrated that compromise is not straightforward. Given the multiple interpretations of sustainability, it was essential to understand the meaning of the term where Dryzek (2005) suggested that the meaning of the term changes according to who is using it.

In considering this research is based on the phenomenon of sustainable communities I have found that community participation which also has been addressed in Agenda 21 is fundamental for the achievement of sustainable development. Thus, it is necessary to investigate the term of communities more explicitly where most commonly, people understand that community is where a

group of individuals living in the same geographical area, working on their social background and responsibilities with common relationships and shared values. Indeed, it is an involved scope to determine the location of communities. However, I have shown several opinions on the concept of communities in varies of perspective.

As I am looking at communities' role that experienced differently depending on their relationship characteristics, it is necessary to address which definition of communities are suitably applied in this context of study In this review of literature, I have revealed that various sectors of society which can be addressed as an actor of society relevant to this research. This concept of communities may refer to market actors and non-market actors who are involved in decision making in tackling the problems of climate change and sustainability.

The idea is relevant as they include different organisational contexts such as government bodies, firms, non-market actors like NGOs, engaged citizens or entrepreneurs that are closely connected to each other. They contribute and facilitates same goals purposely for sustainability that parallel to the policy of making sustainable communities. This study also seeks to explain the relationship characteristic between various clusters of communities in collaborating sustainability project. Hence, the literature relevant to such issues related to collaboration and relationship is also examined and discussed to construct the conceptual framework used in the analysis.

Although most of the literature on collaboration portrays them in optimistic and contributing positive outcomes, collaboration has been considered to generate a negative aspect as they do not always happen successfully. Thus, the organisation required management support where the different sectors of society who see the different aspects of the problem can explore their differences constructively and search for a solution. The various sectors of society are emphasised in this chapter to differentiate the growing practices in forming collaboration. It is clear that some organisations differ considerably in their motivations to collaboration. Business priorities and stakeholder requirement most often involved collaboration in pursuing

sustainability. Meanwhile, some research has shown local governments and non-governmental organisation would tend to have collaboration which attributed to service delivery.

Drawing on the extensive literature on collaboration and from the different perspective of various sectors, a conceptual framework was created for identifying and explaining the collaboration practices between entities to support sustainable development and identify their different relationship characteristics.

CHAPTER 3: METHODOLOGY

3.0   Introduction

Examining how the different sectors of societies engaged in sustainability activities in chapter two have helped in gaining an increased understanding of the communities' concept and relations to the phenomenon of collaboration for sustainability. In addition, the previous chapter has also provided a detailed outline as to how communities interacted in implementing sustainability depending on their different characters. The first part of the chapter is a brief review of the extent to which the objective of this research has been achieved. This will look into more details of the appropriate research paradigm constructed for this study.

This chapter provides an account of the way in which this approach is adopted in this research. In relation to developing the research process for this thesis, this chapter is divided into five sections. The first provides the rationale for applying cases studies suggested by scholars (Eisenhardt, 1989; Eisenhardt and Graebner, 2007; Stake, 1994 and Yin, 2009). Moreover, the realities of undertaking research within the various sectors that make up a geographic community will also be provided. The second section discusses the use of phenomenology as an appropriate philosophy for underpinning research on communities and sustainability that has been established in the literature review. The third section demonstrates the research framework that would visualise the whole picture of undertaking this study.

The fourth section concerns the sampling design in terms of a unit of analysis, choices made when selecting the sample, the criteria for selecting the cases and participants and a detailed research process in terms of the stages undertaken for data collection. The final section, which is the fifth section of this chapter, discusses qualitative data analysis and engages with the quality of research including reliability and validity where ethical issues are examined. For the primary research aim and objectives that have been presented, this is deemed significant to aid in the understanding of the chosen methodology and methods that suit this research.

3.1 The rationale of the literature review is undertaken

The purpose of this study is to develop an understanding of the collaboration between the different sectors of the communities in supporting sustainable development. In the literature review part, I have addressed the related issues broadly, including those relating to the concepts of communities and sustainability in the local context. It was observed that actors in the different sectors of the society needed to change in order to fulfil the demands of sustainability. The actors that have been identified in the literature as those involved in making changes are businesses, governments and the non-governmental organisations. These actors are relevant to this thesis because there was little research found that focused on the local context that considered environmental sustainability as its primary interest in collaboration.

As many issues relating to the various sectors that make up a community concept were exposed in the literature review, it became more evident that the different sectors in the society have different experiences with regards to the communities' concern in sustainability. The review of the literature revealed that the differences between communities depend on the type of community such as geographical-based, interest-based or virtual-based communities. As this research investigates the role of the different sectors of the society that promote and implement an environmental aspect of sustainability, I am seeking to explore the interaction including the type of relationship the actors within these various sectors have with their partners.

Apart from this, I have found that organisations prefer employing collaboration as a critical strategy to cope with the complexity in the pursuit of improving efficiency (see section 2.3 of chapter two). Also, in a study that was established from section 2.3.1 to section 2.3.6, it was shown that collaborative work is an inherently complex phenomenon. This is because the interactions in collaboration are variable and are determined to the extent to which the actors communicate and make a decision within the team. Then, the review of the literature on collaboration including the

process of forming collaboration and the collaborative models between the different sectors of the society are likely to be reflected in the scope of management

As highlighted in chapter two, some existing theories and empirical studies associated with the phenomena of collaboration were noted where several issues that had been covered were focused on the elements of collaboration and the forms of collaboration. However, these studies have limited power for explaining how those elements are differentiated by the different roles of the sectors. Significantly, it does not specify the typical relationship for understanding the collaboration forms within the various sectors of society in a sustainability project.

Thus, to that extent, I am seeking to explore the role of the different sectors that are part of local communities that collaborate for pursuing environmental sustainability. This will also include exploring the characteristics of the different sectors involved and how they can be compared in terms of their sustainability goals and activities or projects. After that, their relationship will be clustered into a different case, depending on the leadership and interaction process such as communication between the different sectors. To be more specific, there are three fundamentals questions that have been developed with regard to the review of the literature:

1) To what extent are the different sectors of the society interested in pursuing sustainability? This question will require a more in-depth understanding of the concept of actors in communities, considering the various sectors that are relatively involved in environmental sustainability activities.

2) What are the various types of motivation in sustainability engagement that could differentiate the type of communities? Through this study, I am seeking to identify a different kind of relationship that the various sectors of the society have with their members when collaborating in a sustainability project.

3) Also, there is evidence from the existing research in section 2.5 of chapter two that promoted formal institutional collaboration in which a formal contractual obligation takes place, while in an informal collaboration the relationship is not based on any written agreement. Thus, I am seeking to

identify the different ways in which the actors collaborate to promote sustainability in communities.

The above questions attempt to develop a deeper understanding of the collaboration practices among the various sectors of the society in order to support sustainable development.

3.2   Phenomenological Philosophy

In recognising the relationship characteristics of communities studied in this research, it is significant to relate the process of engagement that involves different purposes, leadership styles and the organisation's cultural contexts. Thus, this research demands an appropriate approach for the examination of the social phenomenology and is supported by its association with the interpretive paradigm. Such an understanding required a focus on the phenomenological traditions and since the aim of this study is to understand the meanings of the actors studied, the phenomenological philosophy became essential in the interpretive paradigm. Thus, phenomenology is an appropriate philosophy to this research that associated the demand for sustainability into the different characters of communities.

According to McNabb (2008), phenomenology is the study of things and events as people perceive them. Ultimately this thesis aims to identify the essence of what all the actors experience about a phenomenon (collaboration for sustainability) without interfering in their arrangement (Creswell, 2007). While reviewing the literature, evidence found a few studies that discussed the phenomenon. Because of this, my philosophical approach concern with Husserl (1970) which this research was drawn from a free hypothesis or preconceptions.

In addition, phenomenologists tend to oppose objectivism and positivism that tends to look at reality in terms of variables, testing of hypotheses and measurements. However, Waugh and Waugh (2006, pp. 495) claimed: "phenomenological reasoning is not diametrically opposed to that of logical positivism". Also, because this research is based on an interpretive, phenomenological approach, the

ontological and epistemological assumptions underlying this thesis will be unlike those in the case of the positivist tradition where reality is studied using objective methods. In fact, this philosophical paradigm relies upon experiments, surveys and a rigorously defined quantitative methodology.

Initially, the process of phenomenological research starts from the basis of understanding where there is a need to recognise and discover the meaning of a phenomenon from the lived experience. The objectives and purposes will have to be formulated by the researcher at the discovery of the phenomenon of collaboration for sustainability. Further, the researcher attempts to study a phenomenon that clearly understands the specific philosophical stance that underlies each research method.

According to Van Manen (2007), phenomenology "is essentially the study of lived experience or the lifeworld". Founding phenomenologists including Husserl, Heidegger, Sartre, Merleau-Ponty and Schutz, highlight the main concept of phenomenology in constructing the meaning of experience (ibid). Indeed, Polkinghorne (1983) identified the focus of phenomenology is on understanding or comprehending the meaning of human experience as it is lived.

In phenomenological research, the research question focuses on discovering the meaning of phenomenon sustainability in the local context of communities. It corresponds with Husserl's theory which emphasises that phenomenology is a focus on the people's subjective experiences and interpretations of the world. Besides, Pringle et al. (2011) highlighted that the interpretative phenomenological research approach is adaptable to understanding the experiences of individuals that provide support for the choice of this paradigm.

3.2.1 Consideration of Interpretivism

Contrary to positivism, interpretivism emphasises the ability of an individual to construct meaning. The interpretive paradigms by Van Manen's and Merleau-Ponty's approaches to phenomenology. This approach enhances the researcher's

perception into the process of interpretation. Even though some philosophers have criticised this method of interpretivism as it does not allow for generalisation and it encourages to study only a small number of cases, others have argued that interpretivism allows researchers to gain insight into the phenomena in a range of perspectives (Macdonald et al., 2000). Furthermore, as phenomenology is an interpretive paradigm, validity or truth cannot be grounded in objective reality. Instead, it holds the knowledge to be a subject of interpretation. In this case, researchers take an interpretive position in an attempt to understand the subjective meaning of the social actions (Burrell and Morgan, 1979). This paradigm interpreted the world through the minds and in the meanings of human action (subjective reality). Thus, this approach does critique positivism and those approaches that mainly use quantification techniques and methods to measure causal relationships.

Given that this research is guided by social constructionism, interpretivism is leaning on social constructionism where the constructivist argues that people generate knowledge and meaning from communication between their involvements and their thoughts. In that sense, interpretivism supports the view of understanding people's experiences through studying about the people in their environment. Thus, this research is looking at how communities interact with their organisation based on their experience in collaborating for sustainability implementation.

Against this, the subtle realism lies in the idea of independence of reality from the human mind (Phillips, 1987). In other words, realism portrays the world through the personal human sense without looking at interactions or experiences. It has been noted that there are various writers who apply realism to the environmental and social sciences (Gandy, 1996; Carolan, 2005; and Dean et al., 2005). However, this research is relevant for accepting the context of phenomena alongside the experience that influences individual perception.

3.3   The existence of complexity

As demonstrated in the previous section, it has been noted that understanding the communities' relationship in sustainability engagement is highly complicated. From

the literature review part, it has been mentioned that communities can be described differently depending on their characteristics; geographic, interest and virtual. Since this study anticipated the various actors in communities in terms of interests, memberships and structures, significant changes are required based on the demand for sustainability. However, making the transition in the environmental aspect of sustainability does not come from a single actor and often lacks the adequate resources and capabilities. For that reason, it is necessary to consider the collaboration interest that constructed the different patterns of behaviour underlying the different purposes, organisation cultures and leadership to take on this enabling role.

Rogge, Dessein and Verhoeve (2013) explained the complexity; they believed that "a critical point of intersection between different life worlds, social fields or levels of social organisation upon interests, knowledge and power are most likely to be located" (p. 330). Thus, it is necessary to integrate the process recommended by Rogge, Dessein and Verhoeve in order to clarify the complexity of the subject in this research.

In relation to this study, the complexity of the subject is perceived from the involvement of the different actors with different purposes in the sustainability project. These consequently create tension and multifaceted relationships. besides the need to understand the knowledge of collaboration between the different stages. These range from the formation process to the collaborative arrangement. The need for knowledge is further complicated because it involves various sectors with different interactions. Its management involves making a decision by the different sectors that are also considered as complicated because they incorporate the effectiveness of communication and the way those sectors interact.

In order to develop robust findings, the proposal of those authors should be undertaken. There are three phases proposed by Rogge, Dessein and Verhoeve. According to them, the subject of complexity should be explored, and if possible, the similar concepts can be clustered. Up to this point, I have identified three separate

sectors of the society in forming a collaboration towards sustainability purposes at the local context, local authority, local business and non-governmental organisation, in order to get an insight into the process of collaboration forms among the actors. Although I am fully aware that these three sectors have a distinction that is strongly intertwined, it is useful to understand the complicated situation of the relationship characteristics. Based on the process that has been undertaken by Rogge, Dessein and Verhoeve, the three stages are exploration, illustration and development of a framework which are briefly explained in the next section.

3.3.1 The three stages of undertaking research

In this context of the study, the complexity proposed by Rogge, Dessein and Verhoeve need to be embraced. It means that it will be necessary to examine the different actors in communities and consider a variety of situations in order to incorporate the extent of complexity. In referring to this situation, these three stages allow for the robustness of the findings:

1. *Exploration*

At this stage, the process should start by investigating the different characters of the actors who facilitated the environmental sustainability purposes. The literature review is conducted to gain insights into the topics related to communities and sustainability within the research questions of this study. The fundamental problem of communities is twofold:

- To investigate the different characters within the organisation that are involved in environmental sustainability projects into different clusters.
- To explore the extent to which organisation goals, the culture and the leadership style, are evident in making a collaboration in different patterns of behaviours to establish an initial study for subsequent analysis.

2. *Illustration*

To be able to develop sound and widely accepted collaboration forms within communities, the second stage is illustrating the case studies from empirical research. These case studies are identified by clustering the different actors in

communities by comparing them according to the purpose and activities undertaken that support environmental sustainability. Even though each of the actors was very different, they all have a variety of situations in developing a collaboration form, and each case might confront the similar process of engagement.

3. *Development of a conceptual framework*

It is beneficial to undertake the aspect recommended by Rogge, Dessein and Verhoeve in the subsequent analysis. It is necessary to develop the conceptual framework after taking account of the pattern of communities according to their specific roles.

Figure 3.3 below shows the summary of the three stages undertaken for conducting this research by considering the complexity of the organisations involved.

The significant difference is apparent after considering the nature of these objectives; the first stage that of exploring the communities' characters of each of the actors involved is seeking to establish an objective theory. This is allowing the understanding of the identity of the different sectors involved.

The second stage whilst also focusing on establishing the theoretical position is seeking to investigate the clusters that can be grouped by comparing the organisations. While in the last stage the focus is on creating the framework that was perceived from the case studies by which collaborative activities relating to environmental sustainability are carried out within the clusters.

Referring to the below figure, the framework allowed me to experience the specific process by undertaking a literature review that led to the development of potential conceptual models of communities that were expected to be used as the case studies for this research.
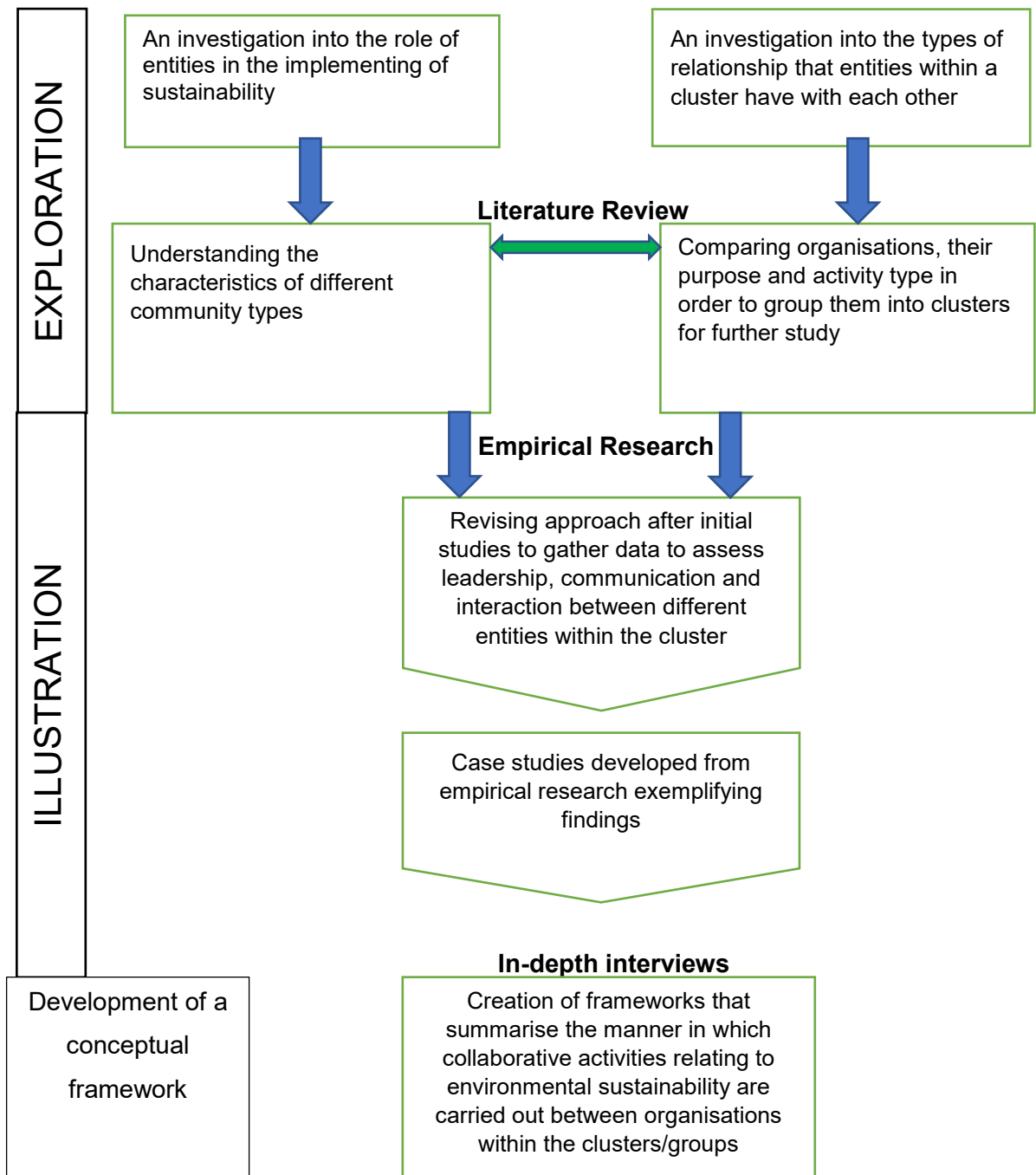
Figure 3. 1: The research framework undertaken to accommodate the complexity

3.4 Research Strategy

Referring to Saunders onion, the next layer to be discussed in this section is a research strategy that helps the researcher to investigate the research issue. Since this is an exploratory research that attempted to cover the relationship characteristics of various sectors of the society involved, the inductive approach is the best-suited

approach for this study. In taking this position, a study from Rogge, Dessein and Verhoeve is used to justify the form of the case study that fits this research. The details of the sampling criteria are given in section 3.9.2 and 3.9.3. Therefore, all the data collected would explore the phenomenon of collaboration for sustainability which would then be iteratively tested when the analysis takes place.

According to several authors, a research strategy is a carefully structured plan of action that has the best potential of offering success for a research. The choice of research strategy, therefore, needs to be clarified in relation to the purpose for which they are employed (Denscombe, 2010; Saunders, Lewis and Thornhill, 2012). Denscombe (2010, pp. 4) clarifies that there are three specific questions that a researcher needs to ask when deciding on the choice of strategy; a) Is it feasible? b) Is it ethical? c) Can the researcher access the suitable data for answering the research aim?

The approach that situating this research into complex phenomena enables the researcher to obtain a variety of materials for interpretation such as reflection journal, field observations, visual data, recorded conversation and participant journal account (Abawi, 2012). Thus, an appropriate research strategy should be addressed in order to generate the robust data for the findings of this research.

3.4.1 Case Study Research

In an attempt to select an appropriate research design, the type of research questions that are being investigated provides a critical hint (Campbell et al., 1982) to the research. According to Yin (2009), "the more that your questions seek to explain present circumstances (e.g., "how" or "why" some special phenomenon works), the more that the case study method will be relevant" (2009, pp.4). Then, Yin further explains there are three conditions for conducting a case study which are: experiment, survey and archival analysis and history. For the first condition, the research questions 'why' or 'how' need to be asked, while the remaining conditions in conducting a case study explain the behavioural events that are being studied without any specific control of questions.

A case study is an appropriate approach for this research and is expected to provide a more precise picture and consequently guide the direction of the future research (Bryman and Teevan, 2004). Furthermore, a case study is a suitable design since it allows the researcher to provide a rich description of the communities' relationship while the essential characteristics of this complex phenomena are still retained (ibid). Yin further suggests a multiple-case design is desirable when the intent of the research is a description, theory building or theory testing. Indeed, there are some scholars who used case studies (Edmondson, Bohmer and Pisano, 2001; Galunic and Eisenhardt, 2001 and Gilbert, 2005) to develop a theory that is often regarded as the "most interesting research" (Bartunek, Rynes and Ireland, 2006).

According to Einsenhardt (2007):
Building theory from case studies is a research strategy that involves using one or more cases to create theoretical constructs, from case-based, empirical evidence (p. 25).

Yin argues that considering the number of case studies is essential to develop concepts or to generate a theory by integrating several concepts, propositions and world-views. As to respond to this challenge, I will return to the nature of the research question, where it is significant to highlight the phenomenon of collaboration for sustainability. Yet, it is ideal when "how" and "why" questions are being asked about the specific event where I have little or no control (Yin, 2003; Gray, 2009) to address the theory and fill in the gap of the research about the nature and variety of collaboration designs.

Thus, based on the above criteria, this research was represented by different cases of communities, and the different profiles are described in Appendix 3. All of the cases were established in terms of the different collaboration purposes related to sustainability. The different cases were categorised based on the different roles of the actors in the context of environmental sustainability.

I combined the case study approach of Yin (2003) and the building theory from cases approach of Eisenhardt (1989) for this research. This is because the theory is emerging from the observations and interviews and in that sense, the patterns of relationships among the cases were recognised during the process. Eisenhardt (2007) further suggested that the relevance of theory building from case studies is that this approach is rooted in rich empirical data and is likely to produce an accurate and interesting theory. However, it becomes challenging to justify the theory building (Lee, Mitchell, and Sabylinski, 1999) to the readers before the readers reach the findings.

It is vital to look at the case study holistically to gather a rich description of the phenomena (Stake, 2005). I have found that multiple case studies will be appropriate for this research. As this thesis is seeking to identify the relationship between communities, considering the various types of organisations, it will be necessary not to focus on a single case study, and for that reason, the appropriateness of multiple case studies because they can compare the findings with each other.

3.5   Time Horizons

A cross-sectional study that involves looking at people who represent their organisation and differ in one key characteristic which is the experts and practitioners in sustainability project at one specific in time is appropriate for this research. The feature of a cross-sectional is that it can compare different groups at a single point in time. However, determining how the study will be carried out depends on the nature of the research questions. In assessing the relationship based on the different purpose and activity type, I would consider comparing from a number of participants with varied characteristics to group them into clusters. That means, I used the same question about collaboration and sustainable development to a different sample of people in the particular context. Thus, the longitudinal study does not necessarily have to be conducted because this study does not look at the changes at the individual level for a more extended period of time.

3.6   Remainder focus of this research and the realities of undertaking the research

The extensive data collection in this research is needed to gain a rich understanding of the relationship between the different sectors. This can be sought from multiple sources of evidence including the in-depth interviews and documents. It follows Eisenhardt ideas in which the use of multiple sources built a strengthened confidence in the findings.

Primary and secondary data is collected for this research. The primary data are usually collected using semi-structured interviews with the experts and practitioners in the collaborating sustainability project, while the secondary data consist of the field notes and other related organisational documents that have been collected from the interviewees. The different perspectives of the interviewees' understanding of communities and their roles towards sustainability purposes will be highlighted. It would be useful to integrate their experiences, beliefs and attitudes with a current phenomenon of collaboration for sustainability.

3.6.1 Semi-structured Interviews

Semi-structured interviews were employed to get a clear idea of the phenomena being investigated. This particular method is appropriate based on the capacity of accessing a rich description from the respondents' experiences to address particular issues (Bryman, 2012) on how the participants collaborated on a sustainability project. Boeije (2010) describes that the participants who are experts in their field will pass on their knowledge to the researcher during the interview process.

The characteristics of semi-structured interviews according to Boeije (ibid) are:
1) The interviewer and participants engage in a formal interview.
2) The interviewer develops and uses an 'interview guide' that consists of questions and topics that need to be covered during the conversation, and usually in an order.

3) The interviewer follows the guide but can also follow a new route in the conversation that may sometimes be slightly different from the topic guide when appropriate.

According to Kvale and Brinkmann (2009), an interview is "a live social interaction where the pace of the temporal unfolding, the tone of the voice, and the bodily expressions are immediately available to the participants in the face-to-face conversation, but they are not accessible to the out-of-context reader of the transcript". It shows that the interview is used for a real-time conversation.

A semi-structured interview is a method for generating qualitative data that it is characterised by open-ended questions. Also, it is developed in advance for more further investigations (Morse and Richards, 2002). The interviewer has a set of questions on an interview schedule, however, the interviewer is free to inquire about the exciting areas that arise from the participants' interests or concerns while the interview is guided by the schedule (Lindlof and Taylor, 2002; Smith and Osborn, 2003). The semi-structured interview guide provides a clear set of directions for interviewers (Patton, 2002).

The primary concern for the researcher when doing a semi-structured interview is understanding at a holistic level. For conducting the interviews in a much comprehensive and versatile manner, a relevant review of the literature of the research background is needed that is explained in chapter two. Besides, it is parallel with the data being analysed and subsequently tried to some hands-on experience from several earlier interviews with the participants.

The interviews contained a series of open-ended questions that were specially developed for this research. The opening question asked the interviewees about their understanding of the term sustainability in the organisational and business context. The operationalisation of the interview questions follows Tracy (2013), who describes that "the first questions should build rapport, helping the interviewee feel comfortable, likeable and knowledgeable". Hence, the first question that

operationalised in this study was believed to be an appropriate question to address this purpose.

The first stage helped me to develop a draft framework that will be refined and tested in the second stage of the interviews. All in all, 35 in-depth interviews were conducted for this research. They consisted of London Boroughs (Local Authority), British Improvement Districts, businesses and Non-for-Profit Organisations (NGOs, Community Interest Companies and Community Associations). The specific aspects of the local communities' experience that would fill the gaps in developing the emerging themes were considered. The interviews lasted for an average of 60 minutes and were audio-recorded and then transcribed. All the interviews were recorded with the consent of the participants. The recording led to the accurate record of the interview; this was then transcribed. The researcher took notes every time the interview took place. The researcher took the critical points and highlighted the expressions from the interviewee.

The participants were briefed that there are two parts to the interview. First, the more generic information will be voice recorded and documented. Second, strategic information, information that is not sensitive for the interviewed individual but is confidential for his/her organisation, will be documented in detail but not be recorded in voice.

Moreover, personal private beliefs or information will not be collected. The information will only be recorded if the participant agrees. They can also decline to be recorded. They are asked to mention whenever the information given was strategic so that it could be anonymised in all documents. The information about the individual organisations will be aggregated and any organisation specific details will be analysed as aggregated in any publication and in this thesis. Information that is not sensitive to the interviewed individual, but which is confidential for his organisation will not be shared with other organisations or the public in any non-aggregated form.

The primary data was collected through semi-structured interviews. For this research purposes, the formal interview requests were made in a series of batches, beginning with a pilot study sample for a couple of interviews, followed by a continuing sample and then the additional samples that took place between January 2016 and April 2017. The relevant sampling considerations are explained below, followed by a discussion of the data collection methods and data analysis process.

3.6.2 Sampling design

In general, there are two types of research sampling (Cochran, 1997), Probability sampling and Non-probability sampling. The different sampling strategies for quantitative and qualitative studies are due to the different goals of each research approach. At this point, the researcher should understand why probability sampling is inappropriate for qualitative research. Perhaps, it is essential to select a sample for qualitative research systematically to ensure the reliability of the indicator sample. In this case, the statistical representatives are not the aim. Instead, samples in qualitative research are usually purposive. This is because the participants are selected based on their likelihood of generating useful data for the research and whether they are really fit to answer the questions posed.

Within the context of the sampling method, sampling relates not only to the selection of the type of participants but also to the selection of the appropriate number of participants. For example, Kvale (1996) observes that within the interview studies, the number of interviews tends to be 10 ± 15 due to the factors of time, resources and the law of diminishing returns. Meanwhile, for the purpose of academic publication, Warren (2002) stresses that 20-30 interviews are required. Therefore, a target of 35 interviewees were sought for this study. The researcher thought this number was appropriate due to the heterogeneous nature of the sample group, and it is possible to identify any similarities and differences within and between the sample categories.

As for qualitative research, it is relevant to use non-probability sampling because the aim of this research is not to produce a statistical outcome but instead to generate

extensively textual data. I have to know genuinely about the interviews design including the phenomena of collaboration for sustainability and the research questions that might be relevant to answer the gap. Also, I shall keep in mind that the purpose of the interview is to know the experience and the perception from the participants about a phenomenon.

Therefore, most researchers in qualitative research select participants according to their characteristics and criteria that are relevant for answering the research questions. Patton (2001) defined sampling as "the process of selecting several individuals for a study in such a way that individuals represent the larger group from which they were selected". The primary purpose of getting the right sampling is to gather data about the population as they will make their own interpretation of this research. I have provided the stages for selecting samples that usually guide the researcher before conducting the fieldwork in figure 3.4.

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┌─────────────────────────────────────────────────────────┐
│              Define the target population                │
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                            ▼
┌─────────────────────────────────────────────────────────┐
│               Select a sampling frame                    │
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                            ▼
┌─────────────────────────────────────────────────────────┐
│  Determine if a probability or nonprobability sampling   │
│                 method will be chosen                    │
└─────────────────────────────────────────────────────────┘
                            │
                            ▼
┌─────────────────────────────────────────────────────────┐
│        Plan procedure for selecting sampling units       │
└─────────────────────────────────────────────────────────┘
                            │
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┌─────────────────────────────────────────────────────────┐
│                 Determine sample size                    │
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│               Select actual sampling units               │
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│                   Conduct fieldwork                      │
└─────────────────────────────────────────────────────────┘
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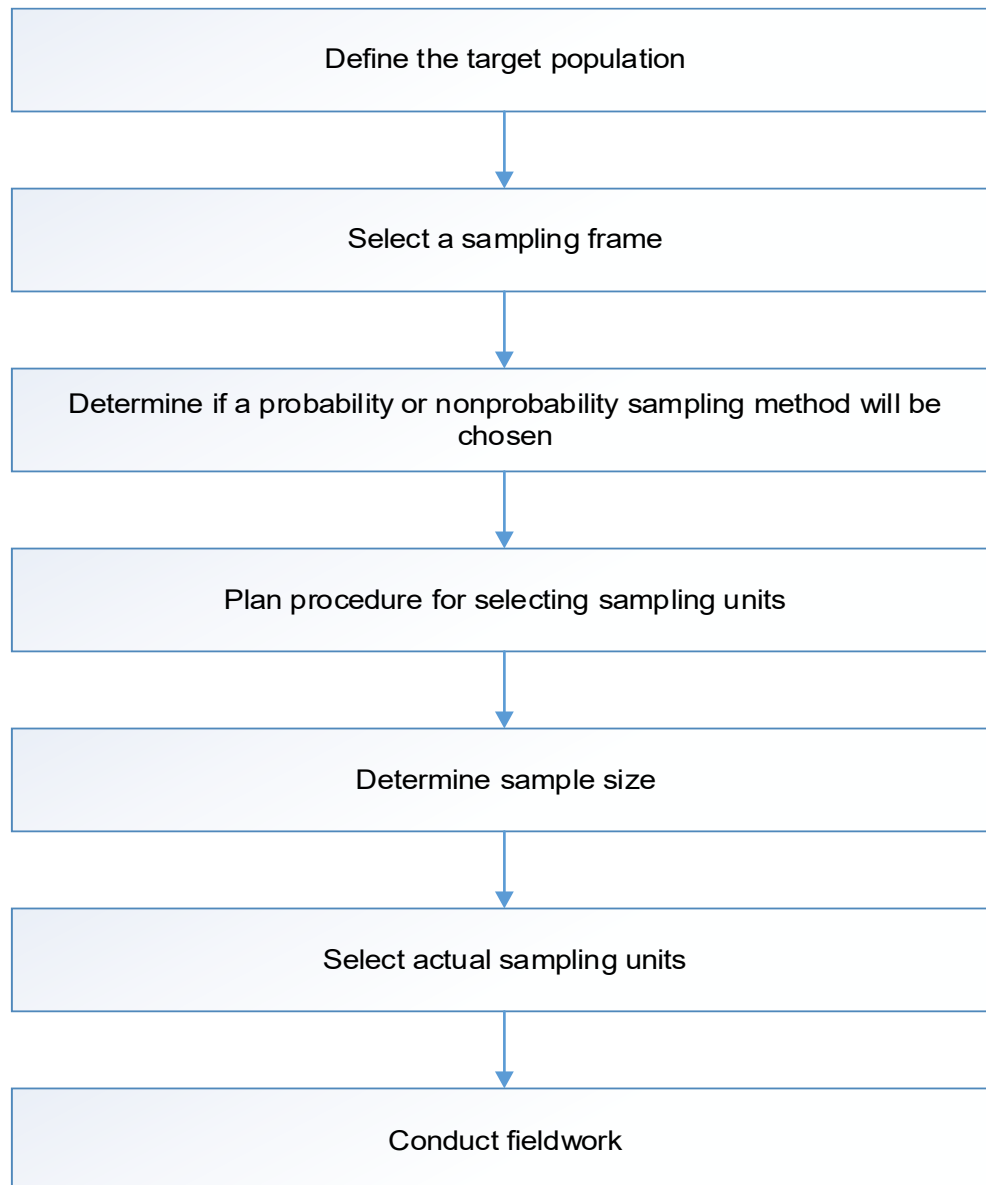
Figure 3. 2: Stages in the selection of a sample

The figure 3.4 above shows the stages that I followed while sampling the interview applicants. It is essential for the researcher to consider the selection of a sample before conducting the fieldwork. The first thing that the researcher did is defined the target population, which in this study is searching for a group of the community as a practitioner at the local level. Then, a sampling frame was selected within the sectors including government, firms, entrepreneurs and not-for-profit organisations. In the next section, I will briefly explain the critical aspects that need to be considered when

selecting cases. This is to ensure that I can gain access to interview the relevant people who will allow the research questions to be addressed (Yin, 2009).

3.6.3 The selection of cases: the use of purposive sampling

In the initial stage of the interviews, this study applies purposeful sampling of individuals who are exceptionally knowledgeable about or experienced in the phenomenon (Cresswell and Plano, 2011). This is consistent with Tracy's (2013) idea that supports that maximum variation sampling is a form of purposive sampling, where the qualitative research involves the selection of participants who add value to the research. The maximum variation sampling then enables for a different point of view from a broad range of practitioners to be accessed.

The selection for purposive sampling considered by Welman and Kruger (1999) is one of the non-probability sampling methods that identify the primary participants. The sample is selected based on the researchers' judgement and the purpose of the research that might be relevant for getting answers to the research questions. This is the reason most of the researchers who adopted qualitative studies must clarify the criteria for each sampling and provide the rationale for their decisions. The selection criteria and the justification of the sampling are given in the next few sections (3.6.4 to 3.6.5).

3.6.4 Selection criteria

In using purposive sampling, the selection criteria that needs to be established is mainly related to the kind of cases that addressed the research questions (Bryman, 2012). The interview sample aims to cover the variety of actors who are involved in constituting and operating the collaboration for sustainability. As this approach investigates a phenomenon (the "community" that claims to be "sustainable") and is qualitative in nature, it requires the interviewing of the practitioners. The list of participants must fulfil specific criteria one of which is that they must have experience in collaboration for a sustainability project.

The sampling unit for this research is the practitioner in the market and the decision maker or individual who could influence others in the non-market organisation. For example, this research included top-level and middle-level management such as Chief Executives, Directors of Sustainability and Project Managers. With respect to the research questions, as well as the comparative account for the various sectors, there were three criteria created for selecting the cases that could be considered to be robust for the findings:

1) The similarity of activities: The cases that need to demonstrate the collaborative approach between the clusters where they have similar activities for supporting sustainability in their local area.

2) Accessibility: Yin (2009) has mentioned the critical aspect in accessing the potential data. This has been supported by Bryman (2012) where he raised the issue of the gatekeeper. The cases need to be accessible, and this access can be facilitated by critical actors, intermediaries or gatekeepers of the case who can allow or not allow the researcher to access the case study.

3) Sufficient data on collaboration: As this research is exploring the collaborative approach among communities, it is essential to consider the aspect of information that the participant held for the collaboration project including the in-depth understanding of the collaboration terms and procedures and the motivation for collaborating in their institution or organisation.

For the purpose of this study, I have selected industry and public organisation experts who practise collaboration for sustainability purposes based on the above criteria. Table 3.1 gives examples of the interview partners for the different types of communities within the organisation in this research that fit into the different motivations for involvement in a collaboration project.

Sample of communities	Motivation	Sustainability project/activities involved
Local Authority	Green policy	Reduce carbon emission Green travel
Business Improvement Districts	Interest	Recycling Protect public spaces
Corporations and/or Enterprises	Business interest	Solar park Green electricity
NGOs	Networking	Preserved parks Protect natural environment

Table 3. 1: Examples of the interview partners that fitted to this research

Apart from that, I used the Internet searches and telephonic inquiry of the office's Local government authority, British Improvement District, Community interest companies and firms in the United Kingdom to identify the project directors at such institutions who are responsible for governing sustainability projects. The central research question was what is the relationship between the organisations and the local community for matters of sustainability. However, I also need to capture the rich description of doing phenomenology.

Those experts shall qualify as influential and thus be project managers or decision-makers in the context of "collaboration for sustainability". They are businesspersons, entrepreneurs or project managers or have been involved in coordinating partnerships in terms of sustainability intentions. Hence, they likely have the academic skills or industry experience to understand the questions and topics underlying them.

The brief description of clusters involved in this study and their relevance to this study is discussed in the following section.

3.6.5 Justification for selecting England

United Kingdom was selected for this study as I sought to generate insights into a different sector of society within and across the organisation in the largest city of England. This can bring in the designing process for collaboration practices to enhance sustainability purposes. In that essence, United Kingdom is relatively advanced in terms of community engagement and focusing on forming collaboration as the part of the sustainability agenda. This can be proved by the retrieval of the search methodology where the United Kingdom is a good leading destination to carry out this research (see Appendix 1 retrieved from literature search). Thus, to be more specific, England has more exposure to sustainability matters, ranging from the government, businesses and the individual resident in protecting the natural environment. As England has much experience in implementing a green policy, studying English experience in the decision-making process will generate valuable knowledge in this research.

The study covered a part of the United Kingdom that included the biggest cities in England such as London, Manchester, Birmingham, Sheffield and Bradford. Ironically, the sample was chosen from the most massive cities because most areas in England have different strengths and need to create a sustainable community while they can lead a significant role in forming a collaboration for sustainability purposes.

Secondly, England was selected due to the accessibility of the cases. Being a PhD student at the University of East London enabled me to access the case in various communities in London including the London Boroughs and non-governmental organisations. Ideally, England was selected due to the research trend on sustainability. In recent years, there has been an increasing amount of research on sustainability in the United Kingdom context since the 2000s. However, there is limited research concerning the relationship between communities at the local context in collaborating for environmental sustainability purposes. Therefore, it is essential to study this issue in England.

Although there may be other suitable countries with experience in collaboration for sustainability purposes such as France, German and Japan, there is limited research published in English, and it is hard to access the information through web pages due to the language barrier. Thus, those countries were not selected for this research purpose.

3.6.6 Pilot Study undertaken in this study

The pilot study was designed for this study to check if the usefulness of the elements derived from the literature review would be supported by the critical constructs for the initial framework. At this point, the interview guide was tested during a pilot study. There were a couple of interviews conducted for the pilot study consisting of experts and practitioners who were experienced in collaborating for a sustainability project. Prior to this arrangement, the pilot study was used to assess whether the chosen technique for this research would appropriately address the research question. It looked for the reliability of the research instrument, such as the interview topic guidelines, and assessed how effective the responses to the interview questions were.

During the pilot study, I could assess whether any of the questions would need to be reworded or changed. Also, this pilot study could establish the average duration of the interview for the next stages of interviews. Interviewees were asked about their experiences in collaboration and the roles of their organisations in implementing sustainability.

The interviews started with the general background of the interviewees (how long have you been involved in collaborating sustainability project) and the general background of their understanding on sustainability (what does the term sustainability stand for in your organisation and business context). The interview topic guide for the study is attached to this thesis.

3.7   Data Collection Methods

Case study research is seen as the most favourable research design because it allows various sources of evidence and can be used for generating a rich description of the phenomenon (Hakim, 2002). Bryman (2012) claimed that a case study could be either qualitative or quantitative depending on the philosophical assumptions. It also can be a mixed methods research. The researcher of qualitative methods will be generating data that is primarily in the form of words, not numbers (Patton and Cochran, 2002). While for the quantitative research, the researcher is seeking to produce numerical data that is analysed using mathematical and statistical methods.

Increasingly, qualitative research can be found in all the fields that cover the diverse organisations and management. A qualitative study can be seen as a method of understanding the phenomena and the underlying reasons and motivations behind the phenomena in much detail rather than quantitative research approaches that only touch upon the surface of the topic being investigated (Hughes, 2006). Creswell (2005) defines qualitative study as:

A type of educational research in which the researcher relies on the view of participants, asks broad, general questions, collects data consisting largely of words (or texts) from participants, describes and analyses these words for themes, and conducts the inquiry in a subjective, biased manner (p. 39).

It has been noted that the research approach used in this thesis is based on a methodology that explicitly interprets the lived experiences of the phenomena promoted by Van Manen (1990). This study is recognised as one that involves capturing the actual meanings and interpretations that the critical actors subjectively attribute to the phenomena to explain their characters and their relationship in the collaboration. According to Alvesson and Deetz (2000), this involves investigating how the collaboration partners experience and share their common interests with others. A qualitative study can, therefore, be seen as an appropriate method to understand the phenomena or meanings that were used in this work.

The nature of qualitative data analysis has been collected into some form of interpretation of the people in a particular situation that the researcher investigated. Figure 3.5 shows the process of qualitative analysis that has possibly been adopted for this study.
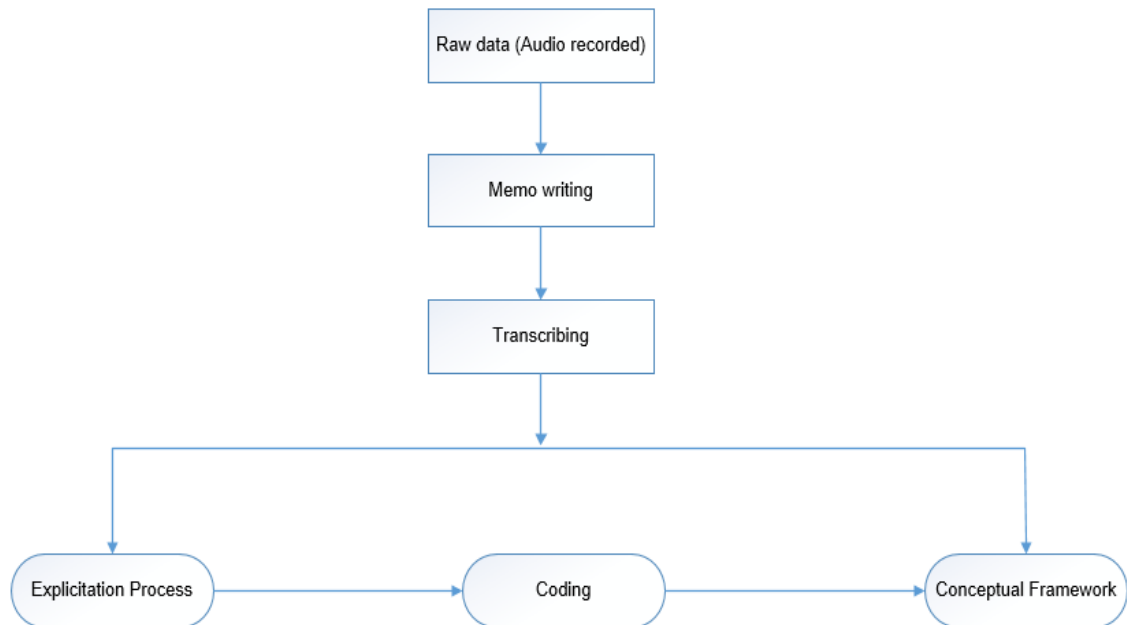
Figure 3. 3: A process in qualitative analysis.

As can be seen in figure 3.5, the process for qualitative analysis begins with raw data, which is referred to as audio recorded in this study. The researcher audio-recorded with the permission of the interviewees. Each interview was assigned a code, for example, "LA #1", "LA#2", "BID #1" or "NGO #1". Since the researcher interviewed different groups of interviewees, the interviews were identified by a team character:

    i-   Local Authority (LA)

    ii-   British Improvement Districts (BID)

    iii-   Businesses (B)

    iv-   Small and Medium Enterprise (SME)

    v-   Non-Governmental Organisation (NGO)

The recordings for each interview were then transferred to the computer with the assigned interview code. Then, I listened to the recording several times and made

notes after each of the interview recordings. It is important to make notes afterwards so that the researcher will recall the expression from the participants during the interview session. From the notes and recordings, I transcribed keywords, phrases and statements.

Based on the research choices, the researcher can decide which method is most relevant to be adopted, either qualitative or quantitative research. However, the researcher can also mix both the options based on their preferences. This totally depends on the objective the researcher wants to achieve.

The comparison between the qualitative and quantitative approach is given in table 3.2.

	Quantitative	Qualitative
General Framework	- Seek to confirm hypotheses about phenomena - Instruments use more rigid style of eliciting and categorising responses to questions - Use highly structured methods such as questionnaires, surveys and structured observation	- Seek to explore phenomena - Instruments use more flexible, iterative style of eliciting and categorising responses to questions - Use semi-structured methods such as in-depth interviews focus groups and participant observation
Analytical Objective	- To quantify variation - To predict casual relationships - To describe characteristics of a population	- To describe variation - To describe and explain relationships - To describe individual experiences - To describe group norms
Question Format	Closed	Open-ended
Data Format	Numerical (obtained by assigning numerical values to response)	Textual (obtained from audiotapes, videotapes and field notes)
Flexibility in study design	- The study design is stable from the beginning to end - Participant responses do not Influence or determine how and	- Some aspects of the study are flexible (for example, the addition, exclusion or the

	which questions researchers ask next - The study design is subject to Statistical assumptions and conditions	wording of particular interviews questions) - Participant responses affect how and which questions researchers ask next - The study design is iterative, that is, data collection and research questions are adjusted according to what is learned

Table 3. 2: Comparison of qualitative and quantitative research approach

Source: (Mack et al., 2005:3)

Based on table 3.2, the main factor that differentiates both methods is that qualitative methods rely on text and image data while quantitative methods are based on numerical data. It is particularly useful to focus on quantitative data if numbers are highly valued for looking at the statistical patterns. However, as this research explores the details for a relationship in collaborating to support sustainable development, the quantitative methods are not necessarily the most suitable methods for the investigation.

There are different steps in the data analysis of qualitative methods that requires readers to understand specific designs and reflect on the role of researcher. Furthermore, in a qualitative study, the researcher has to draw from the expanding list of the types of data sources, using specific protocols for recording data, analysing the information through several steps and mentioning approaches for documenting the accuracy of the data collected.

On the other hand, the qualitative research approach also allows the researcher to analyse a phenomenon using the interviewees' experiences and perceptions of the phenomena (Creswell, 2014). This method relies on the observations of individuals where the researcher needs to spend an extensive amount of time in the field while working in the process of data analysis. Rather than exploring how and why things are happening, the qualitative method also quantifies data and measures the

occurrences of various views. While data were analysed through the interpretation overall and within or across the interviewee, it will be coded into a number of themes. This is then converted to a number for quantitative analysis. The identified themes are according to the questions and will be placed in the order of significance. However, this does not show that the quantitative approach is taken place for this work. This is because this research has concentrated on the qualitative approach in nature, providing the rich details of the characters among communities and considering the interaction between the different organisations.

In other words, it is noted that the qualitative approach is a study that is conducted in a natural setting. It depends on what the researcher does to gather the words of the participants who are involved and how he/she analyses it by looking for common themes. Also, the researcher has to focus on the meaning of the themes and has to describe the process by using both expressive and persuasive language (Creswell, 2005). Accordingly, I have decided to use a qualitative approach which is considered to be robust for accomplishing the overall aim of the study. It also has been argued that some of the businesses and environment literature that had focused on quantitative studies lack more in-depth theoretical analyses (Stokes, 2000).

The qualitative approach has facilitated me to get a deeper understanding of the issues of collaboration in sustainability at the local level of clusters in communities. Since the research questions aim to uncover the collaboration practices that communities undergo in their experience of the environmental project, understanding the roles of each relationship characteristic is best described in qualitative words rather than by quantitative study (Patton, 2002).

3.7.1 Document Research

The secondary methods of data collection are used as multiple sources of evidence for this research. The field notes and secondary data are included as document research. It is common for the interviewer to keep the necessary data from the interview. The data for the interview includes tape recordings, transcripts of tape recordings and the interviewer's notes. While doing qualitative research, recording

and transcribing the interviews are considered as necessary procedures. Besides, gathering documents was followed by in-depth interviews and this continued throughout the process of investigating the clusters of communities. Typically, field notes will take place as soon as the interview has occurred. Field notes, in this context, may refer to document observations about the interview content and details of the participants. They involve detailed descriptions of observations and interactions and will be kept in the chronological order based on the time the interview was taken.

Apart from that, organisational documents will be collected and examined as an evidence of the issues and areas that were discussed during the interview. Also, the sample of the procedures or terms in making collaboration will be collected to evaluate the type of collaboration forms that the organisation established. The documentation served several objectives of gaining valuable information in each case.

3.7.2 Document analysis from memo-writing

In this study, I used memos as an essential part of discovering the meaning from the transcript data from which the interviews have been undertaken. Memoing (Miles and Huberman, 1984, pp.69) is another important data source for qualitative research. It formed an integral part of the discussion for the emergent themes and will be discussed in the following chapter. Memo-writing is essential throughout the process of coding the data, especially when first doing the open coding of data. Furthermore, the purpose is about conceptualising all the incidents collected in the data, and memo-writing helps this process.

The writing has become an instrument for this research study for the outflow of ideas and writing successive memos keeps the researcher involved in the analysis. It also has been proven that memo-writing helps researchers increase the level of the concept of their ideas (Birks et al., 2008). Memos were also used in this research to record both the means by which the research progressed and the particular strategies that made the analysis consistent.

The necessary feature for the field note in phenomenology research is interpretation as "a step towards data analysis" (Hycner, 2004). There are four types of notes for memos according to Hycner shown in table 3.3 below.

Types of Notes	Description
Observational notes (ON)	Emphasises the use of all the senses in making observations. It is important for the researcher to make 'what happened notes'
Theoretical notes (TN)	Derives meaning from the researcher viewpoint or reflects on the experiences.
Methodological notes (MN)	The reminders or instructions on the process to oneself.
Analytical memos (AM)	End-of-a field-day summary or progress review.

Table 3. 3: Types of notes (Sources: Hycner, 2004)

Based on the different type of notes, I wrote memos on everything that occurred during the interviews to find the underlying meanings in the transcript data. This step was done to ensure that nothing was missed or forgotten, and then the researcher could develop the theory as comprehensively as possible (Strauss, 2001). After that, the categorisation of the memos was done by filing them as coded entries within the processing documents used for recording and retrieval. During this step, I was establishing a well-structured system of category folders that enabled the quickly accumulating memos to be accessed according to their significance.

3.7.3 Explicitation of the data

In phenomenology, the heading of data analysis is avoided because Hycner (1999) claims that the term 'analysis' has bad connotations as it usually means breaking into parts. Therefore, to investigate the phenomenon while keeping the context of the whole, this research used the term explicitation process, which is the simplified

version of Hycner's idea. This explicitation process has five phases as mentioned in the following figure 3.6.


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┌─────────────────────────────────────────────────────────────────────┐
│              Bracketing and phenomenological reduction                │
└─────────────────────────────────────────────────────────────────────┘
                                    │
                                    ▼
┌─────────────────────────────────────────────────────────────────────┐
│                     Delineating units of meaning                      │
└─────────────────────────────────────────────────────────────────────┘
                                    │
                                    ▼
┌─────────────────────────────────────────────────────────────────────┐
│              Clustering of units of meaning to form themes            │
└─────────────────────────────────────────────────────────────────────┘
                                    │
                                    ▼
┌─────────────────────────────────────────────────────────────────────┐
│      Summarising each interview, validating it and where necessary    │
│                             modifying it                              │
└─────────────────────────────────────────────────────────────────────┘
                                    │
                                    ▼
┌─────────────────────────────────────────────────────────────────────┐
│  Extracting general and unique themes from all the interviews and     │
│                     making a composite summary.                       │
└─────────────────────────────────────────────────────────────────────┘
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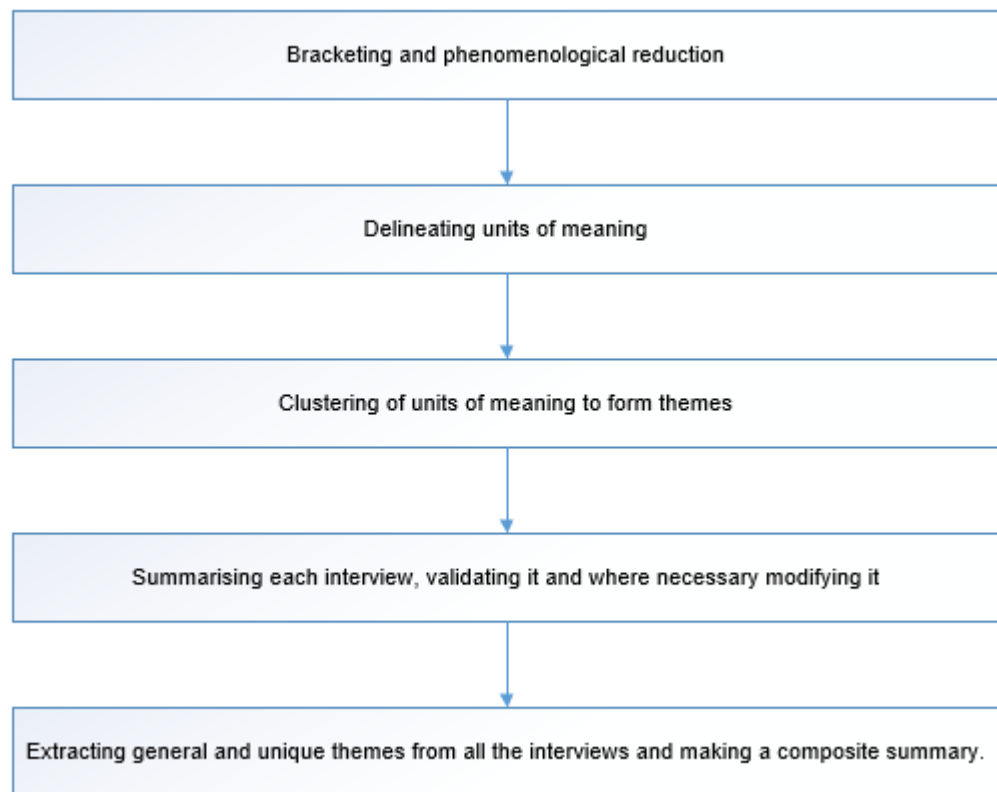
Figure 3. 4: Explicitation Process *(Sources: Hycner, 1999).*

The explicitation process started with the first step, bracketing and phenomenological reduction. Creswell (2007) claims that bracketing is essential to "limiting researcher biased conclusions to research data which should only consider the perspectives of the participants". The term bracketing is actually used to avoid the identification of the researcher's personal bias where there is no interpretation or theoretical concepts from the researcher enter to the experience of the interviewee. This is a different step of bracketing used in the phenomenon being researched (Miller and Crabtree, 1992).

Husserl's meanwhile explains that the phenomenological reduction is the process of defining the pure essence of a psychological phenomenon" (Husserl, 1931). In that essence, this process focuses on the phenomenon that is being researched.

In the second step, the researcher repeatedly listens (Holloway, 1997; Hycner, 1999) to the audio recorded during each interview, so that the researcher become familiar with the words of the participants in order to develop a sense that could establish his/her own unique experiences of the research participants. This step firmly extracts the list of relevant meanings from each interview and analyses the redundant units of meaning to be eliminated. Therefore, this is the critical process where the researcher has to consider the content and the number of times the relevant meaning was mentioned in the interview transcripts.

In the third step, the researcher will have the list of non-redundant units of meaning in hand without any presuppositions or intervention of personal views. Then, "the clusters of themes are typically formed by grouping units of meaning together" (Creswell, 1998; Moustakas, 1994). This clusters of meaning will then use to "develop descriptions of what the participants experienced" (Creswell, ibid).

After that, in the next step, the researcher will summarise each interview, and validate and modify it. The summary will incorporate all the themes in a complete context. The aim of the process is to reconstruct the inner experience of the topic, and the researcher has to understand that each participant has their way of experiencing the phenomena of forming collaboration for sustainability. At this point, a validity check is being conducted to ensure that the interview has been correctly captured.

In the final step, the researcher already builds the general and unique themes for all the interviews and the composite summary. This step is also present to make sure that the process in step 1 through 4 has been done for all the interviews. At this point, the researcher highlights the themes that are commonly used for all interviews and no significant differences exist.

After the explicitation process, the researcher will continue with the coding process. Coding is an essential part of many types of social research. It is a process where qualitative data has been analysed. The coding process involves searching the text

for similar themes, ideas, concepts and keywords from the transcripts of the interview. At the end of explicitation process, the researcher will come out with the themes that significantly exist. Then, the researcher will search the similar theme within the text and code them.

The main stage in coding is to develop a set of categories or patterns (Creswell, 2014) that can be investigated further. According to Robson (2011), coding is the process when the researcher has identified the elements of the data that are of interest and has labelled them. It is necessary that the results in the summary are being presented in the form of diagrams, flowcharts, patterns, network maps or matrices (Robson, 2011). When the essential themes have been identified, the researcher will come out with a conceptual framework based on the patterns or categories that have been developed through the coding process.

3.7.4 Coding Process

The coding process started after the first couple of interviews were conducted as a pilot study. Full interview transcripts are not included in this thesis due to the amount of description these sources contain. Then, the process was repeated when there were available transcripts in other phases. The first phase of data collection and analysis was involved in capturing the specific themes. Then, the following phase of data collection and analysis was to continue to explore those themes in transcripts.

As noted from the previous section, the thematic analysis indicated that the interviews that were guided by the questions had the following primary themes:

1) Understanding the motivation of sustainable development (M)
2) The characters of the organisation in pursuing environmental sustainability (C)
3) The relationship established from collaborating for a sustainability project (R)

These themes were coded with a single letter that is shown in brackets above. Then, the remainder of the codes were developed iteratively as the coding progressed.

When the coding was completed, the interpretation had to be prepared by reviewing the insight of the themes and the interview transcripts. At this stage, particular attention was given to differentiate the actors in communities and group them into different clusters according to their interests. As the interpretation progressed, fundamental patterns and relationships between them emerged slowly. From this process, the basis of the conceptual framework was developed, and this is presented in chapter four to chapter six.

3.8   Conclusion

This chapter provided justifications of employing case study and is guided by the phenomenological approach that discovers the collaboration for sustainability and facilitates an in-depth investigation of the real-life phenomenon. It is noted that the research findings are influenced by the selection of an appropriate research methodology. The component of the research methodology is the overall approach to be used in the research process from the conceptual underpinnings to the data collection and analysis. Therefore, it is crucial for this research to explore further the phenomenon under a specific qualitative methodology whereby the conclusions can be made at the end of the process.

The case studies are developed from the empirical research that compares the different sectors within the cluster. This will be developed by looking at both the primary and secondary data such as in-depth interviews and document research. In addition, this chapter described the selection methods used related to research philosophies, and strategies in the study. The methods were drawn from the inductive and qualitative approaches which semi-structured interviews were applied to this research. As this study attempts to involve the complexity of the phenomenon, I have shown that the process of embracing the complexity by Rogge, Dessein and Verhoeve is necessary to be considered in this research.

Apart from that, this chapter has outlined the techniques for data collection and analysis with details of justifications. The explicitation of data analysis by Hycner is adopted for analysing the textual data.

In the following chapter, I will discuss the results from the first stage and the second stage of the interviews. The conceptual framework is being developed and the observed patterns of the clusters are being established.

CHAPTER 4: INTERVIEW ANALYSIS

4.0   Introduction

In addressing the research aim, "how collaboration processes shape the relationship among various sectors of society for environmental sustainability," this chapter attempts to present the findings from the preliminary empirical data collected. In this chapter, I also described the development of a draft conceptual framework. This is to develop a framework that will be refined as I progress through the remainder of my research. This chapter will first discuss the development of the research instrument and then show how the framework was developed.

This chapter includes my interpretation of the findings from the initial empirical data, and it is enriched with extensive quotations from the participants interviewed as well as from the documentary evidence such as transcripts of tape recordings and memos. Besides, the presentation of the findings also engages with the overall research aim and objectives through theoretical arguments and main points from the findings. More specifically, the aim of this chapter is to capture the experiences of the participants regarding their specific role in promoting sustainability and how they collaborate in environmental sustainability projects.

There were critical issues established from the literature that addressed the research aims and objectives of this research. The critical issues found were organisational factors including leadership, culture and decision making. Leadership is a significant factor that influences the style of collaboration. This is because a leader in an organisation plays a crucial role in fostering effective collaboration and with strong leadership, a leader can influence and inspire commitment to work together in collaborating for a sustainability project.

It is suggested that the organisational culture is needed for effective collaboration in which it facilitates the relationship among the partners. In this case, the different actors in the communities are bound by commitment and have a consensus to achieve sustainability. However, it is argued that the choice of action in delivering sustainability depends on the motivation of a person who made the decision. Thus,

it is necessary for the decision makers to make decisions that align with a good practice and is either driven by self-interest or social benefits.

Apart from that, the inclusion of collaboration instruments such as formal agreement and a voluntary agreement was revealed in the literature to show the different types of project collaborations or relationships. This thesis answers the research question of this study by investigating the different ways in which actors collaborate in environmental sustainability projects. Due to the complexity of the research process (see section 3.3 of chapter 3), chapter 4 will begin by considering the first phase of the empirical work. The initial samples for the interviews were the 15 organisations that were selected from different sectors. The sampling design and the selection criteria were described in section 3.6.2 to 3.6.4 of the previous chapter. By way of a pilot sample, the first couple of interviews were completed. These organisations were selected based on the best basis practice which is pursuing environmental sustainability purposes.

For the purpose of discussing empirical findings relating to how the different actors of society promote sustainability, this chapter is organised into several parts that consist of two stages of interviews. The first part (section 4.1) provides the framework to address the area need to be investigated in this study. This section is included to clarify any misconceptions that were formed during the review of the literature. At this stage, it is essential for the research process as it allowed the researcher to explore the initial concepts and ideas in order to verify the research problem (described in chapter one) and to refine the research aim and objectives.

The second (section 4.3) will examine the roles of the actors who are being involved in the framework in order to see whether their roles are characterised differently according to their sustainability purposes. At this point, it is crucial to assess the effectiveness of the sample design that was planned in chapter three to gain sufficient information so that the research aims of this study are achieved. The third part (section 4.5) will describe in detail the observed patterns that emerged from the commonality and differences of the characteristics among the various actors. The

final part (section 4.9) provides the overall research findings covered in this study after which the proposed framework was refined and tested for its reliability in the second study. This is necessary to ensure the research objective is achieved and can be considered robust.

4.1   Conceptual Framework
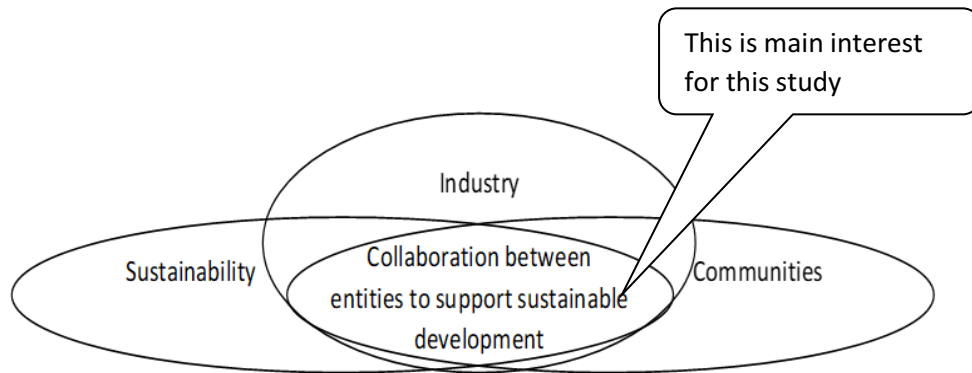
Figure 4. 1: The Initial conceptual framework

The framework above can be treated as a guideline for this study. The figure depicts the area of investigation that becomes the primary interest of this study which needs further clarification. The framework draws on the concepts of sustainability and incorporates a possible role of the sectors that is significantly important in its implementation. It is unlikely that collaboration is necessary for approaching the primary sectors of society for tackling the significant issues of sustainability and climate change. The aim of this diagram is to offer some structure to the results presented in this chapter.

A conceptual framework is a useful tool for guiding the research inquiry that contains ideas in structuring the research, as well as the formulated research questions, the review of literature, methods and data analysis that have been planned and discussed in chapter three. This framework helps in the identification of my principal area of interest and the gap in the literature that this thesis seeks to address. In brief, the framework plays a significant role in the research process and helps to clarify the

main ideas by providing the right routes to take for developing the study (Robson, 2011). If at any time changes are made to the research, all the other entities should be reviewed and revised as necessary to ensure the objective of this research is achieved. It explicitly acknowledges the possibility of the ideas that have emerged from the analysis. In fact, as the thesis progresses, it is refined further for the next stage and it changes throughout the findings and will be briefly discussed in the discussion chapter (chapter 6).

Following the diagram presented, each viewpoint and related issues are briefly explained and are considered to ensure that the insights provide robust findings.

4.2 Examining the actors of communities that is characterised in the framework

The critical issues in this research are highlighted in the significant contribution of the role of "communities" as part of the idea in collaboration for sustainability. To create the initial framework for analysing the rationale for characterising the local communities, this study opted to use the notions of the market actors and non-market actors (Delmas and Toffel, 2012). The actors are decision-makers in the model in some aspect of the economy and interact in the flow of goods and services from producers to consumers. They also refer to the economic agent who specifically engages in exchange.

However, in this study, the communities are applied to many groups with slightly different connotations. To be more specific, I am referring to the local communities, that is the organisations and people who are regarded as the actors within the society. These communities are actively involved in producing environmental goods and services that have been recognised in the UK environmental goods and services sector (Office for National Statistics, 2014).

4.3 Key issues considered in the framework

The critical issues in this research are significantly contributed to the local context of communities in pursuing sustainability from project collaboration. Thus, there is a

need to discuss the two aspects that are in collaboration and sustainability. This section identifies and explains the critical issues from the literature review about the development of the initial conceptual framework illustrated in the previous section. It has been noted that this study is investigating the different sectors of the society that consists of the local authority, businesses and non-governmental organisations that were involved in the sustainability-related project and focused on environmental activities as their primary interest for collaboration.

The first stage of this chapter mainly focuses on suggesting how the framework is developed to achieve the research objectives described in chapter 1. The issue addressed in the interview session is described in the following sections. The first stage of the interview revealed that the prompts I was using did not elicit sufficient depth and breadth in the responses. Thus, the questions were refined for the continuing samples. Table 4.1 shows a sample of question that is necessary to be conducted for the interviews in achieving the objective of the research study.

Issue	Questions	Research Question to be answered:
The motivation of Sustainability engagement (Part A)	What does the term "sustainability" stand for in your organisation and business context?	**Research Question 1:** How do the actors in "communities" interpret the concept of sustainability?
	What kind of sustainability-related activities is your company/organisation involved in?	**Research Question 1:** How do the actors in "communities" interpret the concept of sustainability?
	What are the challenges that your organisation faces in order to achieve that sustainability?	**Research Question 1:** How do the actors in "communities" interpret the concept of sustainability?
	How do your projects or activities for sustainability benefit the communities?	**Research Question 1:**

		How do the actors in "communities" interpret the concept of sustainability?
Characters of the organisation in pursuing sustainability. (Part B)	What are the roles of the "community" itself for achieving sustainability?	**Research Question 1:** How do the actors in "communities" interpret the concept of sustainability?
	Could community activities solve global challenges such as environmental, social and economic challenges? If yes, how?	**Research Question 1:** How do the actors in "communities" interpret the concept of sustainability?
	Does collaboration matter for your specific kind of projects? If yes, why and how?	**Research Question 2:** What are the different ways actors collaborate to promote sustainability in "communities"?
The relationship established from the collaboration formed (Part C)	How do the members establish a common goal?	**Research Question 2:** What are the different ways actors collaborate to promote sustainability in "communities"?
	How does your organisation approach the local community to involve it in your project?	**Research Question 2:** What are the different ways actors collaborate to promote sustainability in "communities"?
	What are the kind of relationships you establish when working together with others?	**Research Question 2:** What are the different ways actors collaborate to promote sustainability in "communities"?
	How do you establish such relationships?	**Research Question 2:**

		What are the different ways actors collaborate to promote sustainability in "communities"?
The relationship established from the collaboration formed	How would you describe the working relationship among the partners? - The way the agreements are made: Terms specified	**Research Question 2:** What are the different ways actors collaborate to promote sustainability in "communities"?
	- The way the agreements are enforced: Business rule	**Research Question 2:** What are the different ways actors collaborate to promote sustainability in "communities"?
	- The way the agreements are made: Goals	**Research Question 2:** What are the different ways actors collaborate to promote sustainability in "communities"?
	- Level the activities in the collaboration are planned, not ad hoc	**Research Question 2:** What are the different ways actors collaborate to promote sustainability in "communities"?

Table 4. 1: A sample of interview questions to be addressed in the interview

4.3.1 The development of the framework

The first stage of interviews intended to develop an initial conceptual framework for this study. Of particular interest was the understanding in which the terms of sustainability have been addressed by the different actors in the communities. For each topic or issues that emerged as primary themes (section 3.7.4 of chapter 3), I

coded and tabulated the responses to look for patterns that differentiate the interviewees.

4.3.2 The organisations involved in Stage 1

It was clear that when examining the scope of interest and knowledge, the results would be influenced by the field in which the organisation operated. The actors involved in stage 1 are summarised in table 4.2.

Type of organisations	The field of the organisation operated
Firms	• Energy Providers • Technology Service Providers
Network Social Enterprise Community Association	• Woodland and Green Spaces Network • Energy Advisor • Business consultancy
Business Improvement Districts Boroughs	• Trading environment services set up by the local authority • Local Services and Advice to achieve zero net global carbon emissions • Service improvement in the local area by implementing a green agenda

Table 4. 2: The type of organisation involved in the first stage of the interview

a) The interpretation of the concept of sustainability

The crucial first issue addressed in the framework is on the interpretation of the concept of sustainability that is understood by the different sectors. Although sustainability is a broad concept and encompasses the idea from the Brundtland Report (1987), in this context of the study, I am exploring the dimensions of sustainability that are related to the different actors in communities including the boroughs, firms, social enterprises and networks.

For the opening question in the first stage, the interviewees were asked about their understanding of the term sustainability according to their organisation and business context. Through the findings from the first stage of interviews, I have observed that the different perspectives of the concept depending on the function of each entity. Table 4.3 below shows the different interpretations of the concept extracted from the interviews.

Type	Participants	Code				
		M-STR	M-CGR	M-SV	M-EN	M-SC
Government	Boroughs	✓	✓		✓	
	Business Improvement Districts	✓	✓			✓
Businesses	Firms			✓		✓
NGO	Social Enterprise		✓	✓		
	Network		✓			
	Community Association		✓			

Table 4. 3: The extraction of the interviewees on the interpretation of the concept of sustainability

Participants	Code				
	M-STR	M-CGR	M-SV	M-EN	M-SC
Energy Providers		✓	✓	✓	✓
Technology Service Provider			✓		✓
Woodland and Green Spaces Network		✓		✓	
Business Consultant		✓	✓		
Energy Consultants		✓		✓	

Table 4. 4: The interpretation of the concept of sustainability according to the field of businesses

Code title	Code description
M-STR	a statutory requirement to protect natural environment
M-CGR	making clean, green and quality of life
M-SV	survival to manage their financial, social and environmental risks
M-EN	environmental protection, conservation energy
M-SC	saving cost and making a long-term investment for sustaining the organisation
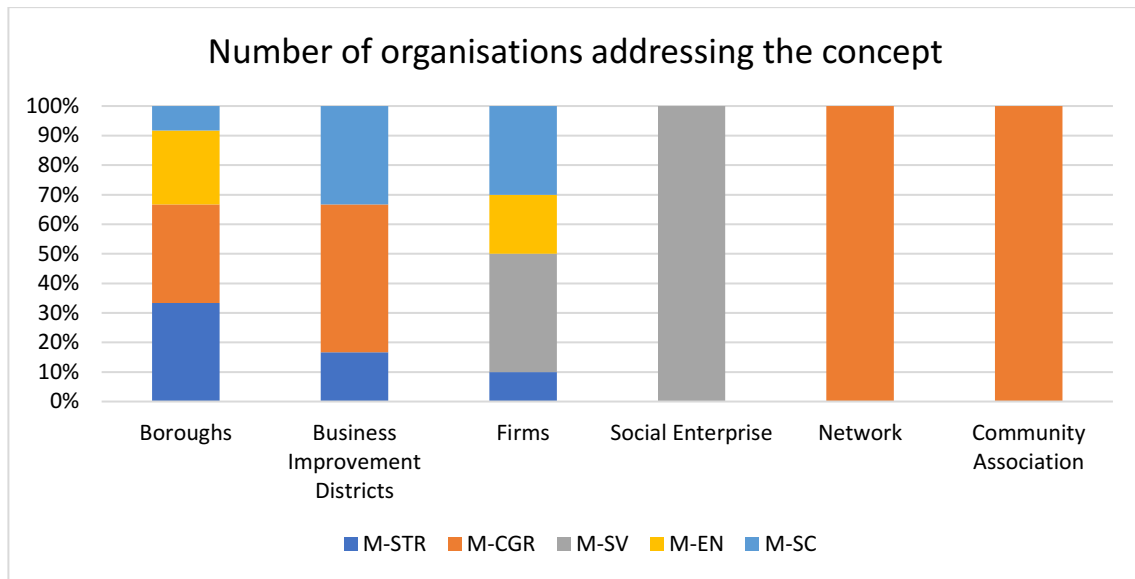
Figure 4. 2: The concept of sustainability addressed by the first stage of interview samples

Figure 4.2 above illustrates clearly how the different sectors of the society interpreted the term of sustainability. As we can see, the boroughs, business improvement districts, and several firms (Energy Providers and Technology Service Providers) have addressed the term in several meanings that could be considered important to this research. In contrast, the social enterprises, networks and the community associations concentrate only on the one objective that applies to the functioning of their organisation. In this case, the non-governmental organisation is suggested to play a limited role when they are making collaboration since their objective is more focused. It is similar to businesses where their primary concern was focused on financial gains but facilitated the policy in limited consideration. In contrast, the boroughs and business improvement district suggested that they have a conflict in interest because these sectors defined sustainability either for financial gains or felt responsible for achieving sustainability because of the nature in which their organisation is bounded to the government policy.

Based on the analysis of the interview, the environmental protection was the first significant theme interpreted by most interviewees on the term sustainability. However, it was differently described in term of the organisational objective. On the

one hand, businesses defined sustainability as their survival to manage their financial, social and environmental risks. However, for a non-governmental organisation, they defined sustainability as providing social benefits through environmental responsibility such as reducing waste and reducing pollution.

On the other hand, the local government's context defined sustainability as a statutory requirement to protect the natural environment by making green zone or green travel. Making green in the local government context refers to the action of reducing carbon emission or preventing pollution in the local area. This means that some of the organisations pursue sustainability because of the policy agenda, while others employ sustainability for business success.

"The council is committed to make this area cleaner, greener and safer while establishing 'local quality of life' indicators for the local plan policy" (LA #I1)

"The idea of making clean, and green for the specified area is the initiative for sustainability while saving money" (BID # I1)

From the interviews conducted, I have found that businesses or companies are intended to achieve the business target by engaging sustainability projects. In the first stage of the interview, all the business sectors involved interpreted the concept of sustainability based on the nature of the business objective, which was for financial purposes. The firms embedded the principle of sustainability into its business operations, thus, they defined the concept according to the field the organisation operated in. In a way, when they supplied green energy to people, they intended to contribute in making a low carbon future. However, firms actually would like to focus on making long-term investments for sustaining the organisation.

Some of the Business Improvement Districts involved in sustainability projects because of the governed policy and also because they wanted to achieve their business targets. However, non-for-profit organisations felt responsible for engaging in sustainability activities. For instance, the community interest companies were responsible for preserving the Public Park and natural environment for the sake of society benefits.

Communities' organisation	Carbon emission reduction (M-CR)	Recycling/Reuse (M-RE)	Food Waste reduction (M-FW)	Waste reduction (M-WS)	Renewable Energy (M-RE)	Green Travel (M-GR)	Improving green spaces and wildlife (M-IM)	Saving Energy (M-SE)	Improving local air quality (M-IL)	Community Garden (M-CG)
Local Government: Boroughs Business Improvement Districts	✓	✓		✓	✓	✓	✓	✓	✓	
Businesses: Firms	✓			✓	✓			✓	✓	
Non-government organisation: Social Enterprise, Network, Community Association	✓	✓	✓				✓	✓	✓	✓

Table 4. 5: Environmental sustainability activities related to communities

The above table hints (table 4.5) that organisations were more likely to address activities covered as a triple bottom line to capture the three pillars of sustainability: economic, environment and society. There is complexity regarded in communities because communities itself have a variety of situations in relation to their functions within their organisation. Thus, the next issue to be considered in the framework is a variety of activities that the actors involved within their organisation from the environmental aspect of sustainability.

b) The sustainability activities of the sectors involved

The second issue that should be considered in determining the differences between actors in pursuing environmental sustainability is the activities or the functions of each entity involved in this study. Each organisation has enacted a series of projects that relate to the environmental context of sustainability. 15 study participants

provided insight into the sustainability projects they were contributing to. I developed table 4.6 from the responses of the interviewees with regard to the activities and projects held for environmental sustainability.

Communities' organisation	Carbon emission reduction (M-CR)	Recycling/Reuse (M-RE)	Food Waste reduction (M-FW)	Waste reduction (M-WS)	Renewable Energy (M-RE)	Green Travel (M-GR)	Improving green spaces and wildlife (M-IM)	Saving Energy (M-SE)	Improving local air quality (M-IL)	Community Garden (M-CG)
Energy Providers	✓				✓			✓	✓	
Technology Service Provider	✓			✓					✓	
Woodland & Green Spaces Network	✓	✓					✓			✓
Business Consultant	✓		✓			✓		✓	✓	
Energy Consultant					✓			✓		

Table 4. 6: Environmental sustainability activities according to the field of organisation involved

As the table above illustrates, the majority of the interviewees in the first stage of interviews were more interested in carbon emission reduction, saving energy and improving air quality. On the business side, it is not surprising to know that businesses involved in the sustainability project because of demand from governments and consumers. This can be seen when local businesses commented that they are supplying green products such as energy efficient equipment for people to live sustainably.

From the responses, some of the businesses have started to use eco-friendly raw materials and components to reduce waste. However, non-governmental organisations including networks tend to support the green policy and aim at promoting sustainability awareness. The organisations promote sustainability

through programs and activities with local communities such as community gardening, recycling and campaigns on energy saving. Table 4.7 below shows the type of organisation involved in this study.

Type	Participants	Codes				
		C-TS	C-SP	C-PM	C-PI	C-PS
Government	Boroughs				✓	✓
	Business Improvement Districts				✓	
Businesses	Firms	✓	✓	✓		
NGO	Social Enterprise				✓	
	Network				✓	
	Community Association				✓	

Table 4. 7: The answers extracted from the interviews on the type of organisation involved

Participants	Codes				
	C-TS	C-SP	C-PM	C-PI	C-PS
Energy Provider	✓		✓		
Technology Service Provider		✓			
Woodland & Green Spaces Network				✓	
Business Consultants				✓	
Energy Consultants				✓	

Table 4. 8: The answers extracted from the interviews on the type of organisation involved (based on the organisation's function)

Code Title	Code Description
C-TS	Technology suppliers for clean and green technology
C-SP	Technology service providers
C-PM	Manufacturer energy-consuming product
C-PI	Public interest organisations
C-PS	Policymakers for sustainably (national, city, borough)

The organisations sampled (table 4.8) consisted of businesses that focused on the energy-consuming product (reduce energy consumption and cutting waste) and the company that provides green technology solution (low carbon emission). Apart from that, the non-governmental organisation involved in this sample consists of an organisation that focuses on energy consumption, carbon emissions and the organisation which looks after the natural environment. The organisation sampled is observed, if it is appropriate to the extent that their focus on sustainability with their business interest is robust for this research.

<u>c) The benefits of implementing and promoting sustainability</u>

The next point to be noted in determining the differences between the actors involved in this study is the benefits of implementing and promoting sustainability. Each of the organisations claimed that they are promoting sustainability in their joint project because of the benefits they can perceive. Table 4.9 shows the benefits that can be achieved by participants from developing an approach to environmental sustainability.

Type	Participants	Codes				
		M-SL	M-EP	M-BI	M-AI	M-PV
Government	Boroughs	✔	✔	✔	✔	✔
	Business Improvement Districts		✔	✔		✔
Businesses	Firms		✔	✔	✔	
NGO	Social Enterprise	✔		✔		
	Network	✔				
	Community Association	✔				

Table 4. 9: The answers given by the actors on benefits sought by their organisation

Participants	Codes				
	M-SL	M-EP	M-BI	M-AI	M-PV
Energy Provider		✔	✔	✔	
Technology Service Provider		✔	✔	✔	
Woodland & Green Spaces Network	✔				✔
Business Consultants	✔				
Energy Consultants	✔	✔			

Table 4. 10: Benefits sought by the actors according to the field of area they involved in

Code title	Code description
M-SL	Social well-being
M-EP	Economic Practice
M-BI	Brand image
M-AI	Attract Investors
M-PV	Public values

Table 4.10 above shows the benefits sought by the actors in communities from implementing and promoting sustainability. From a total of 15 interviews, some of them described several benefits perceived from the sustainability implementation.

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For instance, instead of saving cost as an economic practice, the energy providers and technology service providers are also fostering consumer relations through their sustainable business practices that improve their company's brand image. They are committing to environmental goals by preventing physical waste or increasing energy efficiency and improving resource productivity for the purpose of economic practice.

"Our company invest a lot in being a responsible business. We use in-house expertise to cut carbon footprint and invest the energy skills of our people for the benefit of communities while incorporating investor demands. The main point that the company highlighted is a need to reduce waste and become zero carbon emission. There are challenges to achieve that purposes which includes dealing with people and different preferences from customers and business partners" (Businesses Energy #I3)

In comparing with network and consultants, the interviewees claimed that they have their objective that prioritises the local communities and social well-being. Some of the organisations are more concerned about the quality of life among the citizens. For instance, they support local authority for a green and clean world which they achieve through carbon reduction and protecting the natural environment so that the local citizens live and work in a healthy environment.

"Empowering local people is always the mission of the organisation. We believed that it is essential to use the expertise and knowledge where our priority is to create a better society" (NGO Energy #I2)

The critical point to be taken out from the first part of the interview questions were the motivation of all the actors in communities involved in the sustainability engagement. In this case, there was a massive gap between non-governmental organisations and firms. Gradually, businesses are beginning to embed sustainability in their business models; "the business model is shifting from sustainability because of consumer demand" *(Business Energy #I3),* "attract more investments" *(Business IT #I2)* and "making progress on sustainability as a good practice of our company" *(Businesses Energy #I4).*

4.4   Motivation of people for sustainability engagement

In this particular study, the first challenge is to examine the different perspectives on the concept of sustainability in the different contexts of the organisation. In stage 1 of the interview, it is necessary to consider the level and style of engagement with activities that support the environment. The analysis showed that there are two distinct clusters throughout the first part of the question; some of the interviewees reported that they were involved in sustainability engagement because of feeling morally responsible towards the social benefit. Others claimed that they had more intention to achieve business targets by doing a good deed. This issue also led to reveal the framework that shows the different clusters where the participants have been investigated. Thus, it becomes evident to show how the different actors in the communities interpret the concept of sustainability that was addressed in the first research question. However, it is important to look at the interest and relative role of each sector in making a collaboration that has been highlighted in the second objective of this study.

With this in mind, I am able to proceed with an investigation of the second part of the research question which is to examine the different ways these actors collaborate to promote sustainability. In the following section, this research looks into several issues that need to be incorporated in the collaboration underlying the characters of the different actors involved.

4.5   The observed Patterns from the initial study

Collaboration plays a crucial role in tackling the issues. It has been noted that communities become actors in shaping collaboration as the new practice. The concern may not just be knowing the specific role of the actor; it is on how the actors collaborate differently when sustainability is pursued in different ways.

4.5.1 Level of interest in making a collaboration for an environmental sustainability project

This is one crucial issue that is considered in the framework for this study. Most of the organisations focus on their interest in order to collaborate on environmental

sustainability projects. Some of the interests that have been addressed by the respondents were a geographic focus for sustainability purposes, a joint interest in a specific sustainability aspect, user forums and business purposes only for firms or business entities.

In terms of geographic focus, the organisation is usually concerned when they have shared the commonplace or local institution. Commonly, the organisation will be constructed in the defined area to collaborate such as the local council and the business improvement district. The business improvement districts have distinct boundaries, as do councils. Sometimes councils collaborate which result in the changing of the scope of their intervention. For example, the business improvement district will involve in a collaboration project with other partners in the same location such as the suppliers or service providers who are interested in an environmental aspect of sustainability. This is because business improvement districts support the long-term sustainability of the area that they have designated.

From the interviews, I have observed that business improvement districts are bounded by the boundary of the local authority in which the local council actually manages the organisation. Thus, it becomes the main concern for the business improvement district to have an interest in collaborating with others within the same local institution and deliver a project or services within the defined area.

For the purpose of joint interest, the actors involved in collaboration for a specific sustainability aspect do not necessarily focus on the geographical area for collaboration. This is why the actors were defined by some common bond and not by space. Some of the actors collaborate with partners who have very different characters such as businesses and charitable organisations, but they share the same interest in pursuing sustainability. Thus, communities might work jointly on some activities or functions to address the specific issue of the environment.

Participants	Codes			
	C-GF	C-JI	C-CE	C-BP
Boroughs	✓	✓		
Business Improvement Districts	✓			✓
Firms		✓		✓
Social Enterprise		✓	✓	
Network			✓	
Community Association			✓	

Table 4. 11: The answers addressed by the different actors on the level of interest in making collaboration

Code title	Code description
C-GF	Geographic focus for sustainability in the city or borough
C-JI	A joint interest in a specific sustainability aspect
C-CE	Citizen engagement for a better or different society
C-BP	Business purposes only, a consortium of firms or business entities

Table 4.11 above has been extracted from the interview session to see any patterns of the different actors that might appear in their characters. Based on the observed pattern resulted from the initial interview, there is a difference between the local authority and businesses. The local authority reported that they were more concerned about geographic factors when making a collaboration. This is because some of the authorities give priority to the local area whereby encouraging their participation in sustainability projects or programmes.

"We are delivering highest standards for the residents in this area in which our collaboration projects and programme yet come back to the core value of the council" (LA #I2)

The local authority preferred to collaborate with others within the borough because no handling cost occurred, and it was easy to communicate with the partners who have shared services. Due to this reason, the local authority gained a brand reputation and possibly attracted more investment and also got the opportunity to promote their area to others.

"We will call the internal providers first before advertising to an outsider. That is because the outsiders will include the cost of travelling and handling which posed the extra money" (LA #I1)

Findings from the interviews suggested that when communities have different interests towards promoting and implementing sustainability, they will establish a joint goal whereby collaboration plays the central role towards achieving that objective. However, the working relationship depends on what kind of interest the partners have in order to complement with theirs.

"Our organisation is interested in collaboration with organisations that committed to tackling climate change. This collaboration scheme makes a public commitment to measure, manage and reduce the greenhouse gas emissions. However, the collaboration is open to all organisations with premises in Camden".
(LA #I3)

Participants	Codes			
	C-GF	C-JI	C-CE	C-BP
Energy Providers		✔		✔
Technology Service Provider				✔
Woodland & Green Spaces Networks		✔	✔	
Business Consultants			✔	
Energy Consultants		✔	✔	

Table 4. 12: The answers addressed by the different actors on the level of interest in making collaboration (based on the organisation's function)

Code title	Code description
C-GF	Geographic focus for sustainability in the city or borough
C-JI	A joint interest in a specific sustainability aspect
C-CE	Citizen engagement for a better or different society
C-BP	Business purposes only, a consortium of firms or business entities

Another point to be stressed in collaboration's interest is for business purposes or entities (shown in table 4.12). At this point, the organisations collaborate for financial stability or to expand their products and services. For instance, local businesses will offer consultation on energy saving to the local council. This led them to get project collaboration in providing services to residents.

User forums meanwhile could be offline or online. Frequently, collaborations happen because of having the same interest in a particular discussion of a sustainability project. They used to discuss the solution or potential programmes on the sustainability topic. It could be seen that some of the interviewees had that focus as

a critical strategy for making a collaboration. The apparent communities that can be found from this cluster are the non-governmental organisations such as community associations or the local neighbourhood.

By contrast, businesses usually focus on the profit motive as its nature. This has been evident in the pattern shown in the above table. The actors were interested in joint interest for a specific aspect of sustainability in which they would get a good return, and they would consider business purposes only when they were involved in project collaboration. However, businesses do not focus on specific geographical areas, but instead, they look for more opportunities to collaborate with others.

"Most of the collaboration that we engaged with is based on the development of the project. For example, we develop a vehicle charging network at Welcome Break service stations to encourage consumer using more electric cars, but at the same time consumer will use our services" (Businesses Energy #I4)

Another difference in collaboration's interest is within the non-governmental organisation. Generally, as we know, non-governmental organisations (NGO) are a voluntary body. However, in this context of the study, non-governmental organisations are interested in making collaboration in order to create an awareness of citizen engagement. Besides, they are involved in project collaboration for sustainability to promote a better society.

"Hence, the important things to be highlighted are the programmes designed mostly to engage and encourage the community to involve such as increase volunteering, improve skills, and foster inclusion among the communities. So that there is no anti-social behaviour among the communities" (NGO Consultancy #I1)

Through this section, the themes identified were 'business purposes', 'joint interest' and 'shared location". It is evident that the comments above were robust to support the extent to which the focus of sustainability correlated to the type of business interest that is illustrated in the below table.

Table 4.13 below shows how the actors defined sustainability based on how their organisation context correlated with the interest of making collaboration in the sustainability project. Based on the table, the businesses were motivated to involve in a sustainability project that attracts more investment and saves their cost on production. The primary interest of this sector to collaborate with others is because of business purposes, which is different when compared to a non-governmental organisation. This sector prefers to involve in sustainability activities to improve the quality of life among local citizens. By doing so, they are more interested in encouraging citizen engagement in the activities to make a better society.

Participants	Codes (Understanding the concept of sustainability)					Codes (Level of interest)			
	M-STR	M-CGR	M-SV	M-EN	M-SC	C-GF	C-JI	C-CE	C-BP
Boroughs	✓	✓		✓		✓	✓		
Business Improvement Districts		✓			✓	✓			✓
Firms			✓		✓		✓		✓
Social Enterprise			✓				✓	✓	
Network		✓						✓	
Community Association		✓						✓	

Table 4. 13: A combination of themes emerged between the understanding of the concept of sustainability and the level of interest among the actors in communities

Code title	Code description
M-STR	a statutory requirement to protect natural environment
M-CGR	making clean, green and quality of life
M-SV	survival to manage their financial, social and environmental risks
M-EN	environmental protection, conservation energy
M-SC	saving cost and making a long-term investment for sustaining the organisation

Code title	Code description
C-GF	Geographic focus for sustainability in the city or borough
C-JI	A joint interest in a specific sustainability aspect
C-CE	Citizen engagement for a better or different society
C-BP	Business purposes only, a consortium of firms or business entities

Participants	Codes (Understanding the concept of sustainability)					Codes (Level of interest)			
	M-STR	M-CGR	M-SV	M-EN	M-SC	C-GF	C-JI	C-CE	C-BP
Energy Providers			✓	✓	✓		✓		✓
Technology Service providers			✓		✓		✓		✓
Woodland & Green Spaces Network		✓					✓	✓	
Energy Consultants		✓					✓	✓	
Business Consultants			✓					✓	

Table 4. 14: A combination of themes emerged between the understanding of the concept of sustainability and the level of interest among the actors in communities (based on business context)

By contrast, Table 4.14 shows the different views of actors according to the business context. The energy provider referred to sustainability as energy conservation and firms interested in collaborating with others and that are driven by business purposes. The Woodland and Green spaces network, however, were more concerned with making the locality, especially the public area, clean and green. By doing this, the organisation collaborates with others to encourage the citizen engagement for a better society.

4.5.2 The relative role of various actors in making a decision

Another critical issue to be discussed in examining how the actors collaborate in environmental sustainability aspect is on the relative role of each actor in decision making. In relation to this issue, there are two points to be addressed. First, the leadership aspect; second, the locus of the strategy for the actors in making a collaboration.

The communities play a crucial role in deciding the sustainability purposes. Besides, the sustainability goals themselves need to be well-determined within their organisation. For instance, some of the organisations are driven to achieve

sustainability standards because of the policy. However, others have the option to employ sustainability goals for either the sake of an excellent organisation or because they feel responsible.

On the other hand, the locus of strategy in this context of the study addresses the common goal that is pursuing environmental sustainability to be established within the collaborators in a specific project. This is to confirm that those who are involved in collaboration are well-facilitated and to enable them in the decision-making process so that the project collaboration could be a success.

A number of actors involved in this initial interview agreed that a good working relationship helped the partners establish a common goal. However, some of them claimed that achieving success in project collaboration requires strategic planning and leadership qualities. This is because all the partners used their combined strengths to secure their interest. Thus, any project needs somebody to lead, so that the project has a direction, and the outcome could be successfully achieved.

"Our strategic plans on Climate Action contains key targets and actions on the following issues: climate change, estate and operations, energy, planning and the built environment, transport, air quality, waste, water, biodiversity and green spaces. We have a leadership team to make this project succeed" (LA #I4)

Following the interview questions, the interviewees were asked about how they established a common goal in project collaboration. Many of them claimed that their organisation led the project and outlined the other partners' tasks

"Our organisation team also will take a leadership role in supporting partnerships between people and businesses for the sake of making a sustainable place of this area" (BID #I2)

"We are an independent organisation always led the adoption of the low energy standard among the developers" (Businesses Energy #I3)

Participants	Codes (Role in Decision Making)		Codes (Level of interest)			
	C-DC	C-CL	C-GF	C-JI	C-CE	C-BP
Boroughs		✔	✔	✔		
Business Improvement Districts		✔	✔			✔
Firms	✔	✔		✔		✔
Social Enterprise	✔	✔		✔	✔	
Network	✔				✔	
Community Association	✔				✔	

Table 4. 15: The relative role of the actors involved in the first stage of interview with its interests in collaboration (based on the type of entity)

Code title	Code description
C-GF	Geographic focus for sustainability in the city or borough
C-JI	A joint interest in a specific sustainability aspect
C-CE	Citizen engagement for a better or different society
C-BP	Business purposes only, a consortium of firms or business entities

Code title	Code description
C-DC	Decentralised in subgroups
C-CL	Centralised in leadership bodies

However, there were a few cases that have collaboration with no one in the lead. Mostly, in this case, all the members have an equal task towards the project such as volunteering for a project or for social benefits. Some of the participants were involved in a collaboration project just in a passive way, where they just collaborated to show their support or support of being a membership to their participation. These cases were contrasted by the need of leadership quality. However, in this case, the concept of organisational culture was potentially significant. There was evidence to demonstrate that members of collaboration partners share commonalities and see themselves as one big family where they enjoyed working together. The primary values for this type of collaboration are rooted in teamwork, communication and consensus.

"The team provides community gardening where mostly the team works with communities in a variety of ways, including supporting and giving advice" (NGO Environmental Protection #I3)

The interviewees also claimed that the collaboration might happen because some of them have to take a specific task or subproject in collaboration. Therefore, they did not lead in that collaboration project. The below table (table 4.16) shows the level of decision making that the actors took up in their organisation.

Participants	Codes (Role in Decision Making)		Codes (Level of interest)			
	C-DC	C-CL	C-GF	C-JI	C-CE	C-BP
Energy Providers	✔	✔		✔		✔
Technology Service Provider	✔	✔		✔		✔
Woodland & Green Spaces Network	✔				✔	
Energy Consultant	✔				✔	
Business Consultant	✔				✔	✔

Table 4. 16: The relative role of the actors involved in the first stage of interview with its interests in collaboration (based on the area of organisation involved)

In relation to this point, the roles of each actor have to be differentiated based on their involvement, whether the organisation is being influenced by others for pursuing sustainability or do they have influence others to promote sustainability.

The evidence from the initial study determined the two different roles in the leadership aspect; centralised and decentralised in decision making. As we can see from table 4.16, I have found that the organisation who has a geographic focus on sustainability in the borough tends to prefer a central decision-making body. This is because the government is the body that substantially sets up the policy that addresses the local environmental issue. In that sense, the local authorities and the business improvement districts described that they have a responsibility to promote sustainability which facilitated the policy.

Non-governmental organisations tend to create subgroups with decision-making powers. Thus, they tend to prefer the decentralised decision-making which the planning and implementation of the sustainability depend on the subgroups. For example, the community association will gather other participants who are interested

to be involved in planning sustainability-related projects, while the business improvement districts are required to deliver additional services that have been set within the designated area.

However, to achieve the agreed objectives, a collaborative arrangement for each of the actor in communities involved is necessary to be developed. Hence, this becomes a significant concern for this study after the different clusters of actors in communities have been identified. In the following section, the issues of collaboration instruments and the different procedures of the actors collaborating in environmental sustainability projects will be discussed. This includes the kind of collaboration forms and relationship characteristics within the different clusters that will be initially examined.

4.6   The development of a framework for communities' role

This study aims to develop a conceptual framework that will guide the local communities that consist of market actors and non-market actors to be able to collaborate for sustainability purposes in a different kind of relationship. Hence, designing a conceptual framework becomes a part of the research process that must be fulfilled before entering the next stages of the study. This shows that the framework helps to clarify the main ideas by illustrating the roadmap to take in order to develop the study.

In regard to this research, I focused on the scope of the study to look for the different characters and configurations in communities within and across the organisations. Subsequently, the primary phenomenon on collaboration for sustainability will be taken into account from the constituent parts of the conceptual framework and will identify the relationship. Considering all the observed patterns from table 4.3 to 4.9 that were extracted from the first stage of the research conducted, the framework of clustering the actors in communities could be derived.

Given that the pattern of communities is showing different characters for each interviewee, the framework revealed two different types of actors. First, the

framework shows the cluster of actors who are concerned about driving value and social governance; this consists of the actors who are morally responsible towards sustainability engagements and are interested in creating a better society through collaboration. Second, the cluster shows the actors who are concerned about business functions and the role-governed; this consists of the actors who have business purposes towards sustainability engagement and are concerned about self-interest.

4.6.1 Derived framework for clustering the actors
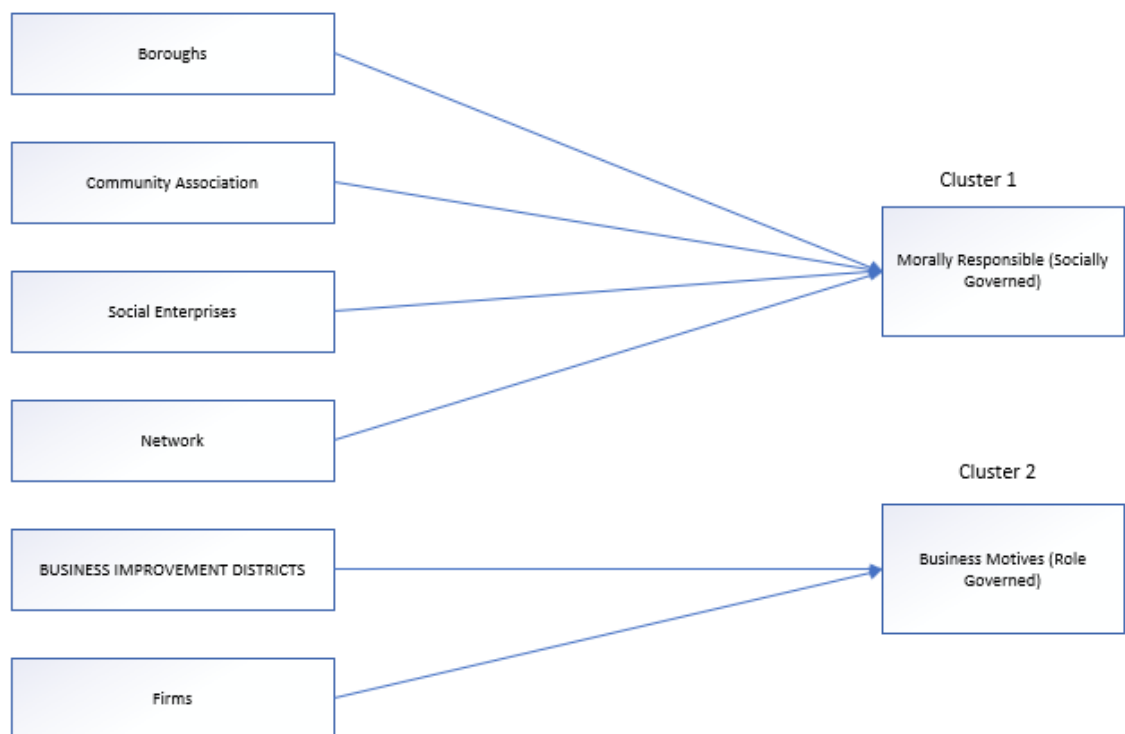
Figure 4. 3: Framework for clustering the actors in communities emerged in the first phase of the interview

From the above figure, there appear to be two different clusters of actors involved that could be developed from the addressed patterns. In this case, the two concepts of communities are suggested to facilitate this framework. The first cluster is suitable to correspond with social governance, and the actors in this cluster were more concerned about their moral responsibility towards the sustainability engagement.

Furthermore, the actors in the first cluster took into account the needs and interests of the group, and they were regulated by the common beliefs about the appropriate behaviours and responsibilities of the members concerning each other.

In contrast, the second cluster of the actors corresponded with the role governed, and the actors in this cluster were driven by the business function. From the initial findings, the actors in this second cluster focused on business purposes when implementing sustainability in business practices. In fact, they were interested in sustainability engagement to fulfil consumer needs and market forces.

In relation to this initial finding, the patterns that have appeared in table 4.8 were appropriate to represent the gap between communities that have an interest in collaboration in sustainability activities because of their moral responsibility and those who are interested in achieving their business purposes. Together these results noted that the actors in the communities comprise of different types of organisations that have different views on sustainability. These differences might influence the organisation itself in collaborating with others in sustainability-related projects. Thus, from the findings of this chapter, it is suggested that using the interview topic guide (provided in Appendix 6) for the remainder of my research will produce responses that can be usefully analysed.

4.7   The necessary refinement for the second stage

Prior to the initial interviews conducted, I have extracted the two distinct clusters shown in figure 4.3 above. It was then suggested that the sampling design and the criteria for the interviewees were appropriately selected and the use of purposive sampling was considerably robust to reveal the framework. However, it was seen that the number of interviews from the first stage would be insufficient to support the initial conceptual framework. Besides, none of the small and medium enterprises, which could be added as business sectors, participated in this initial study although the request was sent to a particular sample. An additional sample thus would be appropriate for the second stage of a research study in which the relevant Small and Medium Enterprises are also included.

The result from this initial study was purely general in the description of collaboration design and no specification and patterns appeared at this stage that examined the relationships among the different actors. Thus, it was quite difficult to conclude the different ways the actors collaborated to promote sustainability (the second research question) based on the framework of the different clusters proposed. This will be verified in the next phase of interviews. The conceptual framework will be revisited until the final phase been completed.

4.7.1 Refinement of the initial framework

The semi-structured interviews with actors from a range of different types of communities represented the significant empirical impact of the study. As suggested by the initial findings from the first stage of the interview, it was evident that the different actors in the communities have different motivations and characters in pursuing sustainability as their primary interests. The findings from the second phase of interviews are thus presented over the course of two parts in this chapter. The first part evaluates the significance of the research findings from the first phase of interviews based on the research designed in chapter 3. The second part provides the refined framework from the initial study that considers the findings from the second stage of the interview process.

The second interview phase was designed to confirm and develop themes from the data collected. This was extracted from the interviewees' understandings of sustainability and the role of their organisation. I have reviewed the literature in chapter 2 as a possible range way in which the sustainable development may be understood, including the way in which governments, businesses and non-governmental organisations have all responded to the challenge of the development of sustainability to some extent. Thus, the findings should be aligned with the literature found to make this research more robust.

The semi-structured interviews offered a chance to gain knowledge, nuanced insight into the understandings of sustainability in communities that uniquely engaged with

the individuals as different types of actors and explored the different interpretations of sustainability. The choice of interviews as the primary research method reflected the complexity aspect of the research approach that was described in chapter 3 and allowed the actors to discuss their views in depth. By doing this, a number of general themes were taken into account during the data interpretation and are confirmed in the second phase of the interviews. As the phenomenology was seen to be appropriate in discovering the meaning and interpretation of sustainability in the local context of communities (has been revealed in chapter 2), the analysis in this chapter interpreted and evaluated the significance of the findings for each case-government, businesses and non-governmental organisations while collaborating for the environmental aspect of sustainability.

The categories that emerged in the interviews were seen to be appropriate to differentiate the actors based on the specific clusters. Then, the second part of this chapter begins with a detailed outline of the different patterns on how the actors in the communities collaborate. This was obtained after the interview guide questions were refined as suggested in the previous section. The description of the way in which collaboration is formed within the environmental sustainability projects and other notable features arising from the case are presented towards this section. The data sources for the findings were analysed from the experiences of experts and practitioners involved in this study, documentation provided by the organisations, and the transcription from the interviews.

The research question demonstrated the three main areas of consideration to accommodate the complexity of this research:

1) The concept: an exploration of the concept of sustainability from different actors
2) The theoretical position: the collaboration process according to the different roles of the actors (the clusters of the case illustrated) and
3) The context: the actors in communities (experts and practitioners) experienced in project collaboration for sustainability.

These areas were tested during the first phase of data collection that helped to develop a framework. From the initial conceptual framework (see figure 4.1 of chapter 4), the figure shows the extent of the actors that have different patterns based on their sustainability engagement. The findings from the framework were re-examined in order to verify its reliability according to the refinement of the research process that has been suggested previously.

After conducting the analysis from the initial phase of the interviews, it is suggested that the different actors in the communities such as local government authorities, businesses and non-governmental organisations have a different level of motivation in sustainability engagement. All of the actors interpreted their understanding of sustainability differently according to their organisational context. In addition, evidence suggests that two distinct patterns appeared in terms of the level of engagement with activities that support the environment. It was necessary to verify the reliability of these two patterns that were constructed from the first phase of analysis, and this is done in the second stage of the interview in the following section.

In total, 35 interviews were conducted that consisted of the experts and practitioners in the community who have had experience in collaborating for a sustainability project. Having established categories and themes in the initial phase of data collection, it emerged that the selection of questions in section C of the interview guide did not provide sufficient information for the required objective which was to address the different pattern of relationships according to the functions of the different actors involved. Thus, the questions for section C were revised for the continuing samples in which the findings are presented in the following sections.

4.8   Profile of interviewees

As explained in detail in chapter three, 35 people, all from different organisations, consisting of local government authorities, businesses and non-governmental organisations were interviewed for this research. All of the actors involved in this study were experts and practitioners who have had experience in collaborating on

sustainability projects. The tables and figures provided below show a profile of the actors with the position held, sector and organisation type.

Organisation type	Position/Role	Number of interviewees
Local Authority	Programme Manager/Group Manager/Head of Sustainability	7
British Improvement Districts	Director/BID manager/Project Manager/Deputy Executive Director	8
Firms	Programme Manager/Coordinator/Sustainability Director	6
Small and Medium Enterprise	Director of Business/Programme Manager	5
Non-Government Organisation	General Manager/Director of Communities/Chief Executive/Director of Business Development	9
Total		**35**

Table 4. 17: Profile of actors in the position held

4.8.1 The organisations involved in Stage 2

It the second stage, the results for examining the scope of interest and knowledge about sustainability would also be influenced by the field in which the organisation operated. The businesses and non-governmental organisations involved in stage 2 are summarised in table 4.18

Type of organisations	The field of the organisation operated
Firms Small & Medium Enterprises	• Green Energy Provider • IT Service Provider • Recycling • Technology Service Provider

	• Business Consultancy on Energy Standards
Network Social Enterprise Community Association	• Community Network on circular economy • Energy Advisor • Business consultancy on green spaces
Boroughs Business Improvement District	• Local Services • Consultancy Services that provide additional services to improve the defined area.

Table 4. 18: The type of organisation involved in the second stage of the interview

A detail of interviewees for both stages (stage 1 and stage 2) is attached in Appendix 2.

4.9   Revisiting the overall research findings

It has been noted that all the patterns developed in the stage of the interview were extracted from the responses of the actors involved in this study that consisted of local government authorities, businesses and non-governmental organisations. They all indicated the level of participation and understanding throughout the interview guide question. After analysing, two different clusters of actors were recognised according to their functions towards sustainability engagement. Through this analysis, the first research question has been addressed. However, the framework will be verified for its reliability in the next phase of the interview. The framework is particularly useful guide through which it observes the different patterns of communities.

As explained in chapter three, the research approach suggested by Alvesson and Deetz was appropriate in situating this study as qualitative and inductively conducted. Thus, the data from the analysis has led to the identification of the three main themes:

1) Understanding the motivation of sustainable development

2) Characters of the organisation in pursuing environmental sustainability

3) The relationship established from collaborating for a sustainability project

4.9.1 Understanding the level of motivation of sustainable development

The interviews typically began with a detailed discussion on the general background of the interviewees' understanding of sustainability (what does the term sustainability stand for in your organisation and business context). This opening question was appropriate to build the theme of interviews and helped the interviewees feel comfortable with the topic. The understandings of the motivation in sustainability chiefly fell into the categories that are presented in the below section.

a) Defining sustainability

The key point is that many interviewees were unsure of what the real concept of sustainability meant. In fact, these individuals suggested that the concepts of sustainability are too general for them to interpret. However, when they were asked about the concept based on their organisational context, several actors agreed that the term depended on the organisation's approach to sustainability.

The findings from the second phase of the analysis were quite similar to the first phase that was presented in the previous chapter. However, at this time, some of the business improvement districts commented that they also felt morally responsible towards sustainability engagement because they had the intention to improve the area within the boundary so that the people could live sustainably. The findings in table 4.19 below show the understanding of the interviewees in defining the concept of sustainability according to their organisational context and business context. The table below separates the two motivation groups. The first group that consisted of non-governmental organisations and boroughs who felt morally responsible for sustainability engagement, while the second group that consisted of business improvement districts and business sectors were more focused on business motives.

Participants	Code						
	M-STR	M-CGR	M-SV	M-EN	M-SC	M-RCL	M-SB
Social Enterprise	✓	✓	✓	✓	✓	✓	✓
Network	-	✓	-	✓	-	✓	✓
Community Association	-	✓	-	✓	-	✓	✓
Boroughs	✓	✓	-	✓	✓	✓	✓
Business Improvement Districts	✓	✓	✓	✓	✓	✓	✓
Firms	✓	-	✓	✓	✓	✓	-
SMEs	✓	-	✓	✓	✓	✓	-
Percentage of themes addressed	51%	63%	34%	**71%**	46%	54%	43%

Table 4. 19: The concept of sustainability defined by the different actors (viewed from a different organisation)

Participants	Code						
	M-STR	M-CGR	M-SV	M-EN	M-SC	M-RCL	M-SB
Green Energy Provider	✓	✓	✓	✓	✓	✓	✓
IT Service Provider	-	✓	-	✓	-	✓	✓
Recycling Service	-	✓	-	✓	-	✓	✓
Technology Service Provider	✓	✓	✓	✓	✓	✓	-
Business Consultancy on Energy Standards	✓	✓	✓	✓	✓	✓	-

Table 4. 20: The concept of sustainability defined by the different actors (viewed from a perspective of vision)

Code title	Code description
M-STR	a statutory requirement to protect natural environment
M-CGR	making clean, green and improve quality of life
M-SV	survival to manage their financial, social and environmental risks
M-EN	environmental protection, conservation energy
M-SC	saving cost and making a long-term investment for sustaining the organisation
M-RCL	reducing carbon emissions and climate change
M-SB	providing social benefits through the environmental responsibility

Given its prominence in the literature review (chapter two), it is not unexpected that the majority of the interviewees referred to 'environmental protection' and 'making clean, green and improving the quality of life' as their understanding of the term sustainability as illustrated in table 4.3. They further stressed on the organisation's approaches to sustainability.

"Our company understand that the concept of sustainability is embedded globally where the focus is to protect the environment, business growth (economic), and

people aspect (social)" (Business Low Carbon Technology #I6, Business Energy Efficiency #I8)

"We have a quite high level of sustainability in which we know that sustainability is about protecting the environment and keep our environment clean from pollution and climate change" (LA #I2, LA#I3, BID #I2, NGO Environmental Protection #I6, NGO Business Consultancy #I7, Business IT #I9)

A small number of individuals suggested that sustainability is a statutory requirement that they have to follow for protecting the environment. They were represented by local government authorities.

"The council's perspective on sustainability is about tackling climate change which is one of the council key policy priorities" (LA #I1, LA #I3, BID #I5)

An unexpected answer emerged from this phase of the interview. Several interviewees who represented firms and social enterprises pointed out that they were also involved in the policy on environmental responsibility. From the previous initial interviews, none of the organisations except the local governments addressed the concept of sustainability as the policy or requirement to be implemented. However, it was contrasted in the second phase. They commented that the policy sets out the organisation's mission with respect to sustainable development such as commitment to protecting and enhancing the environment.

"Sustainability in our company is about responsibility to provide services to both communities or individuals and businesses in switching the greenest energy in Britain according to green policy" (Businesses Energy Efficiency, #I7)

"Our company referred to sustainability as ensuring to deliver an excellent service according to our own policy which is encouraging people to become zero carbon emission" (Businesses, Low Carbon Technology #I10, Businesses IT #I9)

Apart from that, based on the analysis, we can see that the actors in the business sectors have referred to sustainability based on the financial aspect. They commented that the term was suited for their survival and for sustaining their organisation. Thus, pursuing sustainability is the strategy that presents opportunities among businesses. This is because some of them were expected to achieve

sustainability that benefited in the areas of cutting costs and at the same time pursued opportunities in new markets.

By contrast, the actors from the non-governmental organisations had a different perspective in defining sustainability. They were more concerned with social benefits and improving the quality of life among people. Thus, they addressed sustainability in that context by mentioning that sustainability was about providing social benefits such as living in a clean and healthy environment.

However, most of the actors in the interviews argued that achieving sustainability is not easy. People have to be motivated by an active role. It depends on how the leaders influenced people to change their perspective and behaviour towards sustainability. They further suggested that the leaders in this context can be anyone who has more influence on the people around them. For instance, the local government who defines policy in terms of the environment, the top management in an organisation and other people who have power in influencing others by which organisations need changes according to demand of time. These comments noted that the leader has the responsibility to influence people in sustainability engagement and adopt changes in response to sustainability transition.

b) Benefits from achieving sustainability

There are good reasons why the various sectors of the society are moving to embed sustainability in their organisation's approach. An ever-growing wealth of research also points to sustainable business practices as the key to long-term success. This is evidence to show that sustainability has real business benefits since most companies are considering the trends of sustainability in their business operations. Based on the analysis, a number of actors involved in the interview suggested that their approach to sustainability is the best way to improve their brand awareness towards customers. This can be seen from the table 4.21 below.

Participants	Code						
	M-SL	M-EP	M-BI	M-AI	M-PV	M-SR	M-QU
Social Enterprise	✓	✓	✓	-	✓	-	✓
Network	✓	-	✓	-	-	-	
Community Association	✓	-	✓	-	✓	-	✓
Boroughs	✓	✓	✓	✓	✓	✓	✓
Business Improvement Districts	✓	✓	✓	✓	✓	-	✓
Firms	-	✓	✓	✓	-	✓	-
SMEs	-	✓	✓	✓	-	✓	-
Percentage of themes addressed	46%	43%	**60%**	37%	40%	29%	40%

Table 4. 21: Benefits of achieving sustainability from the perspective of the type of organisation

Participants	Code						
	M-SL	M-EP	M-BI	M-AI	M-PV	M-SR	M-QU
Green Energy Provider	✓	✓	✓	✓	✓	✓	✓
IT Service Provider	-	✓	✓	✓	✓	✓	✓
Recycling Service	-	✓	-	✓	-✓	✓	✓
Technology Service Provider	-	✓	✓	✓	✓	✓	-
Business Consultancy on Energy Standards	✓	✓	✓	✓	✓	✓	✓

Table 4. 22: Benefits of achieving sustainability from a perspective of vision

Code title	Code description
M-SL	Social well-being
M-EP	Economic Practice
M-BI	Brand image
M-AI	Attract Investors
M-PV	Public values
M-QU	Quality of life
M-SR	Sustain resources

From the interviews, all of the actors indicated that people are concerned about sustainable habits in which the demand for eco-friendly products such as energy efficiency equipment and recycled packaging increased. Thus, they have to identify the ways to approach sustainable development and this requires organisational changes in terms of their operation and culture in order to fulfil the market demands and customer needs. This led the organisations to do something positive for the environment for creating their brand image. Most of the interviewees addressed that

the benefits of achieving sustainability are useful in promoting the brand image as the products or services have a higher response as illustrated in table 5.6. For instance, the local authorities who promote a clean and safe environment to attract people to live and work within the boroughs.

Compared to a non-government organisation, several actors suggested that sustainability can result in improving the quality of life. This is because they support and give awareness on every campaign held by local authorities for the purpose of social well-being. For example, one of the interviewees who represented the community association kept supporting their local council in the 'green travel' campaign. She highlighted that the importance of promoting sustainability is to have a better environment in which people could live more sustainably.

However, several interviewees from the business sectors argued that it was not the role of businesses to achieve sustainability, but businesses kept moving to more sustainable practices because of the changing demand and market forces where the consciousness about the environment among the population has increased. By doing this, businesses will attract more investors and at the same time will be able to sustain resources such as using natural resources efficiently.

4.9.2 Characters of the organisation in pursuing environmental sustainability

The results outlined in chapter four tell us the different characters in pursuing sustainability were according to the actors' interest and the relative role of the various sectors involved in sustainability activities. In the context of the framework, there were two different patterns in which the different actors in the communities were grouped together. Some of the actors claimed that they were engaged in sustainability activities because of their business purposes only such as increasing profits and making more investments. These actors were interested in joining others on a specific sustainability aspect and integrating sustainability principles into their businesses such as reducing carbon emission and managing natural resources.

By contrast, other actors described that they were interested in sustainability engagement because of their moral responsibility. They felt morally responsible for protecting the environment and conserving the natural resources for a better society. This can be seen from the actors who represented the community association. They believed that achieving sustainability helped the community to live healthier and with a pleasant environment. Besides, they further stressed that the citizen will now be concerned with seeking a better quality of life. Thus, they are committed to meet the current needs.

These observations pointed to what the different interpretations of the concept of sustainability are and how they are involved in sustainability-related projects differently. The interview findings and this chapter, in particular, suggested however that there were differences between the characters and roles among the various sectors of the society that were affecting the sustainability engagement. It has been noted in the below sections that many interviewees speak of the influence of their own organisational practice on their engagement with sustainability. A valuable aspect of the interviews is the access they offer to the viewpoints of people in organisations.

There are two issues, in particular, that stand out when considering the actor's responses in the context of the theoretical framework. First, the results suggest that the actor's organisation can be clustered into two different patterns. For example, a number of actors had found that they were more consistent with moral responsibility in sustainability engagement. However, some of them would engage in sustainability because of the policy requirement, while the other clusters focused more on the business purposes when engaging in sustainability activities. Some of the actors in these clusters also had to follow the green policy while doing its businesses. This suggests further that the framework may extend to the commonalities of incorporating the sustainability objective into a policy.

Second, the interviews give rise to the trend of sustainability in the current market forces and customers demand. Thus, some people stressed on organisational

changes to adopt the trends. For example, businesses nowadays are changing rapidly in their business operations to embed sustainable practices (Business Low Carbon Technology, #I6, Businesses Energy Efficiency, #I7, Businesses Energy Efficiency #I8). Thus, the organisations that do not change cannot survive. By doing this, it is imperative for the organisation to manage the demands of the customers who are become more concerned about sustainable products that can protect the environment.

The results presented in this chapter highlight the observed pattern of sustainability engagement according to the different roles and characters among the actors in the communities based on the two phases of interviews. The pattern considered the concept of collaboration as a critical strategy in coping with sustainability engagement. It has been suggested that the different partners have different characters according to the level of interest in making collaboration and the relative role of each actor in making a decision.
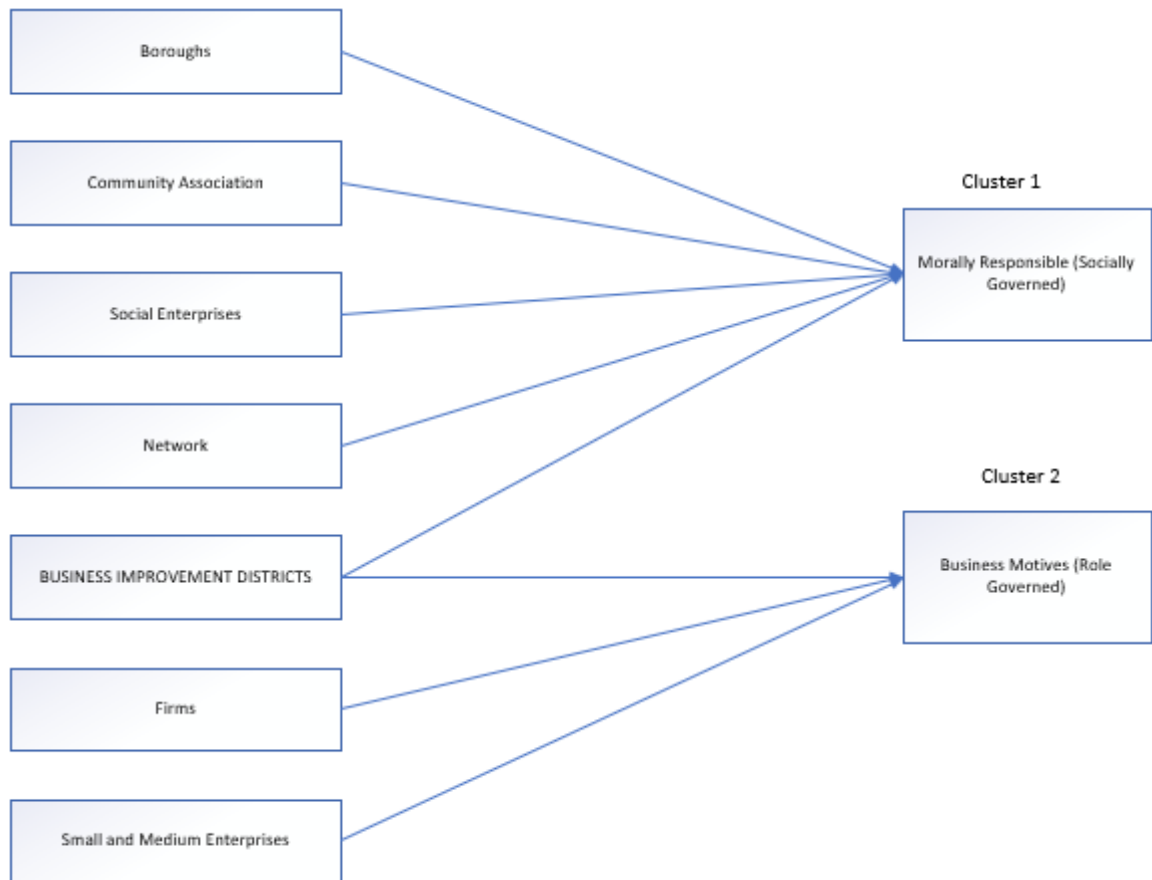
Figure 4. 4 : The cluster of communities emerged in the second stage of interview

The analysis of data from the second phase of the research revealed that the different actors in the communities have a similar level of motivation in sustainability engagement to the cluster of the first phase of research. As illustrated in figure 4.4 above, the actors interpreted their understanding of sustainability differently according to their organisational context in which two distinct patterns appeared. First, the cluster of actors who felt morally responsible towards sustainability engagement and the second is the cluster of actors who focused on a business motive in sustainability-related activities.

4.9.3 The relationship established from collaborating for a sustainability project

By collaborating for the social process of working together to achieve some objectives, the communities could themselves be actors in shaping collaboration for

environmental sustainability and embedding new practices. As mentioned in section 4.2 of this chapter, data was gathered from different interviewees, each of whom represented his or her own organisation as communities. Several group communities were selected from the british improvement districts, firms, local councils and community associations. These groups are located in the most significant cities of England which includes London, Manchester, Birmingham and Bedford. All of the interviewees represented their own position and were experts and had experience of working together towards the environmental sustainability project.

It has been noted that the aim of the second research question is to identify the different ways the actors in communities collaborate for the environmental aspect of sustainability. From the initial findings presented in chapter four, I have shown that there were two distinct patterns for differentiating the communities engaged in sustainability. Thus, in this section, I will further reveal how these actors have different patterns in collaborating for sustainability projects through specific arrangements and procedures.

   a) The different procedures for making collaboration

In examining the second research question: What are the different ways actors collaborate to promote sustainability in "communities"? I will explore the different collaboration procedures relating to environmental sustainability projects that have been established among the clusters. All of the questions posed in the interview were open-ended and so the interviewees could provide the answers based on their own terms or opinions (Frey, 2011) that represented their position in the organisation. One pertinent question that the actors must consider in this section is whether the relationship made towards the project collaboration is intended to be a formal or informal arrangement. Through this section, the interviewees were also asked about how does the organisation established such relationships and what is the organisations' approach to the local community while involving in the sustainability projects.

In the analysis from the first stage of interviews, the actors expressed that they were involved in the formal procedure on the matters of exchanging resources. This includes the risks that they are sharing, technology and expertise. Thus, the formal agreements are required to regulate the relationships among the involved people. In this case, the organisation brings the experts to work together as a group and accomplish the project. The formal arrangement is more concerned about the commitment to the projects and their interaction among the members.

"The agreements are becoming formal at the moment confidential assets are shared. It can be just a confidentiality agreement" (Business Energy #I4)

"All of the formal relationship made is involved in the investment of money and expertise of delivering services" (Business Energy #I3, Business IT #I2)

In contrast, others were involved in an informal relationship where the actors described this kind of relationship to be the simplest and most accessible. This kind of relationship is sometimes involved in long-term relationships, but no formal written agreement will be placed. Indeed, the informal relationship can be formed by making a common understanding for supporting the organisation's activities.

"Most of the collaboration made for the project held by our organisation is informal. There is no formal contract or legal agreement involved when making a collaboration for a certain project such as planting or community gardening" (NGO Environmental Protection #I3)

However, it is perhaps surprising that there is an answer to 'implicit agreement' to be noted when they were collaborating on a specific project. I found that the actors from the local government authority would direct many implicit agreements through their terms and regulations.

"We have an implicit agreement which addressed the terms and regulation for each partner. Through this regulation, all the parties know their responsibility and have a commitment to the project" (LA #I2).

Thus, in the second stage of interview, it is necessary to look further the reliability of this finding are robust.

After analysing the final section of the initial interview, I found that the possibility of the relationship patterns is unexpected in the context of suggestions in the review of the literature (chapter two). In this case, the follow-up interviews are conducted as the second phase of the interview. It is noted that the patterns emerged in a somewhat modified way. The initial findings in chapter four suggest that a significant change in the interview guide was necessary for providing a pattern of the relationships among the clusters as the results from the first phase failed to do so.

The question in section C of the interview guide was expanded to a few sub-questions in order to know how the actors in communities collaborate based on specific procedures. The collaboration procedures and the relationships established were a vital focus of the interviews, with the actors being asked to discuss in detail the "terms specified", "business rules" and "project planning" towards collaboration. The data analysis revealed that their answers were dominated by four main themes: informal relationships, formal written agreements, implicit contracts and membership forms. I have provided the results in the following sections.

4.9.4 The way the agreements are made: business rules

It is hard to see how actors in communities are engaging in the environmental aspect of sustainability as their primary interests. However, there is evidence that the government, businesses and communities nowadays are increasingly working together with other organisations to address environmental problems and improve their business practices. For instance, businesses collaborate with others because it is the best strategy for value creation when they are seeking new and improved ways of operating their businesses. The below quotes show the evidence of this.

"We collaborate with partners for the emerging value of business" (Businesses #I2, #I5)

"We collaborated with other to provide a comprehensive new connections service for new development within the UK. It will be a quick and efficient installation of the new meters" (Business Energy Efficiency #I8)

However, the literature revealed that collaboration is formed through specific arrangements. And hence the objective of this research is to explore the different ways in which the various actors' form collaboration. The analysis below shows the findings extracted from the interviews on how the actors collaborate differently according to specific procedures. There were two different business rules that were revealed in the analysis; formal collaboration and informal collaborative arrangements. Table 4.23 illustrates the arrangement of collaboration established by the actors in a sustainability project.

Type	Participants	Code		
		R-IP	R-IF	R-FP[1]
Government	Boroughs			✓
NGO	Social Enterprise	✓		
	Network	✓		
	Community Association	✓		
	Business Improvement Districts	✗		✓
Businesses	Firms		✗	✓
	SMEs		✗	✓

Key: ✓ A clear evidence of the collaboration arrangement

✗ The arrangements for collaboration follow stages

Table 4. 23: The responses to the collaborative arrangement among the actors
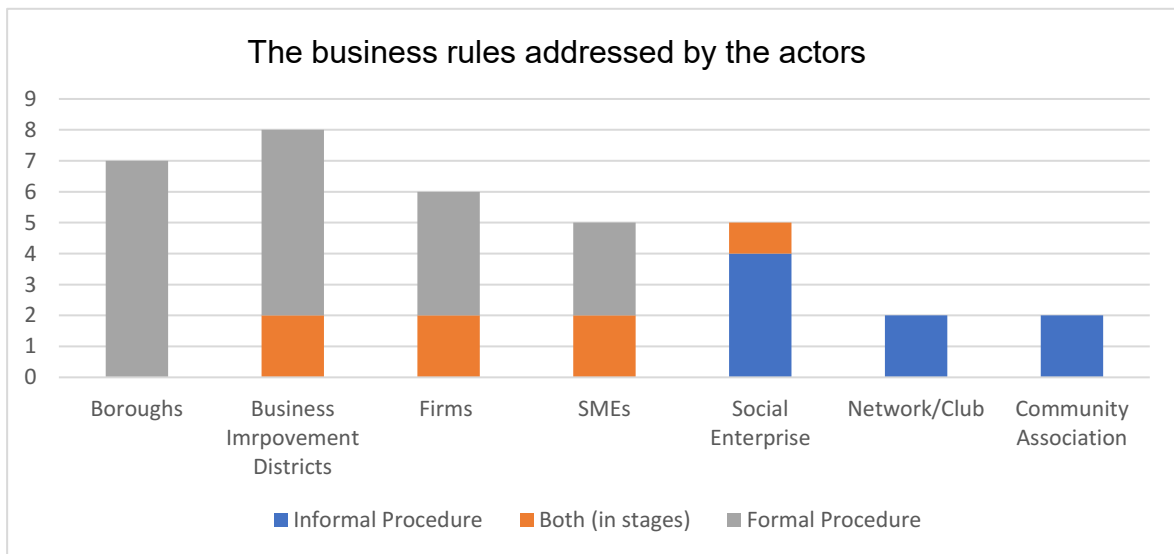
Figure 4. 5: A number of responses addressed the way the agreements are made according to business rules

[1] R-IP: Informal procedure; R-FP: Formal procedure; R-IF: Both informal and formal procedure

The actors overall understand when making collaboration, the aspirational goal needs to be set up that everyone agrees on even the partners have different agendas. Once everyone agrees, the actors proceed to decide on the procedure of collaboration, that is, whether they should have a formal arrangement or an informal collaborative arrangement. Based on figure 4.5, a number of actors from businesses suggested that a formal agreement is necessary for having collaboration. One interviewee cited,

"All of the formal relationship made is involved in the investment of money and expertise in delivering services. Usually, make it formally by providing Terms and Conditions of Purchase" (*Business Energy Efficiency #I8*)
Another interviewee proposed that "*In a business partnership, a formal procedure is required to encourage a good reputation" (Business IT #I9)*

The same interviewee noted, "an appropriate formal agreement such as a business contract is implemented for this type of collaboration". He suggested that this formalised the collaboration which ensured the partner's commitment towards the same objective. In that sense, the actors will interact through the negotiation and will jointly create rules, whereby the different partners then will lead and manage the collaboration with different roles.

"We used to have a formal relationship, that normally will be based on the contractual agreement" (Business IT #I9, Business Low Carbon Technology #I10)

"The company collaborated with these partners because of same commitment in terms of a community project which basically fulfil the criteria for sustainability such as environmentally, and social. They will come for a specific project to be working with. On this stage, a formal procedure needs to be concerned of which the contract or agreement will be taking place" (Business Recycling #I11)

Interviews with small and medium enterprises revealed that they were attending a series of meeting to engage explicitly in the project. This is to show their interest in the informed project and strengthen the business network among the partners. From the analysis, it was observed that the interviewees involved in the project collaboration were committed to the formal procedure and followed the terms and condition that has been set up. Frequently, when the partners agreed to be involved

in the project, they were sharing common goals. In fact, the partners attained greater success by collaborating with others.

"The agreements are becoming formal at the moment confidential assets are shared. It can be just a confidentiality agreement" (Businesses Low Carbon Technology #I6, Business Energy Efficiency #I8)

Other actors from the non-governmental organisations have contradicting views. A number of actors cited that an informal arrangement is an appropriate way for them to collaborate.

Our organisation tries to be comfortable in a relationship so that we are always using informal relationship and there are no fees for people to join" (NGO Environmental Protection #I6, NGO Business Consultancy #I7)

"In Camden, the council try to be easy in a relationship so that they are always using the informal relationship as there are too many barriers rather than formal. In term of alliances that the council build is just partners have to be a member and sign as a commitment. The commitment contains a series of actions that need to be completed by an organization for it to be considered to be keeping its commitment to the climate" (BID #I2)

In contrast, a couple of actors did acknowledge that there were cases where both informal and formal relationship took place in stages when making a collaboration. For instance, a programme manager from a small and medium enterprise explained that the company had attended meetings and discussions before collaboration took place. This was to set a clear objective and solution before the project started and to ensure that effective collaboration was being fostered.

"In the first stage, our company going through a business discussion with the partners. Then it continues with the formal arrangement in the case we found an interest with the partners" (Business Recycling #I11, LA #I2)

"At first instance, we will provide advice and consultation about the way to save energy before decision made to collaborate with those partners" (Business Energy Efficiency #I7, Business Energy Efficiency#I8)

4.9.5 Way the agreements are made: Terms specified

With regard to the terms specified, table 5.4 below shows the responses from the interviewees on how they decide the terms specified for collaborating in sustainability projects. In particular, the actors stressed the importance of getting the arrangement clearly through a particular process. The actors further suggested that the organisation's approach to sustainability was primarily driven by working together. From the analysis, the actors from the local authorities described that they designed the collaboration practices more implicitly instead of a written agreement.

"It is not a really formal relationship with local communities. They value long-lasting relationships built on loyalty, integrity and trust. They are called as a long-term commitment which based upon a mutually agreed upon commitment to one another" (LA #I3)

In this case, the priority is making a sustainable place for people to live and work in. For instance, the actors from business improvement districts noted that their responsibilities are subject to authority. This is because their organisation was set up by the local authority to deliver additional services that involve local businesses in a defined area to improve the local trading environment. Such an improvement includes making the area clean and attractive while maintaining the public spaces. By doing so, it is necessary for the organisation to establish a positive relationship with the local authority so that the local authority and the business improvement districts collaborate for the additional services through the written agreement, known as the baseline agreement, so as to reflect the services each will provide.

"The challenges that our company faced is always about how we deliver services that the members want. This is to ensure that the members in the area are satisfied with the money spent and the services that they received" (BID #I2, BID #I4)

"The main agreement that we have is a baseline agreement that includes a business proposal. The agreement is between our company and the […] which stated the standard services that the team will be doing on a defined area and the terms which the team are supposed to deliver services" (BID #I1, BID #I3)

"We are basically have collaborated with role-governed business roles such as local authority (Borough), a government body (policymakers), and businesses in the town

centre. But the main important stakeholder is the borough itself which they are responsible for carrying out the ballot" (BID #I3, BID #I4, BID #I5)

A number of actors mentioned that their organisations always used written agreements and contracts in order to collaborate. These actors were from businesses that consisted of local firms and small and medium enterprises ranging from suppliers, technology providers, manufacturers and service providers. Several of these actors collaborated with the local government in delivering sustainable solutions such as energy efficiency, recycling and information technology solutions.

However, some of them acknowledged that they had experienced difficulties in having collaborated with the local authorities due to competition. Thus, they had to provide a reasonable proposal for them to select. After the collaborative arrangement, they were given a contract or agreement as the procedure where the partners had to sign an agreement to indicate that they agreed with and were committed to the project. Perhaps, the written agreements were required to regulate the relationships among the involved people. In this case, the organisation brought the expertise to work together and accomplish the project.

"The alliance members make a public commitment to measure, manage and reduce the greenhouse gas emissions" (Business Low Carbon Technology, #I10)

"Normally, for a big project, the contract will be involving in a legal agreement which they will state in terms and both parties need to be agreed to the contract" (Business Energy Efficiency, #I7, Business IT #I9, LA #I4)

"Nothing is shared in writing without a signed confidentiality agreement" (Business Energy Efficiency, #I7, Business Energy Efficiency #I8, Business Low Carbon Technology #I6).

Table 4.24 illustrates the extracted data of the actors' interviews on specific terms for collaboration.

Participants	Code		Notes	
	R-UW	R-BT	R-WA[2]	
Boroughs		✗		Implicit contract
Business Improvement Districts			✓	Baseline Agreement
Firms			✓	
SMEs			✓	
Social Enterprise			?	Declaration Form
Network		✗		Membership form
Community Association	✓			

Key: ✓ A clear evidence of terms specified for having collaboration
        ✗ The terms specified is directly opposed to that suggested by collaboration
        ? The potential link between formal and informal specified by collaboration

Table 4. 24: The analysis of the terms specified for collaboration.

In comparing to a non-governmental organisation, several actors suggested that, when making a collaboration, the involved people must be members in order to join the specific programs and activities being held. For instance, for those who are interested in being involved, fee-free membership is open to citizen participation for joining the activity. The members usually joined because they have the same interests, particularly in discussing the environmental aspect of sustainability and protecting the environment where they live or work. Besides, upon forming the membership, the interviewees described that the engagement in the joint-program or projects was open to citizen participation or any groups of communities. Apart from that, the actors from the social enterprise described that their collaboration with others would mainly be based on the declaration form. This is to show the commitment of partners towards the project or programmes that were arranged.

"The only written paper from this association is a membership form, specially been filled up from the community group" (NGO Environmental Protection, #I8, NGO Business Consultancy #I7)

"There is no contractual agreement with community groups. In enabling social responsibility, we work with p-partners to build resilience in local communities by supporting active citizens, local assets and neighbourhood network" (NGO Environmental Protection #I8, NGO Business Consultancy #I7)

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[2] R-UW: Unwritten Agreement; R-BT: Both Unwritten and Written Agreement; R-WA: Written Agreement

"Moreover, people who are interested in joining volunteering for this project need to be a member by filling up the membership form" (NGO Energy #I9, NGO Environmental Protection I8)

"The community no needs to pay fees in order to join the groups, but they will fill in the form for contact details" (NGO Business Consultancy #I7, NGO Environmental Protection #I8, NGO Energy #I9)

They further add, *"Anyone can join our club online for free. The participant under 18s will have to get parental consent form to ensure the parents acknowledge their children's participation and agree with the activities involved" (NGO Environmental Protection #I6, NGO Business Consultancy #I5, NGO Business Consultancy #I7)*

However, some interviewees argued that to be a member of the association, members are expected to pay annual fees, in order to get the privilege of getting discounts or free access to the next event.

"They could be the members and join our program where they have to pay £25, and they will get a 10% discount for a café and get free access to the exhibition" (NGO Environmental Protection #I8, NGO Business Energy #I9)

The three interviewees who represented the community association of the boroughs described that the members connected through joining a forum or social network that had been created under the boroughs' supervision. Therefore, each suggestion or recommendation from the members had to be acknowledged by the council.

"In term of environmental aspect, the council use forum to gather the community groups which called 'Project Dirt' in order to give ideas and what people expect to be" (NGO Environmental Protection #I6, NGO Business Consultancy #I5, LA #I1)

"However, community groups have their own forums to keep in touch each other and with the councils" (NGO Environmental Protection #I6, NGO Business Consultancy #I5, LA #I1)

In addition, there is another platform that is created for people to voice out about the environmental aspects in their own area. This network, knowns as the Environmental Sustainability Network, is a type of platform in a specific location for promoting green news and events as well as for sharing ideas and opinions with regard to

environmental issues. Therefore, it indirectly invites people to engage in events or projects, and this type of collaboration is not based on any written agreement.

"Through this project, volunteers are invited for a volunteer session" (NGO Environmental Protection #I6, NGO Energy #I9)

"Through the forum, people could voice up their opinions and make some complaints or if there are any raise issues" (NGO Business Consultancy #I7, NGO Environmental Protection #I6).

4.9.6 Level the activities in the collaboration are planned (Project Planning)

The final point noted in identifying the extent to which the different actors collaborate differently was the level of the activities that are planned in project collaboration. Over half of the interviewees cited project planning as a critical issue for them to make different arrangements in their collaboration. For instance, the actors from the business improvement district and community interest company commented that they have planned activities provided by the local council to be followed, such as protecting public areas, recycling and conserving the public parks. Thus, they had to collaborate with regard to the activities that were planned. To do so, the written agreement that had been noted in the previous section was a real arrangement for them to collaborate with others who have the same intention.

However, some interviewees from businesses felt that new or ad-hoc projects would be required to have both informal and formal arrangements. This is because the companies started a discussion with their network in an informal meeting. Then, they proceeded to a real meeting for project confirmation. At this stage, the formal collaboration arrangement was to be made after a selection of partners agreed to collaborate on a specific project. Another interviewee representing a small and medium enterprise spoke of encouraging "organisations to think about the various goals in pursuing sustainability projects, recycling products, service maintenance or even consultation to do collaboration" (Director of Business, SME).

The table 4.25 below shows the different level of project planning from the actors' responses.

Participants	Code			
	R-VG	R-DF	R-AH	R-PA[3]
Boroughs	✓	✓		
Business Improvement Districts		✓		✓
Firms		✓	✓	
SMEs	✓		✓	
Social Enterprise		✓		✓
Network	✓		✓	
Community Association	✓		✓	

Table 4. 25: The level of activities in the collaboration is planned.

As illustrated in the above table, non-governmental organisations have different comments on the project planning. Some actors from the social enterprise did not collaborate in ad-hoc planning because all the sustainability activities were managed by the local council. Thus, they have a determined focus in collaborating for a sustainability project. Some actors from the club or network mentioned that they always collaborate on a new project that addresses the environmental issue. For instance, one interviewee described that he/she was involved in the recycling awareness campaign within the borough to show his/her support on sustainability. This collaboration was between his/her organisation, local authorities and local businesses.

In this vein, a couple of interviewees remarked that they need to see the various goals of pursuing sustainability. Thus, they collaborated in projects or programmes that addressed the environmental issue either ad-hoc or by planning with others. This is evidence that they arranged the collaboration informally without any written agreement as was shown in the previous section.

"We keep our identity as a focus for the local community. Therefore, the organisation arranges many events to attract the local community to be engaged with" (NGO Environmental Protection #I8, NGO Business Consultancy #I7)

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[3] R-VG: Various goals; R-DF: Determined joined focus; R-AH: Ad-hoc; 1R-PA: Planned activities

All the interviewees realised that collaboration helped them to pursue sustainability in many aspects in terms of providing services, supplying materials, manufacturing the products and giving moral support through an awareness campaign. Thus, the following sections describe the different roles of each actor in the communities that establish different relationships through collaboration.

4.10 Conclusion

This chapter provided the findings from the two phases of the research interview which concerned the communities' role in collaborating for a sustainability project. As this study explores the journey of collaborating in a sustainability project among the market actors and non-market actors, a phenomenological approach is relevant to address the experience of each of the actors involved. The observed patterns were shown from table 4.4 to table 4.25 for describing the commonalities and differences between the actors in the communities. Although the communities have various perspectives in defining the concept of sustainability, this research is aimed to develop a conceptual framework that will guide the different actors in communities engaged in a sustainability project. Thus, the findings from this chapter indicated the elements derived from the literature are reviewed and verified for their reliability in the next phase.

The initial research framework that has been designed in the previous chapter represents the areas of investigation that become the primary interest for this study. That area of primary interest focuses on the collaboration between entities to support sustainable development. Thus, this chapter looked at the crucial issue of the level of engagement in sustainability and then built up the clusters for the case study research. However, the reliability and the validity of such a framework will be further discussed in the next chapter.

In brief, the research findings presented in this chapter captured the research output towards the contribution of knowledge. At this point, it is appropriate to draw together the analysis of the interview for both phases (stage 1 and stage 2).

The first part of this chapter identified the themes that captured the essence of the actors in a sustainability engagement. This involved re-examining everything that had been collected from the first and second interview phase and analysing and documenting it. In doing so, several critical issues of how the actors in communities collaborated in sustainability projects were identified. The first point relates to the generality of the concept of sustainability particularly in the different sectors of the society.

The second part of this chapter is important to demonstrate the collaboration arrangement for each actor in the sustainability project. This involved asking the question that was refined in the second stage of the interview. In doing so, the themes emerged show the unique patterns of the relationships that were established during the collaboration.

CHAPTER 5: A COMPARISON OF THE DIFFERENT ROLE OF ORGANISATION

5.1   Introduction

This chapter aims to identify and discuss how different organisation collaborate differently for the purpose of environmental sustainability. Here, the focus is on the different role of various organisations motivated to work together which contributed to sustainability. From the analysis process in chapter 4, it is suggested that this chapter gains some insight into what different organisations can do to collaborate with others for sustainability project.

Having established themes of the development of the framework in the previous chapter, this chapter demonstrates the results of comparing the role of organisations involved in this study. The results are then used to be reviewed according to the literature provided in chapter two.

5.2   Role of Government

There is evidence that identifies that communities collaborate for sustainability differently according to their motivation, characters and relationships as has been explained in the above sections. From the analysis, I was able to manage the findings inductively by clustering the theme based on those categories. Based on the experiences of the participating local councils, a number of indicators were identified in clustering the themes that embedded sustainability engagement by project collaboration.

The interviewees from the government sectors cited that they were collaborating for a sustainability project because of the policies and to promote the culture of sustainability in the borough in which some of the projects were funded by the government institution. Besides, it was necessary to include business improvement districts in this cluster because these organisations were governed by the local authority and were also responsible for pursuing sustainability according to the defined area which has district boundaries within the boroughs.

The below table shows the evidence from the observed patterns that emerged in the analysis where the actors were clustered into this category. Overall, the actors in the government sector addressed the same interest in terms of policy and promotion of the sustainability culture in the local context of their urban area.

5.2.1 Sharing local institution

Type	Participants	Theme 1: Sharing local institution				
		A1-GP	A1-SB	A1-DB	A1-GF	A1-ML[4]
Government	Boroughs	✓	✓	✓	✓	✓
	Business Improvement Districts	✓	✓	✓	✓	✓
Businesses	Firms	x	x	x	x	x
	SMEs	x	x	x	x	x
NGO	Social Enterprise	✓	x	x	✓	✓
	Network	z	x	x	x	x
	Community Association	x	x	x	x	x

X= not involved
Z= give support/awareness

Table 5. 1: Patterns of various actors in communities according to the motivation

Looking at the above table 5.1, several interviewees later indicated that they are responsible for the well-being of the local neighbourhood as they have directly elected the government and have the responsibility as per the government policy to reduce to a minimum the environmental impact of their work activities. However, due to the government policy issues on the environmental problem, the actors commented that their organisations have a significant role towards the residents within their area.

Positively, the perceptions on the governance of the local institution could locate the actors as different patterns that bring out unique roles in sustainability engagement. The actors in this pattern have consistently placed their objective that addressed the policy and have promoted the culture of sustainability towards the residents within the area they have located.

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[4] GP: Government policy; SB: Sustainability in the borough; DB: Districts boundaries; GF: Government funding; ML: Managed by the local authorities.

Eight of the interviewees from business improvement districts committed to sustainability activities on the district boundaries which their organisation had set up through a local authority using a ballot process. Thus, they were responsible for delivering additional services to the local authority's boundary.

As mentioned in chapter two, the geographical location can bring people together as a community where such communities are perceived as common resources and are governed by the local institution. In this case, the interviewees collaborated with the local authorities and local businesses in the area for the people who are living and working within the same geographical location.

The actors also informed that their efforts towards environmental sustainability were to support the UK government to create an excellent place for people to live and work in since the government had given the responsibility and power to their organisation for shaping their area and making it liveable and had mentioned it to be the top priority. Despite meeting this aim, they were also encouraging the local neighbourhood to involve in promoting sustainability.

The actors that represented business improvement districts were managed by the local authority and their responsibilities were often dependant on what the Councillor wanted to achieve. By understanding the theme of sharing local institution, it is significant to pinpoint the role of the government in sustainability engagement as a different cluster.

5.2.2 Focused interest

Type	Participants	Theme 2: Focused interest				
		A2-RP	A2-SO	A2-ST	A2-LS	A2-CC[5]
Government	Boroughs	✓	✓	✓	✓	✓
	Business Improvement Districts	✓	✓	✓	✓	✓
Businesses	Firms	x	x	x	x	x
	SMEs	x	x	x	x	x
NGO	Social Enterprise	✓	x	x	✓	z
	Network	z	z	x	x	z
	Community Association	x	z	x	x	z

X= not involved
Z= give support/awareness
Table 5. 2: The patterns of communities according to the interest

Table 5.2 above shows focused interest is another point for differentiating among the actors in communities. A basic understanding of the communities based on their interest commonly could refer to two or more people who would like to work together for the purpose of achieving specific goals that have reviewed in the literature section 2.2 of chapter two. As the interviewees from this pattern have shared the same location, they have also focused on a specific interest for project collaboration.

The actors from the government sectors have the objective of promoting the culture of sustainability among the people living within the borough. In the first instance, many suggested that the government has to legislate for behaviour change. This is because the common people will not change their behaviour voluntarily. Thus, the statutory requirement on the environmental policy is an excellent strategy to change the culture. For the government to be able to achieve this objective, many of the interviewees who represented a local authority in this study agreed that they were collaborating sustainability-related projects that could promote the culture of sustainability towards people in the borough.

"We were collaborating with others because of the same objective which is to make clean, green and safer to this borough. So, some of the projects that we involved

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[5] RP: Sustainability related project; SO: Social objective; ST: Commitment to sustainability targets; LS: Long-term survival; CC: Changing culture

such as recycling, managing waste and green travel was to educate them to change their perception" (LA #I4, LAI5)

"Having the same interest or same vision bring them to working together in a specific activity or project" (LA #I2)

Some of the interviewees were committed to the objective of achieving the targets. For example, one of the interviewees commented that "the council has a target to reduce 60% of carbon emission by 2050". (Sustainability Manager, LA #I8). Thus, they collaborated with others who had the same objective of reducing carbon emission.

"The council is committed to reducing carbon emission in […] by implementing large projects such as decentralised energy for business buildings as well as improving the insulation and energy performance" (LA #I3)

"Most of the collaboration made come from the planned projects such as regeneration, maintenance and cleaning, as well as enhancement and drainage improvement" (LA #I2)

"We are the only BID in London that offer a coffee recycling services and making a collaboration with bio-bean which at the end will turn the coffee ground into bio-fuels" (BID #I2, #I3)

In this case, the interviewees who represented the government sectors commented that they had to protect the natural environment that affects communities in terms of a wide range of issues. For instance, the quality of the environment has a direct impact on the people's well-being as a cleaner and greener environment is healthier, safer and more pleasant, and thus could help in improving the quality of life.

"The sustainability issues that we considered in this area is making clean and green. Therefore, the BID has to collaborate with the partners who have a common desire to make the area in this borough clean and green as well" (BID #I3)

"We dedicated the projects of greening the area surrounded such as increasing air quality, traffic reduction, and local green space. On top of that, the team also referred to sustainability as the community well-being including healthy and safer environment and ensuring a good work or work-life balance for the community in the area" (BID #I4)

Likewise, the interviewees in this pattern realised that they were working together for a sustainability project because they felt morally responsible.

"Most importantly, the council have to respect and working hard with a diverse community and bring them together making long-standing improvements in the environment. We try to make A cleaner, greener, safer Borough that is a prerequisite for a better future overall" (LA #I2)

Another couple of interviewees further commented,

"The term sustainability is about how our organisation benefits to the people, environment and economic. As a bigger picture of the organisation is how to sustain the area what they could contribute to the society. The team believed that they are created by people not just for people. Hence, empowering people is essential to strengthen communities and improves quality of life" (LA #I1, #I3)

"A collaborative approach towards responsible business will be established that incorporates tangible outcome-focused projects and a clear partnership between people and businesses to develop sustainable place" (BID #I1, #I2)

"We always make a relationship or collaboration from the previous events that had been held. From that event, we used to make contacts and networks in order to get into collaboration for the upcoming projects" (BID #I3)

"In that case when talking about sustainability, the BID is mainly focusing on sustaining what they are doing now which can be in place in the future. In such a way, our company want to help local businesses to meet and trade with each other and keep up to date with major changes that will affect the area. So that they could be sustained for their next generations" (BID #I5)

By focusing on the interest, the issue of long-term survival becomes the intention of some organisations for involving in collaboration for a particular project. By knowing the potential benefit of having a collaboration with respect to the environmental aspects, the organisations take the initiative of being involved in a typical project with relevant partners.

5.2.3 Mutual Agreement

The final point to be noted in this pattern is a mutual agreement. This is to examine the relationship established by the actors in communities through collaboration. Government sectors described that they collaborated more implicitly rather than by

using formal arrangements; this is known as a loose relationship in which the organisations agree to work together to cope with a common problem. Representatives of the local authorities were keen to highlight the arrangements that were made through the long-term commitment. They stressed that when making collaborations, they were actually building trust among the partners. Interviewing the different actors of the communities at different points captured how they interacted with the partners for a formal or informal arrangement. The experience of collaborating with others helped the organisations successfully achieve their objectives, particularly for promoting sustainability. Thus, the below table 5.3 shows how the organisations have different patterns according to the specific arrangement in project collaboration.

Type	Participants	Theme 3: Mutual Agreement				
		A3-LC	A3-PR	A3-MB	A3-CD	A3-SA[6]
Government	Boroughs	✓	✓	✓	✓	✓
	Business Improvement Districts	✓	✓	✓	✓	✓
Businesses	Firms	x	x	x	x	x
	SMEs	x	x	x	x	x
NGO	Social Enterprise	x	x	x	x	x
	Network	z	x	z	x	X
	Community Association	z	x	z	x	x

X= not involved
Z= give support/awareness

Table 5. 3: The different pattern of communities according to the established relationship

Based on the analysis from the interviews conducted in the first and second phase, the government sectors demonstrated that mutual agreement is necessary for a collaborative arrangement. This is because they built a positive relationship among the partners in which the local authority delivers the services according to the policy. A few interviewees from the local council cited that they usually collaborated not based on a formal contract. However, there was an agreement that stated the commitment they made for sustainability purposes. By doing so, the local authority

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[6] LC: Long-term commitment; PR: Positive relationship; MB: Mutual benefit; CD: Centralised decision; Subject to authority

and the organisation agreed on the additional services that the organisation intends to deliver within the area.

"It is not a really formal relationship with local communities. They value long-lasting relationships built on loyalty, integrity and trust. They are called as a long-term commitment which based upon a mutually agreed upon commitment to one another". (LA #I2, LA #I3, BID #I4)

"However, the challenges that […] faced is always about how they are delivering services that the members want. This is to ensure that the members in the area are satisfied with the money spent and the services that they received". (BID #I2)

In this case, the priority project is about making a sustainable place for people to live and work in. Along with working collaboratively, the actors from the government sector noted that their responsibilities were also subject to their authority.

"The alliance members make a public commitment to measure, manage and reduce the greenhouse gas emissions" (BID #I2, LA #I3)

"The main agreement that we have is a baseline agreement that included in a business proposal. The agreement is between our company […] which stated the standard services that the team will be doing in a defined area and the terms which the team are supposed to deliver services" (BID #I4)

"We are basically have collaborated with the local authority (Borough), a government body (policymakers), and businesses in the town centre. But the main important stakeholder is the borough itself because they were responsible for carrying out the ballot" (BID #I1)

Furthermore, some interviewees stressed that the collaboration should be through an implicit agreement that specifies in a Memorandum of Understanding between the organisation and local authority the services each will provide. They further claimed that, in this case, they used to have an informal relationship at most with the partners instead of a formal one as it is easier to manage.

"In [..], the council try to be easy in a relationship so that they are always using the informal relationship as there are too many barriers rather than formal. In term of alliances that the council build is just they have to be a member and sign as a commitment. The commitment contains a series of actions that need to be completed

by an organization for it to be considered to be keeping its commitment to the climate" (LA #I2, LA #I5)

"There is no contractual agreement with community groups. In enabling social responsibility, we work with partners to build resilience in local communities by supporting active citizens, local assets and neighbourhood network" (LA #I4)

Moreover, the interviewees understand the objective of their organisation, and that the decisions of the projects were planned centralised through the government. At this point, the role of mutual benefits reflected the effectiveness of the relationship among the partners.

It is noted that the comments and suggestions from the interviews among the actors in the government sectors do bring another pattern of communities that address the policy and culture of sustainability through a mutual agreement in project collaboration. The actors included in this pattern were involved in the implementation of the environmental policy made for the city and borough in which they built a direct relationship with the local government.

5.3   Role of businesses

In some cases, the interviewees representing the business sectors suggested that they were collaborating on a sustainability project because of the trends and demands. A number of interviewees agreed that the importance of sustainability as a business issue has progressively grown in the current era. Thus, some of them suggest that businesses should be doing more to address the environmental risks such as climate change, and scarcity for the use of raw materials. However, they highlighted that collaboration is a necessary route for progressing from embedded sustainability to exploring the market opportunities.

The below table shows the evidence from the observed patterns that emerged in the analysis where the actors were clustered into this category. Overall, the actors in businesses addressed the business purposes by implementing an environmental aspect of sustainability in collaboration.

5.3.1 Managing resources efficiently

For some interviewees, the ability to innovate and respond to customer demands motivated them to be actively involved in the sustainability projects. They suggested further that it is the fundamental role of the businesses to deliver goods and services that are required by the society. Thus, a couple of interviewees from the renewable energy company cited that to be able to fulfil the customer's demands, it is necessary to acquire new skills and expand their competencies. For instance, the companies were collaborating with others and brought people or expertise and resources together to accomplish the project.

These interviewees also commented,

"Our company will develop skills and knowledge as we are leading in marketing the renewable energy in Great Britain. We should think to identify the opportunities overseas as well" (Business Energy Efficiency #I8)

Another interviewee also has the same viewpoint,

"Most of the partnership is based on the development of the project. For example, our team will develop a vehicle charging network at Welcome Break service stations and their turbine in Reading" (Businesses Low Carbon Technology #I10)

She further adds, *"Most of the partnership established are from a variety of innovative projects".*

Table 5.4 illustrates the actors in communities who represent businesses that have shown a different pattern according to resources management.

Type	Participants	Theme 1: Managing resources efficiently				
		B1-BN	B1-TC	B1-EX	B1-TS	B1-CE[7]
Government	Boroughs	x	x	x	x	x
	Business Improvement Districts	x	x	x	x	x
Businesses	Firms	✓	✓	✓	✓	✓
	SMEs	✓	✓	✓	✓	✓
NGO	Social Enterprise	x	z	x	x	x
	Network	x	z	x	x	x
	Community Association	x	z	x	x	x

X= not involved
Z= give support/awareness

Table 5. 4: The different pattern of communities according to the motivation for managing resources efficiently

Since some interviewees incorporated technology and innovation for their sustainability product, providing a technology solution was another factor that motivated the actors to involve in the collaboration. In terms of technological innovation in the environmental aspect, there were a couple of interviewees who claimed that their company is collaborating with others because the other partners have the skills in IT solution that complemented with their operations.

"From this partnership, it will enable the firm to optimize in-building wireless coverage by using a distributed antenna system throughout the property. This collaboration made is involved in the investment of money and expertise in delivering services" *(Businesses IT #I5, Businesses IT #I9)*

"This company has experience in solar installation. However, the joint working is to integrate the PV value chain from a utility provider to installation, where it is a complement to our company as to develop effective solutions provider" *(Business Energy Efficiency #I7, Business Energy Efficiency #I8)*

"Our company has made a five-year (£50 million) contract with […] in order to support its work to transform the delivery of information and communication technology across the Ministry of Defence (MoD)" *(Business IT #I9)*

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[7] BN: Business negotiation for resources; TC: Tackling sustainability challenges; EX: Exchanging experts and skills; TS: Provides technology solution; CE: Cost efficiency

As the environmental issue is a topical agenda that receives plenty of attention from the industry or business sector, several interviewees commented that collaboration is positively related to tackling sustainability challenges. For instance, one company needs efficient processes to reduce carbon emission. Thus, collaboration with others who have the expertise is necessary to solve the issue. In some cases, businesses were collaborating with their competitors to address specific problems.

"In areas where the big breakthrough is needed, we must step up joint working with others" (Business Low Carbon Technology #I6, Business Low Carbon Technology #I10, Business Energy Efficiency #I8)

"We believed, as consultant company, we help businesses and organisations to improve their performance and their operating environment" (Business IT #I9)

Another actor from the service providers noted that cost efficiency is another factor that motivated them to involve in project collaboration. For instance, companies such as Utility providers and IT services were committed to increasing the energy efficiency or improving the resource productivity while saving money.

"We want to give the right message about sustainability to our customers which our company are providing service to switch their electricity provider that will be resulted in reducing carbon emissions, cost of energy and creating a zero-carbon organisation" (Business IT #I9, Business Low Carbon Technology #I10)

"We also collaborated with large companies about managing energy efficiency such as […] This is to develop an investment for the project" (Business Energy Efficiency #I8)

"We work with their clients to enable them to lower their energy and resource costs, increase sales, reduce carbon and minimize environmental, health and safety risks" (Business Energy Efficiency #I7)

However, another interviewee from small and medium enterprises argued that companies have to negotiate with partners for a 'win-win' situation. That means both parties which involved in collaboration completely satisfied with the outcome. For instance, the needs and interests for both parties were appropriate when forming collaboration.

"We make a lot of collaboration happen. Especially, the company communicate and negotiate with potential technology developer" (Business Low Carbon Technology #I10)

"We are interested in hearing from potential commissioners of services or partner organisations about ways in which we could work together" (Business Recycling #I11, Business IT #I9)

5.3.2 Business purposes

Type	Participants	Theme 2: Business interests				
		B2-DS	B2-IS	B2-GS	B2-MO	B2-BS[8]
Government	Boroughs	x	x	z	x	x
	Business Improvement Districts	x	x	z	x	x
Businesses	Firms	✓	✓	✓	✓	✓
	SMEs	✓	✓	✓	✓	✓
NGO	Social Enterprise	x	x	z	x	x
	Network	x	x	x	x	x
	Community Association	x	x	x	x	x

X= not involved

Table 5. 5: The different pattern of communities according to the character that focuses on business purposes

From the analysis, I found that there was a different understanding of the communities' engagement in a sustainability project for this pattern. A number of interviewees from the business sector described that they were involved in project collaboration because of business purposes. As illustrated in table 5.5, some of them suggested that they were collaborating on a sustainability project because of the growing consumer demand since the consumers nowadays are willing to pay more for environment-friendly products or services.

"It is a commitment from the company to become an industry leader in sustainability whereby the environment plays a crucial role in a day-to-day basis operation" Business Energy Efficiency #I7, Business Low Carbon Technology #I6)

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[8] DS: Demands for sustainability; IS: Increasing market share; GS: Generate profit for business survival; MO: Exploring market opportunities; BS: Economic and business stability

"We have partnered with thousands of customers around the globe in creating an efficient and people-friendly environment" (Businesses #I2, #I3)

"As the only licensed electricity company in the UK that dedicated to building new green energy capacity, we believed that all of this profit is go back into growing the business. The reason is that our goal is to supply one million homes across the UK as demand" (Business Energy Efficiency #I7)

The second point of business motives for the communities to have a collaboration was the increasing market share. Several actors from the manufacturing companies commented that they produced the innovative product or services to achieve a competitive advantage. For this reason, the company provides a greater value according to the consumer's needs.

"The company emphasise on sustainable innovation which implementation in the energy sector, and always pursuing to deliver sustainable solutions that meet the demands of the customers" (Business Energy Efficiency #I7)

"Our company working closely with supply chain partners which they will ensure that the design of a project base is tailored to their clients' needs and finding a realistic balance between capital and operation costs" (Business Low Carbon Technology #I10)

"Therefore, it becomes challenges for the company to make people understand about our vision, making a good relationship with a big population and trying to get communities been engaged. In other ways, the company could educate people by building the 'green building' where there is an attraction to the building and the cafes in a unique interior" (Business Low Carbon Technology #I6)

However, several interviewees in the business sector claimed that it is challenging to change the business strategy to survive long-term sustainability. It is about the ability of the businesses to thrive in the future and place sustainability in their heart. For instance, businesses are nowadays finding that offering consumers environmental-friendly products is better for businesses. This is because consumers are willing to purchase products and services from companies that are committed to making a positive environmental impact.

"We believed that the conventional electricity is responsible for 30% of Britain's carbon emissions, that is the reason why our company decided to focus on green

electricity in order to change the way that contradicts to the conventional one" (Business Energy Efficiency #I7, Business Energy Efficiency #I8)

These interviewees further commented that *"This company realised it was hard to get the fair price of the electricity for building a windmill. So, the team at that time spent a year to study the market and designing a new way to supply electricity through a model called 'Embedded Supply', and now it has been applied".*

"Apart from that, the energy industry is disrupted by the conventional batteries, and then it would disrupt the automotive (electric car) and the home heating and roofs PV sectors. The market and utility industry then reach the stage, where the grid would become irrelevant" (Business Energy Efficiency #I7)

Also, it is vital for the businesses to make a good product that will satisfy the customers and clients. Thus, most of the interviewees are motivated to deliver projects and make products that have value to the customers.

"Well, we are responsible for managing customers' electricity and gas supply account whereby the critical priority for our company is to keep the best of customer service while helping them to get the most valuable form its service" (Business Energy Efficiency #I8)

One interviewee from a social enterprise further touched on the topic of making a difference through its business operations,

"We are actually very committed to continually improving sustainability and making a difference. For instance, our team helps clients to transform their business to a low carbon operation based on creating an IT that could reduce carbon footprint. The implementation of green products and solutions would promote initiatives for environmental burden" (Business IT, #I5)

Consistent with the research approach of complexity suggested by Alvesson and Deetz (2000), it is appropriate to have a better understanding to interpret the interviewees' unique experiences on the different arrangements of having collaboration. The above extract creates the different trends of actors from the business sector who engage in project collaboration because of their motivation and

interest. Thus, it is essential to identify a specific arrangement and procedure that the business sectors implement in order to collaborate.

5.3.3 Contractual agreement

In collaboration, a common strategy is developed in order to achieve a shared goal by working together. A number of interviewees suggested that a formal plan and procedure are made to provide a basis for working together. There are formal written agreements such as business contracts that define the relationships among the partners. For example, some of them from the business sector indicated that a formal process in engagement is necessary to show their commitment towards the same interest. Thus, having a written agreement between the partners upon the project collaboration creates value which helps the partners involved in understanding the purposes of joint working.

"The company collaborated with other partners because of same commitment which basically fulfils the criteria for a tackling climate" (Business Energy Efficiency #I8)

"It shows that when dealing in a business partnership, we might have a formal procedure to encourage a good reputation" (Businesses Low Carbon Technology #I6, Business Recycling #I11)

However, these actors from the businesses commented that a series of meetings sometimes were required to discuss the flow of the project. They further added, "*The project collaboration is started from an informal discussion. After getting the good response from the partners, they will decide the terms of the project which is the time-frame to complete the project*" (*Business IT, #I5, Businesses Low Carbon Technology #I6)*

At this point, those who are interested in delivering the project will come together to be a part of the project collaboration. Table 5.6 illustrates these findings.

"In the first stage, our company going through an informal discussion with the partners. Then it continues with formal contracts in the case we found an interest with the partners that show as collaborative innovation. For example, whichever the partners would buy things for the projects made, they would be based on our

company contract (mechanical, electrical, contractor). They include services contract which private suppliers are involved. Several suppliers might have a long-term partnership which could be reviewed by the relationship manager based on her/his satisfaction with the service and delivery" (Businesses Low Carbon Technology #I6)

Participants	Theme 3: Contractual agreement				
	B3-BM	B3-CT	B3-WP	B3-VC	B3-RR[9]
Boroughs	x	x	z	x	x
Business Improvement Districts	x	x	x	x	z
Firms	✓	✓	✓	✓	✓
SMEs	✓	✓	✓	✓	✓
Social Enterprise	x	x	z	x	x
Network	x	x	x	x	x
Community Association	x	x	x	x	x

X= not involved
Z= give support/awareness

Table 5. 6: The different pattern of communities according to the business relationship through a contractual agreement

Based on the analysis, it is noted that businesses collaborate formally through a written agreement. This indicates that the formal arrangement is necessary to regulate the relationship between businesses and the other partners. In this case, the partners or members are committed to the procedure and follow the terms and conditions that have been set up. Usually, when the partners agreed to be involved in the project, they share common goals. In fact, the partners attain greater success by collaborating with others.

"The agreements are becoming formal at the moment confidential assets are shared. It can be just a confidentiality agreement" (Businesses Low Carbon Technology #I6, Business Energy Efficiency #I7, Businesses Low Carbon #I10)

"All of the formal relationship made is involved in the investment of money and expertise in delivering services. Usually, make it formally by providing Terms and Conditions of Purchase" (Business IT #I5, Business Low Carbon Technology #I6, Businesses Low Carbon #I10)

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[9] BM: Industry and business meeting; CT: Commitment towards same interest; WP: Written agreement between partners upon the project; VC: Value creation for business; RR: Regulate the relationships

Drawing on the findings for this pattern, it is shown that it is appropriate to create another pattern of the actors in communities based on their characters and relationships. A clear contrast is visible here between the comments from the government and business sectors. This would, therefore, fill in the gap for this research by providing the evidence that the different communities obtained different collaboration arrangements, either formal relationships or informal arrangement, which verified the research objective for this study.

Furthermore, some interviewees suggested that written agreements are required to accomplish a specific objective. In that sense, the actors will have more interaction through negotiation and jointly creating rules, whereby the different partners then will lead and manage the collaboration with the different roles. For instance, several interviewees from businesses made the following comments,

"Nothing is shared in writing without a signed confidentiality agreement. We used to have a formal relationship, that normally will be based on the contractual agreement" (Business Recycling, #I11, Business IT #I5, Business Energy Efficiency #I7)

"…at this stage, a formal procedure needs to be concerned of which the contract or agreement will be taking place" (Business IT #I5)

"Most of the relationship based on a real contract where the partners have to sign an agreement by which they agree with the sustainability aspect including protecting the environment, conserving natural resources, and preventing pollution" (Business Energy Efficiency #I7)

The formal written agreement, structured similar to business or service contracts, enables the partners to specify the terms of the project and contains some aspects including the offer and acceptance. The findings have suggested that the actors can create a unique pattern according to the different interests and relationships build through collaboration. It is evident to include the business sector in this pattern to show the extent to which the pattern can be expected to differentiate the role of communities through a formal relationship. Thus, these key points are significant to address the different ways in which the business sectors collaborate for a sustainability project.

5.4 Role of non-governmental organisations

As discussed in the introduction to this study, communities have an enormous potential to contribute to sustainable development. However, as this research refers to communities as the various sectors of the society, the findings raise a number of issues which cast a considerable doubt on each sector supporting sustainability through project collaboration. It is likely that the motivations of some of the interviewees had a notable impact on the understanding of the concept of sustainability. The examination of the characters also necessitated the consideration of the different ways the actors collaborate in a sustainability project. In some cases, the actors from the government sector spoke of "policy agenda" of the local authority, with one suggesting that part of this was to "protect the environment". It follows that these actors were keen to stress the organisation's efforts at promoting the culture of sustainability, with shared location and focused interest identified as the significant themes above.

In contrast, in the case of some interviewees from the business sector, there were clues that part of their motivation in sustainability engagement was for managing resources efficiently. For example, the representative of the utility provider stressed the recent demand on green energy, commenting that "We provide the cleanest energy sources as the consumer's demand today have switched to green energy which has reduced the impact upon the environment" (Sustainability Director, Business, #I2). By doing so, the business sector has focused on the business purposes for its interest in collaboration whereby providing products and services according to consumers' needs.

With a view to mitigating the impact of these issues on the interpretation of the qualitative data, all types of actors in the communities were appropriately analysed in order to differentiate their motivation in sustainability engagement, the characters in pursuing sustainability and the relationships established through project collaboration. However, there is a sense that the final pattern which will be discussed in this final section is a striking contrast to the role of the government sector and business sector. The following section demonstrates the evidence from the observed

patterns that emerged in the analysis of the non-governmental organisations included in this cluster.

5.4.1 Provide Social Benefits

As in the case of the interviewee from the government sector and business sector quoted above, the implication is that what might appear to be in the non-governmental sector comprises the characters and functions of both the roles. To get an idea of motivations in sustainability engagement, it is helpful to consider the comments of several interviewees who spoke of the sustainability-related activities in which they focused on social benefits. Table 5.6 below illustrates that the pattern is slightly different than the existing activities of the actors from a non-governmental organisation.

Activity	Type	C1-AC	C2-VE	C2-SR	C2-PC[10]
Greening the locality	Social enterprise		✓	✓	
	Club			✓	✓
	Community Association	✓	✓		
Encouraging cycling	Social enterprise	✓		✓	
	Club			✓	✓
	Community Association	✓		✓	
Preserving local environment	Social enterprise	✓	✓		✓
	Club			✓	✓
	Community Association		✓		✓

Table 5.6: The different pattern of sustainability-related activities collaborated by the non-governmental organisation

In relation to the table above, it is noted that the engaged citizens voluntarily contributed to the environment and an improvement in the delineated geographic area. The sustainability-related activities that were addressed as shown in the same

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[10] AC: Awareness Campaign; VE: Volunteering Event; SR: Supportive Role; PC: Promoting citizen engagement

table include greening the locality, encouraging cycling and preserving the local environment. It is significant that the typical actors of communities in this cluster had experience of working together towards the sustainability objective and focusing on the social benefits.

The actors in this organisation play a significant role in almost every society including the government and businesses. For instance, the actors included in the non-governmental sectors consistently connect people with the same interest, such as community forest, community land trust, community gardens and circular economic society. However, the actors were subject to multiple decision-making processes that were across the different networks. The representatives from the social enterprise commented that they have helped to focus attention on environmental issues of business activity.

"We believed that people involved in this project have our own sustainability agenda. But, there is still have moral obligations to tackling environmental impact at business level" (Community Association, #I2)

Due to its contribution as a non-market actor in this research, the actors in this sector actively participated in promoting sustainability through community projects and providing essential public services such as supporting roles. The following quotes illustrate each of the viewpoints which identified that the motivation of the sector in sustainability engagement is to provide social benefits. In this case, the actors were also influenced by their morally responsible feeling towards the environment.

"Basically, this program is purposely for community's benefits in transforming public area spaces to be green and beautiful that liable to [...] area" (Community Association #I1)

"Through this project, volunteers are invited for a some of the sessions we arranged with the local council. Our objective always puts people and communities as the main priority that is how our organisation try to involve local people in public planting" (Social Enterprise #I5)

"Through numerous projects, we have worked with alongside rural and urban communities, schools, young and elderly people, Friends of Woodland groups and

disadvantaged communities. As a team, we are working with local communities, by giving support to them to get involved in creating, improving and enjoying their woodlands" (Club #I1)

"This organisation is important in developing an individual sense of moral responsibility and provide channels initiative needed to bring about change" (Social Enterprise #I1, #I3)

It is suggested that the non-governmental organisations sampled share a number of critical characteristics that allowed them to work together in supporting more sustainable commercial activities. For instance, several actors from the social enterprise, club and community associations promoted citizen engagement and gave them supportive roles of making the local area clean and green.

"In terms of social benefits, our group strengthening and engaging communities from a program called 'Green Streets programme' that helps to bring urban neighbourhoods together to green their area" (Community Association #I2)

"The communication mostly developed over the similar events such as planting or community gardening" (Social Enterprise #I3, Community Association #I2)

"Example of the geographical network is housing state, and neighbourhood that connected all members in […] area. This joint-working program has been done that enabling the community to be appreciated" (Social Enterprise #I4)

5.4.2 Citizen engagement

A majority of the interviewees commented that having citizen engagement in the sustainability-related project is a typical role as a non-governmental organisation. This is because when citizens participated in the program, they were making the government and businesses more responsive towards the community needs. Besides, the actors have encouraged businesses to incorporate sustainable practices into their business operations while building a better society.

"Much of the programme from us aims increasingly to engage young people by linking the work they do in schools with an understanding and practical experience of the local world around them" (Social Enterprise #I3)

"Our organisation enables people of various backgrounds to learn new skills and share their expertise to improve the natural environment around them" (Social Enterprise #I5)

Overall, the interviewees noted that engaged citizens agreed to work together in promoting sustainability among the population by reducing pollution by encouraging cycling and walking, reducing the amount of waste by reusing and recycling and protecting the communal area and public spaces.

"Our association trying to solve the conflict by forming a group to confront individually about the problems and get everybody to communicate properly to get the solution" (Community Association #I2)

"This kind of networking and knowledge sharing opportunities where each of members could share their experiences and address the latest environmental issues. Communities could participate in these activities as individuals" (Social Enterprise #I5)

"Having the same interest or same vision bring our team members to working together in a specific activity" (Social Enterprise #I2, Community Association #I2)

Several interviewees also highlighted their experiences to promote the culture of sustainability by thinking of new ways of working towards the solutions in tackling environmental issues. Many commented that it was hard to do, but they were keen to stress the significance of creating awareness on the environmental aspect among people.

"Our organisation works to help communities in looking after their own for the benefit of all" (Community Association #I2, Social Enterprise #I3)

"This club exists to spur collaboration by connecting professionals and having a higher impact towards the environment" (Club #I2)

"We keep our identity as a focus for the local community. Therefore, the organisation arranges many events to attract the local community to be engaged with" (Social enterprise #I2)

Some actors from non-governmental organisations remarked that they shared the same interest when they connected with people for a specific mission.

"We are working with schools in the three boroughs to give children the opportunity taking part in improving their local space for wildlife and gain a better understanding of the biodiversity" (Social Enterprise #I4)

"Our club encouraged different people of a thought that share the same key principles" (Club #I1)

"These activities were organised in response to people's requests. It will show that the programme was dedicated to those who are most interested in sharing their experiences and feeling new things in their life" (Social enterprise #I3)

5.4.3 Membership

The third and final theme that has been identified for differentiating among the sectors of communities that were categorised under the way the actors work together is 'membership'. This is an informal process in engagement. From the analysis, a number of interviewees from the non-governmental organisations described that an informal relationship through membership forms was appropriate for the participated members. For instance, several of them claimed that "the local citizens must have registered as a member to collaborate with us in the specific programs or activities that we have arranged". (Social Enterprise #I2, #I3, #I4)

"The only written paper from this association is a membership form, specially been filled up from the community group" (Community Association #I2)

"People who are interested in joining volunteering for this project need to be a member by filling up the membership form" (Social Enterprise #I3, #I4)

These actors further add,

"The participant under 18s will have to get parental consent form to ensure the parents acknowledge their children's participation and agree with the activities involved".

Several interviewees, however, described that some of the projects connected the members who were joining a forum or social network that had been created under

the borough's supervision. Each suggestion or recommendation from the members on the issues discussed has been acknowledged by the council. For example, Ealing Community Network which is funded by the local government connected the local voluntary and community sector within London Borough Ealing.

"In term of environmental aspect, the council use forum to gather the community groups which called 'Project Dirt' in order to give ideas and what people expect to be" (Community Association #I1, #I3)

"Community groups have their own forums to keep in touch each other and with the councils. Through the forum, people could voice up their opinions and make some complaints if there are any issues" (Social Enterprise #5, Community Association #I3)

In relation to network, there is one platform that has created for those people to voice out about the environmental aspect in their own area. This network is known as the Environmental Sustainability Network. Also, 'Meetup' is another platform for networking that aims at bringing together people who share the same interest. This platform is useful for people who would like to meet others in a voluntary project where some of the non-governmental organisations promote or advertise their events through the network.

Some interviewees noted that there is fee-free membership upon joining or involving in activities related to sustainability, while others argued that members are expected to pay annual fees, in order to get the privilege of getting discounts or free access to the next event. Typically, this kind of joint-program is open to citizen participation or any groups of communities who are interested in enhancing the local area. In this case, these interviewees criticised that the joint-program or activities would not be successful if there is no mutual engagement. Therefore, the membership form is an approach for the non-governmental organisation to collaborate with others in a proper way.

"The community now needs to pay fees in order to join the groups, but they will fill in the form for contact details. Anyone can join our club online for free and at any time" (Club #I1, #I2)

"Our organisation tries to be easy in a relationship so that they are always using informal relationship and there are no fees for people to join" (Community Association #I1, #I2)

"But, they could be the members and joining our program where they have to pay £25, and they will get a 10% discount for a café and get free access to the exhibition" (Social Enterprise #I5)

"We usually make the connection from the previous events that had been held. From that event, we will make contacts and networks" (Social Enterprise #I2, Club #I2)

The data analysis from the interview conducted highlights a number of relationships between the codes that led the different patterns of actors in communities emerged. The framework of the observed patterns is extracted in section 5.9 below.

5.5   Comparing the role of organisation involved in this study

Each of organisations which make up the cluster offers a distinct role in working on sustainability-related projects according to the type of organisation involved, and it is useful to consider each of their function individually. By way of the findings from the two stages of interviews, the tabular form below created (table 5.7) to show the comparison role for each organisation involved in this study. This tells us that each organisation addressed their own motivation in collaborating for sustainability purposes. It also indicates, perhaps not unexpectedly that firms and Small and Medium Enterprises always focused on economic-related issue while the government body focused the benefits for a specified local institution.

However, when looking at the perspective of vision (table 5.8), all of the organisation involved in this study collaborate with others on sustainability-related project for the purpose of business and profit motives.

	Sharing local institution	Focused interest	Mutual Agreement	Managing Resources Efficiently	Business Purposes	Contractual Agreement	Provide Social Benefits	Citizen Engagement	Membership
Boroughs	✓	✓	✓				✓		
BIDs	✓	✓	✓	✓					
Firms				✓	✓	✓			
SMEs				✓	✓	✓			
Social Enterprise							✓	✓	
Community Association								✓	✓

Table 5. 7: The role of organisation when working on sustainability-related projects

	Sharing local institution	Focused interest	Mutual Agreement	Managing Resources Efficiently	Business Purposes	Contractual Agreement	Provide Social Benefits	Citizen Engagement	Membership
Green Energy Providers				✓	✓	✓			
IT Service Provider				✓	✓	✓			
Recycling Service				✓	✓	✓			
Technology Service Provider				✓	✓	✓			
Business Consultancy on Energy Standards				✓	✓	✓	✓		
Woodland and Green Spaces Network		✓	✓				✓	✓	✓

Table 5. 8: The role of organisation when working on sustainability-related projects (based on business function)

5.6   Conclusion

The previous chapter (chapter four) looked at the differences in understanding the concept of sustainability among the sectors of society and the potential role of the actors therein, while the themes emerged in that chapter are re-examined in this chapter. This chapter attempted to gain some insight into the different collaborative arrangements drawn between the different actors in the communities from the interview findings.   The second part of the conceptual framework highlights the different types of relationship according to the different roles of the communities derived from this study.

Several interviewees highlighted that there remains a lack of motivation in pursuing sustainability individually. Thus, it was suggested that the policy on the environment should be addressed in order to implement sustainability. But, some of them argued that they interpret the concept according to their own context; organisational or businesses. Their interpretation depended on the benefits of implementing sustainability that they perceived and the range of activities the sector was involved in.

Representatives from businesses predominantly focused on changes in market demands and were careful to stress that the resources need to be managed efficiently, with the primary role of providing profits. In contrast, individuals representing non-governmental organisations often positioned the organisation as having a supportive role towards businesses and governments.

In this vein, many actors referred to greening the locality and preserving the local environment. What has been summarised here is a series of interview conflicts that appeared and a number of points of tension within the sustainability engagement that emerged from the collaborative arrangement. Overall, this makes the interview more focused. In summary, we know from this chapter and the previous chapter that the understandings of sustainability and the characters derived vary from sectors to sectors. This brings the data presentation phase of the theses to an end as the findings were seen to be robust.

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It seems to have achieved the research objective for this study by providing the clusters of the different actors in communities according to the unique identity derived from the observed patterns. With a view to achieving the research objectives, this will be discussed briefly in the next discussion chapter by considering the rationality from the literature context about the setting of collaboration and its characteristics. Also, in the same chapter, the focus on the concepts of the communities' relationship will be precisely elaborated.

CHAPTER 6: DISCUSSION

6.0　Introduction

This study has investigated the way different actors in communities including government, businesses and non-governmental organisation collaborating for sustainability projects and examined if there is any relationship between a view of sustainability, the type of organisation and the manner in which it collaborates with others. The purpose was to understand and explore how different sectors of society are working together in sustainability projects through a specific collaboration arrangement.

This chapter presents a comprehensive discussion of the overall analysis of the findings which has presented in the previous chapters (chapter four and chapter five). This chapter then analysed the significant results and assess the extent it compraes with previous research. The framework is proposed as a guide on how the communities collaborated differently for environmental sustainability.

In this chapter I compare the findings between the two phases in order to identify commonalities and divergence. The process also took place in parallel with the re-engagement with the literature in light of the research findings. The literature was re-considered through a more critical lens which is revealed in this chapter.

The scope of activities that need to be addressed is subjected to the environmental aspect of sustainability which includes making the clean and green environment and preserves the nature which described in chapter two. To achieve these objectives, this research sought to address three questions:

1) How do the actors in "communities" interpret the concept of sustainability?
2) What are the different ways actors collaborate to promote sustainability in communities?
3) Is there any relationship between a view of sustainability, the type of organisation and the manner in which it collaborates with others?

This study generated insightful explanations about communities to the response to the demands of sustainability, the type of relationships they establish and their style of leadership. In addressing the objectives of this research, this chapter critically explores and explains the underlying themes of each actor committed to differentiate their roles. The particular focus on the underlying themes emphasised the area of culture, policy, and the need of change to promote sustainability which prevails the differences between the sectors of society.

As indicated in section 2.3.4, government, businesses and non-governmental organisation sector are facing sustainability challenges including resources scarcity and climate change. To solve the problem, collaboration is suggested as an approach to address sustainability challenges. Thus, it becomes the main interest for this study to assess the extent to which the relationship between the different responses to the demands of sustainability and the style of motivation associated with their collaborative arrangement in pursuing sustainability holds true. Moreover, figure 6.1 below (taken from chapter five) illustrates that the sample included sectors displaying significantly different regarding motivation towards sustainability engagement.

6.1   The notions of communities used in this study

As the study progressed, the objective became primary about exploring the understandings of the concept of sustainability among communities. Therefore, in an attempt to describe which viewpoint is considered relevant to this study, the notion of communities is necessary to be addressed. This is because it has been outlined in chapter one that community involvement has a vital role in influencing decisions in practice. However, this study opted to use the notions of the market actors and non-market actors by Delmas, & Toffel, (2012) for characterising the local communities in achieving the objective.

The explanation of the term "communities" has broadly described in section 2.2 of chapter 2. There are different ways of approaching the concept of communities. Moreover, this has been explained more details in section 2.2.1 to section 2.2.3 of

chapter 2. Marsden and Hines (2008) have carried out research involving different clusters of organisations and provided a robust framework which is appropriate for this work. In section 2.2.2 of the literature review, I established that communities related to a common interest or shared space which can be associated as an online community.

It was aimed to address the concern by searching which actors that possibly included to describe and interpret the concept of sustainability at the local context of communities appropriately. From the findings, the sample selected when undertaking purposive sampling was appropriate to draw the fruitful response. It was noted that 35 interviews had been conducted and drawn the different patterns of the community which follows Nelson & Winter (in Becker, 2001). This can be seen in table 4.3.1 and table 4.8.1 of chapter four while table 4.6 shows the type of organisations involved according to the relevant function.

6.2   The different interpretations of the concept of sustainability

As outlined in chapter one, the "interpretations" heading incorporated two research objectives:

RO1: To explore the different view of the term sustainability based on organisational context and business context.

RO2: To examine to what extent the different sectors of society interested in pursuing sustainability?

The objectives are exploring the understandings of the concept of sustainability among a different actor in communities. The leading concern highlighted in the literature review was dominated by the business case, "business as usual" (section 2.2.4. All two stages of fieldwork explored the issues of the interpretations section.

6.2.1   Recognition of Sustainability

John Elkington was started representing the framework in the mid-1990s which having three dimensions stems from the Triple Bottom Line concept: 'people', 'planet' and 'profit' to measure the financial, social and environmental performance

of businesses over the time. This is to show how business has a significant role in sustainable development. However, then, the interest in this framework has been growing across for-profit, not-for-profit and government sectors. It is now extremely common in the management literature to refer to the triple bottom line or the three pillars of sustainable development as a good management practice as it was.

I have explained precisely the definition of sustainability in the previous chapter on introduction chapter and the literature review chapter (Chapter 1 and 2). Prior research suggested, the society and nature can be complemented in pursuing sustainability with an increased sense of responsibility (section 2.1.6). This is because the issues on environment and development have roots in local activities. Societies failed to do so due to an inability to adapt to the changes from unsustainable practices (Drexhage & Murphy, 2010). It is usually referred to as a complex problem arises in the environment. The trends to be considered as environmental issues nowadays are about the damage to ecosystems, green infrastructures and protecting raw materials used for human needs (section 2.1 of chapter two).

When interviewees were asked their view on sustainability, several of them usually gave the meaning in the organisational-focussed which was on financial sense. Looking at this from the perspective of the type of entity there was a pattern to show how the organisation type influenced their view on the concept of sustainability.

The range of responses from the analysis illustrates that the borough and business improvement district interpret sustainability as making clean and green. As a public institution, they were required to follow the statutory requirement to protect natural environment for the sake of better society. Both organisations defined sustainability either for financial gains or felt responsible for achieving sustainability because of the nature of their organisation is bounded by the government policy. Besides, these organisations have a responsibility towards society especially establishing the local quality of life and ensuring the economic growth in the borough have a sustainable impact on the local people.

By contrast, firms usually concentrate on profit making as its nature of the business. Through the findings, several firms interpret sustainability as survival to manage their financial, social and environmental risks, while the others understood the concept of sustainability as making a long-term investment in sustaining the company. By doing this, it could be argued that the focus of businesses on making a profit compared to morally responsible is to be seen most clearly.

Participants	Code				
	M-STR	M-CGR	M-SV	M-EN	M-SC
Energy Providers		✓	✓	✓	✓
Technology Service Provider			✓		✓
Woodland and Green Spaces Network		✓		✓	
Business Consultant		✓	✓		
Energy Consultants		✓		✓	

Table 6. 1: The understanding of sustainability based on the organisation's visions (The full details of the organisations vision involved in this study attached in appendix 2).

However, when viewed from a perspective of vision, all the actors involved in the interviews claimed that the balance of triple bottom line is addressed. This is because they have environmental objectives to be said to fit the concept of sustainability in terms of the business context. In table 6.1, we can see that energy providers referred to sustainability as conserving energy and combat the impacts of global climate change. At the same time, firms also commented that they were concern about making clean and green to minimise the environmental impact of business. The Woodland and Green Spaces Network, however, referred to the term sustainability as protecting the natural environment through developing green structure planning.

As the findings above hints, this study pinpoints that the interpretations of sustainability among various actors in communities incorporated with the interviewee's view on the role of their organisation therein. It could be seen that sustainability would not be achieved unless it was presented in organisation-focused and business case purposes. Even though, it is argued that businesses may cause the environmental damage through resource used in the delivery of goods to satisfy

consumer and market demand. Responding to consumer demand also encouraged businesses to embed sustainability practices by facilitating technology to lower cost and reduced the resource use.

6.3   Commonalities among the cases

The initial framework of the communities presented in the previous chapter was extracted from the findings of the first phase of the interviews. The interview findings, however, suggest the need for a considerably subtle development. The initial framework of communities was then refined after the research process had been appropriately conducted. After the second phase of interviews, it was possible to narrow down a theoretical framework that coincided with the analysis. The findings demonstrated the collaboration in the sustainability project to be affected by the change in demand and market forces, which impacted the actors' motivation and characters, and there was an urgency to promote the culture of sustainability.

As a result of these actions, it was necessary to ascertain that this research study would need to use a phenomenological approach to understand an actor's experience of collaboration. By doing this, I have identified several themes generated from the analysis in the second phase of the interviews. However, those themes have been refined down into the different clusters of communities in which the main themes show patterns for each case to address the critical issues: the motivation of sustainability engagement, the characters of each actor in pursuing sustainability and the way those actors collaborate with others.

I have clustered the emergent themes as an appropriate strategy to address the different roles of the actors' in communities collaborating for sustainability purposes. Those three different clusters consisted of communities based on business function, communities based on local institution and communities based on social interaction. It is apparent that the similarities of the role characteristics among the interviewees bring them together as one cluster as yet separate findings of the three generic cases. The first cluster that corresponds to the government sectors was considered to facilitate the policy governed in achieving sustainability. The actors for the first

cluster were involved in sustainability-related projects within the same location in which their main focus was to promote the culture of sustainability for the designated area. In this regard, they have a highly integrated collaboration constituted by the mutual engagement. Thus, both the parties involved in the collaboration have a commitment in delivering the services that were aligned in order to improve the quality of life of people in the area.

In the second cluster which corresponds to the business sector, the actors were considered to follow the nature of their business functions. The interest in business-related motives become their priority in the sustainability engagement. At this point, the actors collaborated with others as their key strategy for managing their resources efficiently. Thus, they were determined to have the collaboration more formally based on the contractual agreement.

The third cluster that emerged combined the characters of both the first and second cluster and corresponds to a non-organisation sector. In this cluster, the actors were involved in sustainability-related activities for the purpose of social benefits including supporting the local government capacity to promote the culture of sustainability and enhancing the sustainable business practices. Thus, the actors for the third cluster were encouraged to bring communities together to engage in sustainability-related activities. However, at this point, the actors were working together informally through the memberships. The actors collaborated in a specific project with people who shared the same interest, and they invited all citizens to join the related activities.

6.3.1 Policy agenda

It is important to consider the implications of policy requirement in the context of the legislative changes. In the literature review, I came up with the concept of public choice theory which asserted the role of government in making a decision that substantiates the interest of supporting sustainable development. The UK government has set a target to reduce the greenhouse gas emissions in the Climate Change Act 2008 (Gov.UK) which established for all aspects of sectors that

contributed to the economy including businesses. In this case, the local authorities have responsibilities to initiate sustainable development.

However, as the nature of businesses to act in its interest that focused on the profit motive, businesses are far more in interests to lobby rather than more concern on regulation relating to environmental involvement (Falke, 2011). Once businesses understand how governments affect their business operations and profitability, it can formulate strategies for how best to interact with the government mainly when faced with the policy and the pressure from financial instability. Moreover, the previous literature which was revealed in chapter 2 mentioned that the businesses had more intention to achieve business targets by doing a good thing (see section 2.1.4 of chapter 2).

The results of each form of empirical enquiry demonstrated that some of the organisation were driven to achieve sustainability standards because of policy requirement. In table 6.1, we can see that boroughs and business improvement districts defined sustainability as a statutory requirement to protect the natural environment. In this context, both organisations take action to reduce carbon emission and preventing the pollution in the local area. In their organisation context, employing sustainability was to follow the government policy on environmental protection. One interview commented that *"The council is committed to make this area cleaner, greener and safer while establishing 'local quality of life' indicators for the local plan policy"* (LA #I1)

They commented that the policy sets out the organisation's mission concerning sustainable development such as commitment to protecting and enhancing the environment. The government have to legislate for behaviour change because people will not change their behaviour voluntarily. The statutory requirement on environmental policy is one of the strategies that could make a significant difference to the ability to contribute to sustainability. This is to ensure that the organisations consider the environmental impact on society.

The policy has led the organisations to do something positive for the environment. This can be seen from table 6.3 below which illustrates the benefits perceived by the actors from sustainability implementation. Findings revealed that boroughs were implementing sustainability for the sake of promoting the brand image of its local area and supporting the social well-being of local people.

Participants	Codes				
	M-SL	M-EP	M-BI	M-AI	M-PV
Boroughs	✓	✓	✓	✓	✓
Business Improvement Districts		✓	✓		✓
Firms		✓	✓	✓	
Small and Medium Enterprises		✓	✓		
Social Enterprise	✓		✓		
Network	✓				
Community Association	✓				

Table 6. 2: Benefits perceived by the organisation in implementing sustainability

Code title	Code description
M-SL	Social well-being
M-EP	Economic Practice
M-BI	Brand image
M-AI	Attract Investors
M-PV	Public values

There were conflicting views, however, when it came to legislating business sectors. Findings in the second stage (table 4.19) found several firms and small and medium enterprises committed to an environmental policy which it has been setting out the organisation's mission concerning sustainability.

Looking at the research finding, a significant difference appears between the view of the organisational-focused and the vision of the company itself. The vision of each company indicated that business sectors concern two aspects: the need to reduce carbon emissions to a sufficient level followed the government policy and the need to reduce resources consumption during production. This is because the pressures

of the government drive business organisations to support sustainability-related activity which gathered in table 4.20 of chapter four.

6.3.2 Morally responsible

In the literature review, authors suggested that it is possible and appropriate to bring together the concept sustainability and corporate social responsibility (Walker & Preuss, 2008; Lewis, Cassells, Roxas, 2015). The idea from Elkington is again relevant to address how the dimensions of the triple bottom line used to operationalise corporate social responsibility (section 2.1.3 of chapter two). The framework of the bottom line distinguished between the well-being of people and the planet. At this point, the society and nature can be complemented in pursuing sustainability with an increased sense of responsibility (section 2.1.4).

Empirical findings from the data collected (first phase and the second phase of interviews) showed that some of the actors concerned on social benefits and improving quality of life among people. The group addressed sustainability in that context which this draws attention to the moral responsibility of social member in providing the clean and healthy environment. This has an evident from the findings that some of the actors highlighted the importance of promoting sustainability to keep the better environment, and people could live more sustainably. As found in the findings, the interviewee from boroughs commented, *"We try to make a cleaner, greener, safer Borough that is a prerequisite for a better future overall" (LA #I2).*

However, most of the actors in the interviews argued that achieving sustainability is not easy. People have to be motivated by an active role. It depends on how the leaders influenced people to change their perspective, and behaviour towards sustainability. They further suggested that society has to transform into sustainable practices-how businesses produce and how people consume which resulted in cultural and behavioural transition. By doing this, all individuals have to take action and encouraged to be more responsible through new ways of delivering social impact.

Table 6.3 below shows the evident where interviewees from boroughs and business improvement districts had a focused interest in social objective and committed to sustainability targets.

Participants	Theme 2: Focused interest				
	A2-RP	A2-SO	A2-ST	A2-LS	A2-CC
Boroughs	✓	✓	✓	✓	✓
Business Improvement Districts	✓	✓	✓	✓	✓
Firms	x	x	x	x	x
SMEs	x	x	x	x	x
Social Enterprise	✓	x	x	✓	z
Network	z	z	x	x	z
Community Association	x	z	x	x	z

X= not involved
Z= give support/awareness

Table 6. 3: The patterns of communities according to the interest

Code title	Code description
RP	Sustainability-related project
SO	Social objective
ST	Commitment to sustainability targets
LS	Long-term survival
CC	Changing culture

According to table 6.3, interviewees from boroughs and business improvement districts addressed their interest in changing the culture to approach sustainability. The actors from this type of organisations do acknowledge any responsibility to society and the environment so that the actors view their activities have a significant impact as well as reliance on society, social and environmental levels that are resulting in the sense of responsibility towards sustainability implementation.

6.3.3 Business Motives

In general, business sectors emphasised that their business processes directed at achieving sustainability in a sense that is necessary for growing financial. Several authors (Broman et al., 2000; Arthur, 2006) supported that it was important for the businesses to integrate sustainability into its business model to make a positive contribution to the long-term value.

The interview analysis indicated some of the business sectors have a high level of consensus on defining the concept of sustainability based on the triple bottom line, coined by John Elkington. All of the sectors can also be considered to integrate the social responsibility approach into strategy and business operations. This statement is parallel with dimensions of Triple Bottom Line by John Elkington which I described in section 2.1.3 of chapter two. The argument made by Elkington was addressing companies in preparing three separate dimensions of the bottom line: profit, people and planet.

The triple bottom line is intended to expand the goal of sustainability in business operations, in which the concern of companies is extended beyond profits. Businesses are expected to include social and environmental issues to measure the performance of doing business. In essence, the bottom line shows the idea that it is possible to run a business in a way that not only earns profits but also contributed to better people's lives and protected the environment (Milne & Gray, 2013).

From the research findings, the challenges will be on how the actors as communities embraced the concept of environmental sustainability and providing the services or deliver a product that is demanded by consumers. The interests of sustainability among businesses were to be said continually growing in different sectors. However, when looking at the perspective of the organisation itself, some of the actors commented the financial gains was an essential aspect in pushing them toward sustainability initiatives. After all, businesses feel comfortable doing business as usual, and they engaged in sustainability activities to the extent that it supported successful business objectives.

Participants	Theme 2: Business interests				
	B2-DS	B2-IS	B2-GS	B2-MO	B2-BS[11]
Boroughs	x	x	z	x	x
Business Improvement Districts	x	x	z	x	x
Firms	✓	✓	✓	✓	✓
SMEs	✓	✓	✓	✓	✓
Social Enterprise	x	x	z	x	x
Network	x	x	x	x	x
Community Association	x	x	x	x	x

X= not involved
Z= give support/awareness

Table 6. 4: The patterns of the actors that focused on business interest

From table 6.4, the patterns illustrate that interviewees from firms and small & medium enterprises concerned on business interest when they engaged with sustainability-related projects. These participants were interested in joint interest in a specific aspect of sustainability which they will get a good return, and they will consider business purposes only when involved in project collaboration. Businesses were looking for more opportunity at the expense of generating profit for business survival. This has been viewed as a strength for businesses to measure the performance that allows for comparisons between entities. In fact, from this finding, we have seen that the self-interest has motivated businesses to approach sustainability for business practices.

In contrast, the vision of each organisation involved has been unable to demonstrate that the profit-making becomes the focus of business sectors. From the research findings, the actors tend to engage with some sustainability-related activities that concern on environmental aspects, such as recycling, saving energy, improving local air quality and improving green spaces (shown in table 6.5 below). The comments of the interviewees also illustrate the point where they indicated that they were responsible for the well-being of the local neighbourhood to reduce to a minimum the environmental impact of their business operations. Thus, it is difficult to see how

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[11] DS: Demands for sustainability; IS: Increasing market share; GS: Generate profit for business survival; MO: Exploring market opportunities; BS: Economic and business stability

an individual organisation could be engaged by any other factors other than through a business term.

Communities' organisation	Carbon emission reduction (M-CR)	Recycling/Reuse (M-RE)	Food Waste reduction (M-FW)	Waste reduction (M-WS)	Renewable Energy (M-RE)	Green Travel (M-GR)	Improving green spaces and wildlife (M-IM)	Saving Energy (M-SE)	Improving local air quality (M-IL)	Community Garden (M-CG)
Energy Providers	✓				✓			✓	✓	
Technology Service Provider	✓			✓					✓	
Woodland & Green Spaces Network	✓	✓					✓			✓
Business Consultant	✓		✓			✓		✓	✓	
Energy Consultant					✓			✓		

Table 6. 5: Environmental sustainability activities according to the field of organisation involved

6.3.4 Clustering communities according to its interest in pursuing sustainability

As suggested by several authors, a key element of sustainability is 'citizen empowerment' to involve in decision making in shaping environmental and social conditions (Koontz, 2006; Arunachalam & Lawrence, 2010 and Niesten, et al. 2016). This statement also supports the Brundtland Commission on sustainable development in which the report argued that community members have to effectively participate in decision making in order to enforce their common interest in sustaining natural resources. The same idea was recommended in Agenda 21 that noted the participation of community "is a fundamental pre-requisite for the achievement of Sustainable Development" (UN Department of Economic and Social Affairs, 2004, Agenda21, Chapter 23).

The idea of collaboration is necessary among the primary sectors of society including government, public and private sector to formulate strategies for sustainable development within the local context (section 2.3 of chapter two). Existing studies have demonstrated that organisations are forming collaboration as a critical strategy to cope with the complexity of environments (Gray & Wood, 1991; Williams & Sullivan 2007). They have stated that it was a good practice to define responsibilities of each of the involved partners when entering collaboration to ensure the objectives are clearly understood (section 2.5 of chapter two).

At this point, it is necessary to reflect upon the linkages between the two clusters from the research findings in chapter four and chapter five. It was observed that the different interpretation of the concept of a sustainability drives the actors to take action differently to achieve its objective. This was dependent on what each actor wants to achieve by delivering their targets. It is proposed that various sectors of society have engaged in sustainability activities for a particular motive. The evidence from section 4.9.1 to section 4.9.2 recommended that the two motives are related to morally responsible and business motives. The advantage gained from the involvement was mainly attributable to organisations-focused in order to be sustained and attained the long-term value.

The first cluster is corresponding to socially governed where the actors in this group were feeling morally responsible towards achieving sustainability. This cluster demonstrates the interviewees sought society benefits in implementing sustainability which explained in section 5.4 of chapter five. Whereas the second cluster is corresponding to role governed demonstrates the actors involved in sustainability-related activity due to its business function. This cluster which consists of business improvement districts, firms and small and medium enterprises capturing sustainability trends in their business model. By doing this, business sector tends to focus on financial gains and long-term value

The distinction made between the first and second cluster appear to understand the perspective of sustainability based on triple bottom line (Elkington, 1997; Laszlo &

Laszlo, 2011) and business as usual (Verbeke & Tung, 2013). It relates to the different actors of society decided to fit sustainability into the organisation.

6.4 The different ways actors in communities collaborate for sustainability

The second aspect that highlighted in the research framework was the different procedure or arrangement organisation proceed to collaborate on a sustainability project. In chapter one, the second research question incorporated two research objectives:

RO1: To identify the key practices of different actors to bring the concept of collaboration and communities together

RO2: To critically explores and explains the underlying dynamics of the type of relationship in collaborating for sustainability project within various sectors in society.

In regard to this study, it was difficult for sustainability to be addressed thoroughly if a community cannot engage a diverse and representative set of stakeholders. To support that statement, a community must be willing to address issues of environmental sustainability and have motivations to enhance the strong relationship within the group. Thus, below sections provide different features that bring the actors in communities to collaborate in the sustainability-related project.

6.4.1 Recognition of different features associated with communities:

Sharing local institution

Communities based on the local institution is suitable to correspond with "Gemeinschaft" concept. This term was used by the German Sociologist, Ferdinand Tonnies (in Adler, 2015) that generally translated as "community" to categorise social ties. Frequently, Gemeinschaft can be based on shared space and beliefs, as well as kinship. Furthermore, individuals in Gemeinschaft take into account the needs and interests of the group, and common mores or beliefs regulate them about the appropriate behaviour and responsibilities of members concerning each other and the group at large. I have mentioned in section 2.2.1 of chapter two where the geographic communities are to be considered as one of the critical types of communities.

This interesting view to support the emerged theme is institutions and action existed in a recursive relationship (Barley, S.R., & Tolbert, P.S., 1997; Phillips et al. 2004). Even though the notion of institutional role is more precise to be clustered as one generic case, it is associated with the perspective of geographic type from Eaton (2007) that claims community is sharing a locality or geographical place. Despite this, it appears to be widely accepted that institutional is about policy-making and emphasises the formal and legal aspects of government structures (Krafts Public Policy, 2007).

Multiple actors interviewed reported that they were sharing local institution because their organisation managed by the local authority and embedded with government policy. This perspective implies that the organisation to which the communities belong to are substantially empowered and controlled by the institutional contexts. This has been reviewed as institutional theory in section 2.2.7 of literature review section.

In section 5.2 of the previous chapter, I found that the findings offer some support of the literature above; it was suggested that the institution provides a template of action to the actors where that template of action become a regulative mechanism. The template action in this study could be referred to the business plan from the Business Improvement District or Baseline Agreement, and the Local Area Agreement. These template actions were normally set up the priorities for a local area that has agreed to by the central government.

Table 6.6 below illustrates the pattern in which sector of society comprising of boroughs and business improvement districts indicated that they had shared a local institution that binds them as a community. There is a share local institution which can be drawn upon to agree on collaborating for sustainability purposes. The identification of sustainability-related activities was provided in the appendix attached to this thesis.

Participants	Theme 1: Sharing local institution				
	A1-GP	A1-SB	A1-DB	A1-GF	A1-ML[12]
Boroughs	✓	✓	✓	✓	✓
Business Improvement Districts	✓	✓	✓	✓	✓
Firms	x	x	x	x	x
SMEs	x	x	x	x	x
Social Enterprise	✓	x	x	✓	✓
Network	z	x	x	x	x
Community Association	x	x	x	x	x

Table 6. 6: The pattern of communities that sharing local institution when collaborates

Looking at this from the perspective of the type of entity, the actors in communities that addressed "sharing local institution" collaborating for the project that has been regulated in the action plan of their institution. The interviewees mentioned that they have to conform to the rules and government policy, in which they were sharing the social structure in the organisation. The table 5.7 above revealed that boroughs and business improvement districts comply with legislation to protect the environment that may affect or harm the quality of life for people living in the area. For instance, several interviewees from the local authority described that they collaborated with partners in sustainability project which has some interest to support the local council and contribute to the society in improving the quality of life.

The baseline agreement is an example of the collaboration form between the business improvement district and the local council to specify the services that they have to provide within the defined area. At this point, the defined area was specified in the agreement for the organisation to deliver services (section 2.3.3). The services noted the priority actions particularly in delivering sustainability services such as making clean and green of the local area to be a better place for people to live and work. Therefore, it becomes the responsibility of the boroughs and business improvement districts to accommodate the rules and legislation to support the

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[12] GP: Government policy; SB: Sustainability in the borough; DB: Districts boundaries; GF: Government funding; ML: Managed by the local authorities.

interest of sustainability. Responsive to the institution role (section 2.2.7) manifests in the organisational efforts to reach the social objective.

6.4.2 Recognition of different features associated with communities: joint interest

The concept of interest has been mentioned in section 2.2.2 where the communities of interest were addressed for any specific issue. Some have suggested that joint interest derives from the contribution of valuable advantages such as skills and managerial expertise (Yan & Gray, 1994; Li, Zhou, and Zajac, 2009) from organisation to local partners. However, others have instead suggested the most significant issue in joint interest is the ability to have two-sided commitment needed (Lane et al. 2001; Zajac et al. 2009) to effectively integrate both sided interest. The responses here amount to an explicit linking of joint interest for implementing sustainability. This could refer to the theme emerged from the findings.

As the observed pattern extracted from section 5.3.1, it was the evidence where the business sectors such as firms and small & medium enterprises have the joint effort for the purpose of sustainability. Some of the actors from energy company commented that collaboration provides the opportunity to formulate the strategies in tackling the environmental issues in many aspects in terms of providing services, supply materials or manufacture the products. Perhaps, a couple of interviewees from the technology service provider cited that to be able to fulfil customer demands, it is necessary to require new skills and to expand their competencies. For instance, the companies were collaborating with others and brought people or expertise and resources together to accomplish the project.

As collaboration involves more than one organisation that use their strength and expertise to secure their interest, it is appropriate to have various actors with different interest collaborating in a specific project. Therefore, the arrangement of collaboration is presented differently either the organisation have a formal control or informal control instituted by the partners.

However, when viewed at the vision of each company, the sample of interviewees from firms and small and medium and enterprises displayed some degree of willingness to share responsibility about the environment. *"Our company are providing service to switch the electricity provider that will be resulted in reducing carbon emissions, cost of energy and creating a zero-carbon organisation" (Business Low Carbon Technology #I10).* Moreover, table extracted in section 5.3.2 of chapter 5 suggested that renewable energy company and technology service provider have collaborated to tackle sustainability challenges. Such a perception may continue to be a significant view to business sectors participate in sustainability-related projects.

6.4.3 Recognition of different features associated with communities: Citizen engagement

The primary values for this type of collaboration are rooted by teamwork, communication and consensus that were established by Lindquist & Marcy, (2016). It seems that collaboration was arranged throughout the project and was something to which the partners had to involve in the decision-making process to ensure the project is well-planned. In section 2.3.5 of chapter two, I have revealed that one possible rationale for NGOs entering into collaboration is to allow them in delivering services from complementing or substituting for the government or another public service. Besides, non-governmental organisations also demonstrated its credibility to help businesses in achieving local support (Govindan et al. 2016). Indeed, the collaboration between the government sector and business sector with NGO may improve service delivery (Bano, 2017).

From the research findings, table 5.6 of chapter five displays sustainability-related activities involved by the non-governmental. It was observed that the interviewees from local citizens participated in awareness campaign project such as preserving the local environment. They were promoting the awareness campaign among the residents and encourage people to engage with the program particularly concerning on environmental aspect held by the local council. This is to show the participation of residents is empowered. For instance, at a local level, residents were more

concerned about improving the area in which to create a healthy environment for people to live sustainably. Thus, the activities that were involved significantly contributed to the environment and the locality.

Similarly, engaging local people in sustainability-related activities is a strategy of the council in promoting the culture of sustainability. It was a supportive role from the local citizens towards the local government policy in improving the local places. Some of the actors from a non-governmental organisation involved in a collaboration project just in the passive way, where they collaborate to show their support or support of being a membership to their participation. "O*ur team strengthening and engaging communities from a program called 'Green Streets programme' that helps to bring urban neighbourhoods together to green their area" (Community Association #I2).*

In relation to the perspective from different types of organisation samples, overall analysis from the non-governmental organisation indicated relatively little influence on the vision of the organisation. The findings revealed that sustainability is the purpose of the organisation which has viewed similarly in the perspective of vision. The organisation have shown some degree of awareness of responsibility for the environment among local cities such as green travel to prevent excessive carbon emission and recycling campaign to avoid waste.

However, taking a closer look at section 5.4 does reveal some hints of the organisation efforts to cultivate the culture of sustainability that influenced by the local authority and empower communities to engage (Arunachalam & Lawrence, 2010) with green spaces. This is because several interviewees from network commented that they collaborated with others in sustainability project to show their support to the local council.

6.4.4 Different Relationship established from the collaboration
Some researchers have described collaboration in environmental sustainability is often difficult (Murray, Haynes & Hudson, 2010; Lewis, Cassels & Roxas, 2015 and

Wassmer et al., 2016) because the issues addressed are multifaceted and it is challenging to select the partners that can set up the collaboration forms. I have provided a table (section 2.2) that shown varieties of inter-organisational relations from Knoke (2001: 121-128) as a guideline on how the collaboration is formed.

Besides, the literature also revealed two different positions of collaboration arrangement. First, from Warm (2011) viewpoints. He pointed out that the arrangement for collaboration can be viewed as short terms or the arrangement usually remains in place for many years which is depending on terms of projects. By contrast, the second position is designated by Benton (2013). He described that the arrangement of collaboration could be viewed as a formal procedure in which the arrangement is based on the written agreement while the informal arrangement is usually not based on any written agreement.

The data analysis revealed that the answers were dominated by four main themes: informal relationship, formal written agreement, agreement and membership forms. This is unexpected in the context of suggestions in the review of the literature (Chapter 2) that collaboration can be both formal and informal depending on the arrangement of the organisations involved.

The basis of comparison needs to be similarly set up which in this case it primarily depends on the typical project that communities involved in the context of environmental sustainability. The primary difference in the characteristics within communities in this study is whether the participants bounded formally or informally in collaborating for a sustainability project. The typical relationships took a variety of forms. It is, however, not all of those concepts of relationships suitably applied to the generic cases developed in this research. Below section suggests a few types of collaborative relationship that relevant to the actors in this study have had when making collaboration in sustainability-related projects.

6.4.5 Loose relationship

As outlined in section 2.5 of chapter two, collaboration can be either formal or informal depending on the arrangement of the organisations involved (Sullivan & Skelcher, 2002 and Gopal & Gosain, 2010. The concept of inter-organisational collaboration provided by several scholars enables the researcher to conceptualise various forms of collaboration that relevant to the study. Sullivan & Skelcher (2002) suggest that a more integrated institutional relationship is usually led by a loose relationship. This type of collaboration form specified highly structured, long-term relationships in which the collaboration need highly commitment from partners to integrate their own key expertise.

The findings drawn from section 4.5.2 demonstrated that the actors from boroughs conceptualised collaboration as more implicit instead by a written agreement, which has effectively built upon the agreement. This is because by sharing local institution, the actors were binding through the agreement in which it is complying with the government policy stated in green agenda. Several interviewees from boroughs commented; *"It is not a formal relationship with local communities. They value long-lasting relationships built on loyalty, integrity and trust. They are called as a long-term commitment which based upon a mutually agreed upon commitment to one another"*.

The actors from the boroughs further add that they began as less structured relationships, which then led to the higher structure and been formalised for working together. However, it has appeared in the second phase of interviews that government sectors tend to prefer collaborating more implicitly rather than using formal arrangement. Table 6.7 below shows an evident on how boroughs responded to form collaboration for a specific project.

Type	Participants	Code			Notes
		R-UW	R-BT	R-WA[13]	
Government	Boroughs		✗		Implicit contract
	Business Improvement Districts			✓	Baseline Agreement
Businesses	Firms			✓	
	SMEs			✓	
NGO	Social Enterprise			?	Declaration Form
	Network		✗		Membership form
	Community Association	✓			

Key: ✓ A clear evidence of terms specified for having collaboration
        ✗ The terms specified is directly opposed to that suggested by collaboration
        ? The potential link between formal and informal specified by collaboration

Table 6. 7: The analysis of the terms specified for collaboration.

From the above table, boroughs tend to have an implicit contract while business improvement districts precede the baseline agreement for collaboration. Since the organisation agrees to work together to cope with a common problem on environmental aspect within their boroughs, this being the case would suggest the arrangement for collaboration made through long-term commitment. This is because boroughs have a responsibility to protect the natural environment of the designated are which comply with the requirements of the legislation. Thus, collaboration was implemented as it fits the particular objective and the focus of boroughs is making a better place for people to live sustainably.

Both seem to fit the notion of loose relationship that has reviewed in section 2.5.3 in the sense of institution role specified the highly structured collaboration. However, there is a striking contrast between the collaborative arrangement made by boroughs and the framework of collaboration noted by Sullivan and Skelcher above. The interview findings demonstrate boroughs have a written commitment that mutually agreed by both sides while business improvement districts have a baseline agreement that has been arranged by the local authority that meant to have both

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[13] R-UW: Unwritten Agreement; R-BT: Both Unwritten and Written Agreement; R-WA: Written Agreement

organisations have been controlled by the institution. In this, it is completely different to the concept of loose relationship that not based on any written agreement.

6.4.6 Formal relationship

Agranoff & McGuire (2003) and Benton (2013) describe collaboration may take place by contractual obligations under a written agreement. It also includes various contract such as a business contract or legal contract that implies the formal relationship within the organisation. As mentioned in the review of the literature (section 2.5 of chapter 2), the different forms of collaboration represent different approaches to the extent to which the partners adapt to control their dependence of working together.

Data from findings demonstrated that different approaches were taken to set up the collaboration between partners. Businesses have normally implemented formal collaboration in which a formal business contract is set up for the partners to be agreed upon. Some of the local businesses involved in collaboration for business such as sharing or exchanging the resources and expertise between the members of the collaboration.

Local authority and business improvement district also involved in a formal relationship at the second stage of the process. This is because the actors from the local authority and business improvement districts determine the collaboration after instructed by the central government. The project involved complied with the policy governed. Thus, when the actors consider it necessary, they will have a long-term commitment subject to authority. For example, when looking at table 6.6 above, the business improvement district has a baseline agreement to proceed with project collaboration. This is to show how the sector is committed to the project.

The formal collaboration forms are also associated with different legal forms in which written agreement is used. This enables businesses or other partners to control the resources allocation and the distribution of benefits among the partner. However, when viewed from a perspective of the vision of the organisation, the data suggests

that the field of area organisation involved do not influence the type of relationship established. In this sense, no pattern could be established.

6.4.7 Informal relationship

McGuire (2006) and Skelcher & Sullivan (2008) designate the informal collaboration as occasional cooperation where the relationship commonly for shared interest and not based on any written agreement. Despite having formal collaboration by the actors from the government sector and business sector, the non-governmental organisation preceded the informal relationship which is the lowest level on the continuum shown in figure 6.2. This type of relationship was conceptualised as a network which the collaboration made without explicit formal agreement, but it is necessarily grounded in the personal relationship between the members of the collaboration. This idea is supported by Collins et al. (2007) who found that network membership was associated with the sustainable-oriented practice.

Findings in section 5.4 suggested that the organisation are voluntarily working together with others in enhancing the local area. About this cluster which corresponded to communities based on social interaction, each actor involved retaining its autonomy and own independent decision making for collaborating in sustainability-related activities. I have revealed that a view of a group of actors is associated with a networking relationship where no written agreement been involved when making a collaboration. Furthermore, the actors that form networks concentrate on achieving social interest which to bring better society from sustainability engagement. The actors in this cluster have no interest in influencing each other's business operations. Hence, the joint-program is open to citizen participation who are interested.

As explained in the above section, the non-governmental organisation collaborates in some of the sustainability activities by involving the awareness campaign to show the moral support on protecting the local area. For instance, the interviewees from the community association remarked that they held a campaign on 'Green travel' to support the local council in encouraging the resident to use public transport and

cycling (section 5.4.1). They further add that it is an alternative way to reduce the traffic and carbon emission. Therefore, the membership form is an approach for the non-governmental organisation to collaborate with others properly. It is appropriate for the local citizens to register as a member to collaborate in a specific joint-program especially as a community group.

The comparison of each actor in collaborating for a sustainability project with a specific collaborative arrangement presented in figure 6.1. It is somewhat surprising that none of the literature noted this condition that addressed non-governmental organisation having membership as another means for making an informal collaboration. Although this type of relationship was supported by Collins et al. (2007) that addressed small and medium enterprises as their respondents, however, it differs from the findings presented here which addressed the non-governmental organisations as a sample of this study.

6.5 The relationship between a view of sustainability, the type of organisation and the manner in which it collaborates with others

The broad purpose of the relationship section of the study was to explore how the different type of organisation differently views the concept of sustainability and characterise the different collaborative arrangement among the various sector of society. It was aimed to identify the correlation by bringing the concepts of sustainability and collaboration together and to explore how these correlations were established in different types of organisation. Two related objectives of this final section of the study were developed:

RO5: To investigate the commonalities of the organisation to implement sustainability.

RO6: To consider the possibilities by which the level of interest in sustainability engagement among the actors in communities could influence the different type of relationship established.

As outlined in chapter three (figure 3.3), it was expected that the third stages of the conceptual framework accommodate complexity would come from the in-depth interviews. The second stage of the interviews did indeed provide some insight, particularly addressed in the experience of the project collaborations among the actors of communities. There were several factors driven the actors to implement sustainability were apparent in both phases of empirical work: culture, leadership and the need for changes in sustainability.

6.5.1 Culture

As described in the review of the literature, Quinn (in Lindquist & Marcy, 2016) claimed that culture was potentially important, depending on the organisation in which the culture is embedded in. The collaborative culture was seen to be facilitated the achievement of the project objectives (Gopal & Gosain, 2010). In some other context, changing culture was a factor to be considered in fostering sustainability within the organisations (Galpin et al. 2015).

As depicted in the findings chapter, promoting the culture of sustainability is potentially significant among various sectors of society because the culture is linked to the environment by raising the awareness and responsibility among people. Since this study looks into a different interpretation of the term sustainability, the culture was connecting sustainability with the different type of organisation. Thus, the organisational culture emerged from the organisation's vision as it should be placed to change the culture of the organisation to be more environmentally responsible.

The interview findings suggest that different understandings of the concept of sustainability were influenced by the government policy on protecting the environment. As several interviewees summarised, "the environmental policy was an excellent strategy to legislate for a behaviour change towards the culture of sustainability. This is because people frankly do not change their behaviour voluntarily" (LA #I2, #I4, #I5).

In another case, some interviewees highlighted the pressure of promoting sustainability is frequently embedded in the culture. This is because the rise in consumer demand for more sustainable practice has encouraged a growing number of organisation to integrate sustainability principles into their daily operations. As shown in section 5.2.2 of section five, the interviewees from boroughs and business improvement districts noted 'changing the culture' could be one of the strategies to achieve the business targets.

In contrast, they do differ from the business sector. Businesses are more likely to be profit driven. This may influence the way business sector to manage to make a decision. In this case, the actors choose to involve in sustainability-related activities because they are committed to its mission that provides the opportunity for expanding markets. Culture, therefore, become a matter of environmental concern which it led to their motivation for action towards the attainment that supported the literature mentioned.

6.5.2 Leadership

Many of the authors emphasised the leadership role in building the relationship for the organisation (Vernon et al. 2005; Kramer & Crispy, 2011; VanVactor, 2012 and Benton, 2013), especially in a collaborative arrangement. It was shown the relative roles of leadership aspect in the findings (section 4.5.2 of chapter four) that addressed each actors deciding to collaborate in sustainability projects. This is because leadership is considered as a process of the organisational making and influencing direction and vision (section 2.2.6 of chapter 2).

The role of leadership is necessary to be reviewed towards the achievement within the different type of organisation to show the different style of collaborative arrangement. These suggestions aligned with the findings from Northouse (2010) who noted that leadership is a significant factor in influencing organisational direction. Thus, it requires 'leaders' to play a leadership role in influencing others to cope with the common problem of environmental aspect. Such influencing roles is appropriate to give the command and persuade other members of the organisation

to involve in sustainability-related activities. The role of a leader at this point is necessary to organise and motivate people in the group towards their objectives.

It was noted in section 4.5.2 where interviewees commented that the leadership qualities are required in order to achieve success in project collaboration. As collaboration gathered the interested partners using their combined strength to secure their interest, somebody needed to lead the project, so that the project has a direction and the outcome could be successfully achieved.

Looking at this from the perspective of the type of entity, table 6.8 below illustrates that there was a pattern emerged. The actors were differentiated based on their involvement in project collaboration whether the organisation is being influenced by others or the organisation have influenced others in pursuing sustainability. Thus, from the different perspective, it has been suggested that the adoption of management practices which analysed the organisational factors has gained prominence in decision-making strategies.

Participants	Codes (Role in Decision Making)		Codes (Level of interest)			
	C-DC	C-CL	C-GF	C-JI	C-CE	C-BP
Boroughs		✓	✓	✓		
Business Improvement Districts		✓	✓			✓
Firms	✓	✓		✓		✓
Social Enterprise	✓	✓		✓	✓	
Network	✓				✓	
Community Association	✓				✓	

Table 6. 8: The relative role of the actors according to a different type of organisation in comparing with its interests in collaboration

Code title	Code description
C-DC	Decentralised in subgroups
C-CL	Centralised in leadership bodies

The pattern showed that the actors had demonstrated two different roles in decision making; centralised and decentralised. From the research findings, I have revealed

that the organisation which focused on the geographical area to pursue sustainability such as in the city or borough tends to prefer a central decision-making body. This is because the government is the body substantially set up the policy that addressed the local environmental issue. Thus, the organisation has a responsibility to promote sustainability which facilitated the policy.

On the other hand, the interviewees from network and community association tend to create subgroups with decision-making powers in which the focus of these organisations is encouraging citizen engagement. Thus, they preferred the decentralised decision making which the planning and implementation of the sustainability depend on the subgroups.

However, when viewed from a perspective of vision, there was no pattern could be established as shown in below table 6.9.

Participants	Codes (Role in Decision Making)		Codes (Level of interest)			
	C-DC	C-CL	C-GF	C-JI	C-CE	C-BP
Energy Providers	✔	✔		✔		✔
Technology Service Provider	✔	✔		✔		✔
Woodland & Green Spaces Network	✔				✔	
Energy Consultant	✔				✔	
Business Consultant	✔				✔	✔

Table 6. 9: The relative role of the actors according to their vision in comparing with its interests in collaboration

Code title	Code description
C-GF	Geographic focus for sustainability in the city or borough
C-JI	A joint interest in a specific sustainability aspect
C-CE	Citizen engagement for a better or different society
C-BP	Business purposes only, a consortium of firms or business entities

It is important to highlight this point in the context of the role in decision making which is likely to be required for the strong leadership within the different type of organisation (Northouse, 2010) as a factor in influencing organisational direction and

vision. It is suggested that the role of leadership in deciding for sustainability purposes does not rely on the business type, but the rational decision in project collaboration is influenced by the manner the type of entity viewed sustainability. It is relevant to support the finding in this research where the observed pattern of communities with different characters are identified. Then, it is worth noting that understanding the organisational culture and culture type begins to identify how the different sectors of societies involved in this study have been characterised differently by its entities.

6.5.3 The need for changes

The review of the literature revealed that the environmental pressures forced people into making these changes in the first place (Redclift, 2005; James, 2015). The literature reviewed that the environmental pressures forced people into making changes through the management of the environmental practices and of consumption (section 2.2.4). That is including reducing packaging and discouraging food waste as well as promoting the use of recyclable materials are a good practice of behaviours among individual in society.

Apart from that, organisations need to understand and aware of the need to change in response to changing environment which has been noted by Slimane (2012) and Opoku et al., (2015). However, making the transition in the environmental aspect of sustainability does not come from a single actor and often lack adequate resources, and capabilities. Since people would not change their behaviour voluntarily (Starik & Kanashiro, 2013), the government is necessarily legislating for behaviour change as statutory requirements to make sustainability transition becoming a reality.

Since this study anticipated various actors in communities and had differences in interest, memberships, and structures, the significant changes are required based on the demand for sustainability. The findings demonstrated that there is a need for changes in response to sustainability transition either from individuals or organisations (section 4.9.2 of chapter four). The interviewees from the business sectors further mentioned about the growing trends towards sustainability depends

on the current market forces and customers demand. Thus, some people were stressed on organisational changes to meet the current trends. *"Businesses nowadays are changing rapidly in their business operations which embed sustainable practices"* (Business Low Carbon Technology, #I6).

Looking from the perspective of the type of entity, interviewees from business sectors agreed that the importance of sustainability as business issues has progressively grown in the current era. This is because they highlighted that collaboration is a necessary route to progress more than just embedded the sustainability but expand the market opportunities. Table 6.10 below illustrates the benefits addressed by the organisation when they approached sustainable development for their business operations. The organisational changes were required to lead them doing positive action for the environment and eventually develop the brand image which revealed higher responses among the actors.

Participants	Code						
	M-SL	M-EP	M-BI	M-AI	M-PV	M-SR	M-QU
Social Enterprise	✓	✓	✓	-	✓	-	✓
Network	✓	-	✓	-	-	-	
Community Association	✓	-	✓	-	✓	-	✓
Boroughs	✓	✓	✓	✓	✓	✓	✓
Business Improvement Districts	✓	✓	✓	✓	✓	-	✓
Firms	-	✓	✓	✓	-	✓	-
SMEs	-	✓	✓	✓	-	✓	-
Percentage of themes addressed	46%	43%	**60%**	37%	40%	29%	40%

Table 6. 10: Benefits of achieving sustainability from the organisation's view.

Participants	Code						
	M-SL	M-EP	M-BI	M-AI	M-PV	M-SR	M-QU
Green Energy Provider	✓	✓	✓	✓	✓	✓	✓
IT Service Provider	-	✓	✓	✓	✓	✓	✓
Recycling Service	-	✓	-	✓	✓	✓	✓
Technology Service Provider	-	✓	✓	✓	✓	✓	-
Business Consultancy on Energy Standards	✓	✓	✓	✓	✓	✓	✓

Table 6. 11: Benefits of achieving sustainability from the vision of the actors

Code title	Code description
M-SL	Social well-being
M-EP	Economic Practice
M-BI	Brand image
M-AI	Attract Investors
M-PV	Public values
M-QU	Quality of life
M-SR	Sustain resources

However, when viewed from a perspective of visions (showed in table 6.11), no pattern could be established to differentiate the way the organisation approached sustainable development thus showing the impact of organisational changes. From the above table, all the actors addressed positive returns for social benefits such as contributing to public values and quality of life when achieving sustainability.

This is what has been achieved by the actors to a certain extent when sustainability is embedded into practices. I would suggest that the changes in business context do not influence the vision of each actor to promote sustainability, but it will give a little impact to the type of entity in which the interest in pursuing sustainability is concerned when making a collaboration.

6.5.4 The matrix to show the correlation between the   level   of   interest   in sustainability engagement and the type of relationship established

In section 2.3.2 and 2.3.3 I introduced the manner in which the different organisations combine the expertise and resources to collaborate in sustainability project in a sense that organisation should not be expected to solve the problems of

sustainable development and climate change on its own (Murray, Haynes & Hudson, 2010).

In the light of the organisational context, boroughs, business improvement districts, and non-governmental organisation committed to promoting the culture of sustainability in which the government policy is considered to achieve the objective. Business sectors, however, corresponded to its nature of business functions. The interest in business-related motive become a priority for a business sector to engage in sustainability matter (section 2.3.4 of chapter two). This led businesses to collaborate with others as a critical strategy in managing resources efficiently.

This research developed two generic cases from the data of analysis (second stage of interviews) to show the different organisation involved have the different collaboration style. Apart from that, the findings also revealed the different collaborative arrangement established by the organisation when collaborated on sustainability-related projects (section 6.4 of this chapter).

It is essential for the actors in communities to describe and discuss the style of collaboration with their organisational objective when they involved in the sustainability-related project. In doing so, partners become aware of their commonalities and differences in which the organisation can contribute either to their organisation or the society at large. Distinguishing motivations, roles and arrangement when collaborating for sustainability purposes would have necessarily made the joint working more tangible in a sense that the partners could be selected appropriately and fit the specified roles.

Drawing on the data collected, however, figure 6.1 is suggested to display the different relationships is correlated with the actors' level of interest in sustainability engagement. It also recognises a possible actor positioned to which continuum that relevant to their roles in collaborating for a sustainability project. It has been suggested that the different types of communities characterised a different kind of relationship. This could be seen clearly from figure below which illustrates the level of interest in sustainability engagement is necessarily correlated with the relationship established from collaboration.
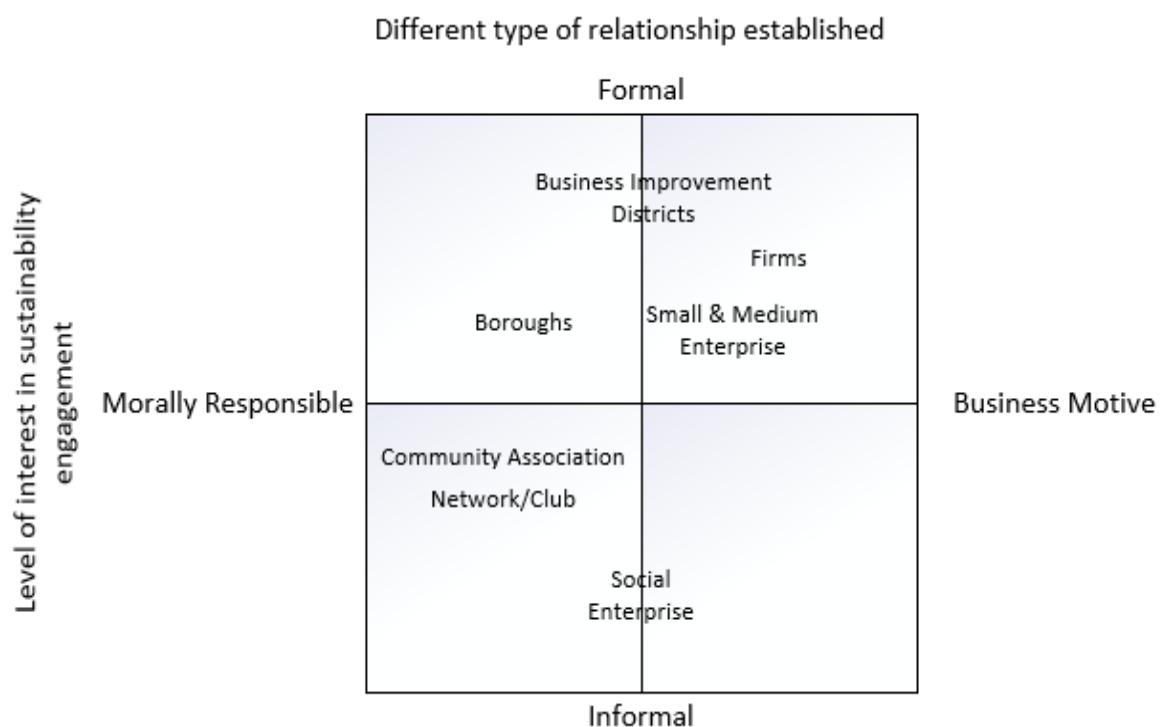
Figure 6. 1: The actor's model (relevant to this study)

The illustrated figure intends to distinguish the relationships and the level of sustainability engagement between the organisation on a relative scale. The assessment of the organisation's function towards its objective is concerned to show the reliability of the positions on the matrix suggested.

The labels in each of the boxes in the above figure are illustrative only. Each indicator: 1) Level of interest in sustainability engagement and 2) Different type of relationship established should be seen on a relative scale. In this case, different

actors can be plotted in any of the four quadrants which are necessarily be seen to correspond to the ideal continuum "morally responsible-business motive" and "informal-formal relationship". As we can see, boroughs, community association and network posited at the first continuum that felt morally responsible towards sustainability engagement. In section 6.3, I have briefly explained the condition by which those organisations could be clustered as one generic case which has the intention to improve the local area within boundary so people will live sustainably. Firms and small & medium enterprises, however, were positioned on the other continuum that interested in business motive. This is according to the organisation's nature that focused on business function (section 6.3.3).

The second continuum addressed the relevant type of relationship established by the organisation when collaborating for a sustainability project. Boroughs, firms and small & medium enterprise tend to prefer formal relationship when collaborates in a sense that written agreement or contract has become an instrument to show a commitment for each partner involved (section 6.4.6). Although boroughs have been described to have a loose institutional relationship (section 6.4.5) however, they committed to an agreement which administered by the local government (in Murray, Haynes & Hudson, 2010). On the other hand, community association and the network tend to prefer informal relationship in which the relationship is not based on a written agreement (section 6.4.6). The business improvement districts and social enterprises were identified to fit within both continuum either in morally responsible or business motive. This is because both organisations are bounded by policy governed which they have a responsibility towards society and at the same they are seeking to find investment to sustain their own organisation.

Ultimately, in a review of findings based on organisation perspective, I would suggest that the correlation between the level of interest and the relationship established in collaboration is assumed to be fitted with the above matrix. This is relating to the nature of the different organisation based on its profile. The government sector providing public services while having centralised decision making (Arunachalam & Lawrence, 2010), business sector concentrating on business function (Lewis,

Cassell, & Roxas, 2015) while the non-governmental organisation is commonly supporting the public good (Bano, 2017). The approaches towards collaboration transformed the procedures according to what the objective of the organisation needed to be achieved.

However, when viewed from a perspective of vision, it seems like the actors were not appropriately fit to the matrix suggested. Looking at the vision of the actors, all of them made a priority to do something positive for the environment and contributing for society benefits. Thus, the continuum 'morally responsible-business motive' and 'informal-formal relationship' does not effectively associated with the actors. Hence, I would argue that the different organisation may view sustainability differently, but, the organisation's objective in sustainability engagement will influence the way they worked together. This correlation does not become relevant when viewed from a perspective of vision.

.

6.6   Conclusion

The aim of chapter six was to collate the empirical findings from chapter four and chapter five, consider the significance of both chapters in the context of the existing literature.

The first point to be noted is that the discussion of this chapter indicates a range of significant issue related to collaboration for sustainability. It is suggested that the different actors in communities had different roles in sustainability engagement and collaborated differently according to a specific procedure.

It is necessary to embrace the complexity of this study which to accommodate the subject perceived from the involvement of different actors with different purposes in sustainability project. I have seen that sustainability is consistently apparent in a positive manner and the comments of many interviewees suggest that the term is interpreted differently according to their business function such as government sector, business sector or non-governmental organisation.

This chapter critically explored and explained the underlying process involved in collaborating for a sustainability project in various sector of society. For example, businesses integrate the sustainability principles in their business operations due to market forces and consumer demand, while local authority has a responsibility towards people living in the local area to facilitate the green policy established by the government. Adequate management is needed particularly in the collaborative arrangement to enable the actors working together effectively.

There was some degree of complexity to be taken into account to understand how various sectors of society collaborate in sustainability project because it was challenging to have similar interest or shared goals in making a collaboration. The project collaboration has to be agreed upon the interested members. Thus, due to this reason, collaboration might happen depending on the specific arrangement of the partners involved.

This research highlights that the overall experience of the actors in communities collaborating for sustainability are varied, some of them felt morally responsible towards the environmental policy while some are driven by business motive and to some extent, the other actors connecting people with same interest and bring together people associated with the culture of sustainability. This was down to the efforts of the actors involved that demonstrates the way they collaborate with the certain collaborative arrangement in line with the objectives they might perceive. What these findings suggest is that there is a specific arrangement established in project collaboration which has differently reported in the academic literature, particularly specified the different organisation.

CHAPTER 7: CONCLUSION

7.0   Introduction

Chapter seven provides a conclusion of the overall research findings in this study including the primary and secondary data. As the closing chapter of the thesis, this chapter draws out and assess the conclusions of the research study. After briefly revisiting the original research problem, this chapter takes its lead from the insights of the discussion part of chapter six. Through re-engagement with the literature, the contribution of the study is explored, and some suggestions are offered for future research. The possible implications for practice and the limitations of the study are outlined before the chapter closes with some remarks, thus concluding the thesis.

The conclusion was drawn by presenting the completion of each research objective towards achieving its aims. In order to summarise the findings of the research, I will review the research objectives and its achievements in detail. Since the collaboration for sustainability was conceptualised in the UK context in this research, it allowed for in-depth investigation and helped in getting a better understanding of the type of organisation and the manner in which they collaborate with others.

Then, a summary of the research process in stages is also presented in this chapter. A qualitative semi-structured data collection and analyses had been carried out with the key participants who were involved in decision making including experts and practitioners for collaborating in the sustainability project. The subsequent findings are presented in chapters four, five and six of the theses. Through re-engagement with the literature, the contribution of the study is presented, and some suggestions are offered for future research.

The discussions that comprise the credibility of the research findings and their limitations will lead to the recommendations for future research that needs to be conducted and built upon this topic. The possible implications for practice and the limitations of the study are outlined before the chapter closes with some remarks, thus concluding the thesis.

This chapter is a vital component for showing the reliability of the findings that follow the relevant research method discussed in chapter three. The findings may offer some general guidelines for encouraging the involvement of sustainability-related activities and collaboration in the particular project on a broader scale.

7.1   The need for collaboration in pursuing sustainability

Various sectors of the society including businesses, governments and non-governmental organisations are increasingly facing sustainability challenges particularly in environmental aspects such as climate change and pollution. It is a massive challenge beyond the scope of any individual organisation and requires cooperation. It appears that societies might not yet have fully embraced the potential of green and clean technology to fight the global climate change locally (Goleman & Lueneburger, 2010). Thus, to solve these environmental issues, it is necessary for the sectors of the society to collaborate and act more responsibly. Additionally, it is also driven by the increase in the consumer demand and market forces resulting in more sustainable practices among the primary sectors. In chapter one, I expressed the need to establish the extent to which the different motivations and characters of the various sectors of a society leading to the different ways of collaboration for sustainability can be considered to be robust.

Despite the significant academic literature related to collaboration (revealed in chapter two), the focus of this research is predominately on the relationship of the characters that were established by the different actors in the communities which are the primary sectors when making a collaboration in the sustainability project. I explained in section 1.3 of chapter one about the need for effective engagement and participation of local people comprising both market actors and non-market actors appropriately as stakeholders in order to create sustainable communities. In this case, the review of the literature yielded essential findings related to the concept of sustainability as interpreted by the different authors. However, there has been some criticism made earlier about the definition, especially about the commonly accepted definition provided by the Brundtland Report.

My investigation into the different interpretations of the concept of sustainability identified that the motivation of the primary sectors to achieve the organisation's goals differentiates their understanding of the concept. The results of the interviews conducted revealed that different views and perspectives on sustainability existed at different levels of the communities within each of the studied sectors. It also revealed how the actors in communities were interested to pursue sustainability according to the demand changes. However, their perspective is still bound by the three pillars of sustainability mentioned in section 2.2.3 of chapter two.

In that, I found that collaboration is the appropriate approach to achieve sustainability where issues related to the environment can be solved by combining the strengths of the different organisations in terms of the organisation's expertise and resources. Hence, the organisation enters a collaboration as an attempt to develop new solutions to the complex problems that result because of sustainability challenges. Since this study focuses on the fact that collaboration between the different sectors of society is highly complex, my findings were necessary to integrate the process of complexity that creates the tension between the multifaceted relationship.

7.2   Synthesis on the objectives of the study

This research identifies the significant relationships that the involved people and partners have within the various sectors in the community by offering a possible role to promote or implement environmental sustainability (see chapter 2 and chapter 3). Accordingly, the background of this research area and the research problem were captured from a detailed review of the phenomena collaboration for sustainability in which collaboration is recognised as a common mechanism for enhancing the capacity of the sectors with limited resources in production and services.

The findings may offer some general guidelines for the sectors in communities to collaborate with others through a certain arrangement. In doing so, this study sought to address the following three questions in order to examine the suitable relationship corresponded to the type of organisation involved:

- How do the actors in "communities" interpret the concept of sustainability?

- What are the different ways in which the actors/agents collaborate to promote sustainability in "communities"?

- Is there any relationship between a view of sustainability, the type of organisation and the manner in which it collaborates with others?

These have been answered by an exploratory case study that was conducted. Since this study generated insightful explanations about the different perspectives among the actors in communities collaborate with others for sustainability purposes, the experience in project collaboration in the UK context was investigated for generating a conceptual framework. The conceptual framework built on the notion of sustainability that expressed differently by the actors involved in collaborative activities relating to environmental issues. The framework was applied to empirical evidence such as interviews and documents from the case studies of the various sectors involved. As this research guide by phenomenology is an appropriate philosophy to underpin research on sustainability and collaboration, the explicitation process was employed to analyse qualitative data systematically.

7.2.1 Exploring the extent to which different sectors of society are interested in pursuing sustainability

I have shown in my thesis that the specific notion of communities that were identified first could be considered robust. In that, often, the complexity regarded in communities was applied to organisations and people who were either market actors or non-market actors. I have also revealed that motivations and characters do influence the sectors of the society in which interests of pursuing sustainability are undertaken. I have found that the two motivation; being morally responsible and business-motive has driven the organisation in pursuing sustainability.

However, as the research progressed, the nature of organisation makes it incompatible with the motivation of sustainability. Although the study found that the vision of the organisation aims to facilitate the implementation of environmental

sustainability, the motivation of the organisation has driven the organisation to achieve the business-oriented on sustaining their organisation by collaborating with others. Moreover, it is interesting to note that there was a different level of sustainability engagement among the sectors yielded by the findings.

The interests in pursuing sustainability for some of the organisations were embedded with the environmental policy, which was an appropriate strategy to legislate individual organisations to transform into more sustainable practices. It can be seen from chapter six which the findings revealed that boroughs and business improvement districts were employing sustainability as to follow the policy requirement on environmental protection.

Apart from that, I have revealed that various sectors relatively involved in the environmental sustainability activities have interpreted the concept of sustainability differently according to the nature of the organisation. While comparing the local authority and businesses, both the sectors have their stand in defining the term based on their organisational context. For businesses, business case was the focus (Laszo & Laszo, 2011) rather than sustainable development. Thus, it was important for businesses to integrate sustainability practice for the purposes of sustaining their firms. It was different when comparing with non-governmental organisation. The non-governmental organisations are often fired by a passion for the cause. Typically, the organisation works closely with others in which the vision is to improve the service delivery.

It shows that where sustainability is concerned, analysing the factors that motivate the actors to engage in sustainability-related activities is necessary to differentiate their interests.

7.2.2 Clustering the primary sectors involved in an empirical evidence

My analysis revealed that the factors that motivate organisations in pursuing sustainability could cluster them into different cases. However, then, it was difficult to manage the actors involved in identifying the common project collaboration that

focused on environmental sustainability. This is because it substantiates the complexity of studying different organisations in different situations. In particular, I found the relevant characters that led to differentiating the clusters according to the relative role held and the specific interests in working together associated with the functions of each actor in sustainability-related projects.

To analyse the different characters that drive each organisation for collaborating in a sustainability project, I have established that it is significant to look into the commonalities among the clusters that are considered to be robust in the findings. Three issues that addressed the commonalities between the different sectors were identified. First, I have revealed that the role of decision making is potentially influenced by the way in which the actors tend to have collaborated. The organisations need to recognise that new approaches to sustainability are necessarily to be emphasised on in order to reach the goals for sustainability. In that, collaboration is the appropriate approach to achieve sustainability. The different actors, therefore, play a significant role in decision making as an attempt to establish a commitment to environmental sustainability through collaboration. In light of the decision-making process, the leadership roles as a managerial part in each organisation are highlighted to inspire the action in making good decisions that would facilitate the goals for each organisation involved.

The second issue, culture, is considered appropriate to be addressed by each cluster for ensuring that they have set their targets for achieving sustainability. This is because culture is important in fostering sustainability within organisations that are connected by raising awareness and responsibility among the people about the environment. Although the literature often addressed "business as usual" is the default condition when sustainability is concerned (Banerjee, 2008; Gladwin, 2012), my investigation into culture identified that the findings discovered the organisations have a distinctive culture based on their involvement in sustainability-related activities (section 6.5.1). Thus, to a certain extent, there is a tendency for the organisation to adopt sustainability rather than focused on business case.

The third and final issue that needs to be addressed is the need for organisational change. I have observed that organisational change is determined by the sustainability agenda be demanded an action. The organisational changes in this context need the leaders of each organisation to be pro-actively aware of their responsibility of protecting the environment. As the findings revealed, each sector of the society will not only transform their organisation and company into more sustainable practices but will also have the vision to change the attitudes and behaviour of their members. In that, the mindset of "business as usual" could be changed to the mindset of "sustainability as usual". Crucially, the role of leadership itself is correlated with infusing the sustainability culture among the actors responding to the sustainability trends.

7.2.3 Analysis of the collaborative arrangements for different cases

This study revealed that the different clusters of communities corresponded to their level of motivations and characters in collaborating with a sustainability project. In section 6.4, I have proposed the models of actors that illustrates the continuum of actors between the level of sustainability engagement and the different types of relationships established through the project collaboration. In that model, the evidence identified that the different actors play different roles in sustainability. I have, however, shown that the relationship is not always characterised by their context of the organisation, but, in fact, the relationship changes according to the arrangement of the collaboration. In that sense, the actors follow a different process and arrangement depending on the objective they have to achieve.

In section 5.9, I have illustrated the diagram of different clusters built upon the interview findings. The evidence from the existing research (section 2.5 of chapter two) promoted the formal institutional collaboration through formal contractual obligation. However, the first cluster revealed in this finding argued the position. The findings (table 5.8) found that the first cluster which corresponded to communities based on the local institution has preceded the loose relationship in which the mutual agreement takes place. But, seeing the range of response in collaborative

arrangement by Zhang et al. (2009) and Wassmer, Paquin & Sharma, (2014), I would argue the same can be said of the element of formal mechanism.

I expressed a need to establish the relationship between a view of sustainability and the different type of organisation in section 1.4.3 in order to differentiate the way the actors collaborate with others which can be considered to be robust.

I have a large response answered the question. My discussion on the concept of collaboration between different organisation in chapter two together with the discussion of findings in chapter six illustrate the extent to which the different organisation collaborates with a certain arrangement in sustainability-related projects. The informal collaboration explained in section 6.4.3 has promoted membership forms as an approach for the citizen participation, collaborate with others in a proper way. Although the literature review in section 2.5.2 revealed that this kind of relationship collaboration is not based on any written agreement, I found that the use of membership is necessarily included as an instrument of collaborative arrangement. This is to show a need to understand the underlying commitment to those whom involved in the joint-program.

7.3   Contribution to theory from these findings

This study has contributed to two factors – knowledge and research methodology, and these are discussed in this section. As this research aims to explore how the different sectors of the society developed relationships by collaborating in sustainability projects, an attempt has been made to contribute to the understanding of the topic of a collaborative approach in some ways.

7.3.1 To assess the relationship between the different view of sustainability and the way the different actors collaborate with others

Looking back at the research problems of this study, the perception of sustainability is presented at the state or national level but is less concerned with the regional and city level. From extant literature, most of the authors explored the subject of sustainability offerings and how this term expanded throughout the centuries. The

authors were interested in highlighting the criticism of the concept according to their needs.

However, collaborating in a sustainability project is investigated in this research from the empirical context of the United Kingdom. The contribution to the body of knowledge for research could be assessed by the quality of the research questions answered. In this context, the research is aiming to develop a conceptual framework by understanding the roles and characteristics of the actors in the communities in designing collaboration practices differently. Besides, this research concentrates on the different collaborative arrangements held by the primary sectors that revealed formal collaboration or informal collaboration attributed to the kind of relationships built.

To bridge this gap, this study offers a different understanding of the sustainability needs of the different sectors by identifying the motivation of the various organisations in pursuing sustainability. In section 1.4.1, I described a need to differentiate the view of sustainability among the different actors in communities. My discussion on chapter six illustrate the extent to which this study provides a means to correlate a view of sustainability and the type of organisation according to their interests is vulnerable. From the actors' model proposed in section 6.4, I found that the motivation in pursuing sustainability does not necessarily influence the interest of the different organisation to collaborate because there is also a need to understand the underlying vision of each organisation.

By looking at the value of different types of organisation sampled, the overall analysis indicated a little variation between entities. Although the social enterprise and businesses were more likely to address, the dominant of business case which supported the profit motive, the results did not indicate the emergence of a clear contribution to promote sustainability. However, when taking closer look at the vision of the organisation, the themes does reveal some hints that supporting the approach to sustainability.

There are different perspectives of collaboration that have been studied in a variety of different kinds of literature that involved research on businesses, government and non-governmental organisations. However, in most cases, these studies have developed into separate bodies of work, each focusing on the different outcomes with no attempt to bring them together.

Apart from that, this research study has explored an inter-organisational collaboration arrangement between the primary sectors more comprehensively. I have provided a framework on a different kind of relationship within the actors that could be a guideline for studying another type of partnership that is similar to the one in this case study. It also provides a basis for knowledge on collaboration for the sustainability project between the various sectors of the society and has demonstrated that the primary sectors can be clustered into different cases to distinguish their attributes when making a collaboration.

7.3.2 An appropriate research methodology

The research methodology that necessarily used in this study is case study. It is an approach that shows its process of accessing the actors in communities who have experience in project collaboration and demonstrates how the research was carried out in that context. As this study embraced the complexities explained by Rogge, Dessein and Verhoeve (2013), the qualitative and consensus approach in my research would be able to identify the differences between the actors in communities with a similar interest in achieving sustainability

By looking at the scenario of engaging sustainability-related projects, the data given by various individual sectors from the selected organisation for this study demonstrated the real experiences from each of the interviewees who can be considered to be robust. Thus, from this approach, each of the individual interviewees shared their experiences differently and drew upon the framework that is relevant to the subject of collaborative arrangement to support the analysis of inter-organisational collaboration between the actors in communities.

As outlined in chapter three, the interpretive phenomenology is emphasised to structure the analysis. The originality of this approach included new insights that are significant to the outcome which is relevant to other practitioners and researchers who study about collaboration and relationships. The outcome of this, however, is something that will be different from other collaborative research based on factors, such as the type of organisations, a view of the sustainability concept and the collaborative arrangement made for sustainability-related projects.

It appeared that the different types of organisations influenced the way they collaborate with others, while this does not reflect when viewed from a vision perspective. Therefore, it is important to recognise that different actors in communities viewed sustainability differently and this is likely to vary from the vision perspective of the different types of organisation and may significantly differ according to how researchers collect (survey, semi-structured, in-depth or documentary), analyse and interpret data (using either qualitative or quantitative analysis).

7.4   Recommendations for further research

This study attempts to examine the necessary factors for the collaboration of different organisations with others in sustainability-related projects, in order to provide valuable reasons for the different sectors of the society that are interested in pursuing collaboration. The review of the literature in section 2.3.2 to 2.3.4 helps various organisations such as businesses, the local government authority and non-governmental organisations understand how collaboration can efficiently be applied by considering the critical elements required in collaborating for environmental sustainability.

It is important to reflect on the United Kingdom throughout this thesis as the research has focused more broadly on a British context. This study defined collaboration as a joint-working arrangement between two or more entities that support sustainable development. It can be seen as a broad concept since it sought to explore how different organisations have implemented this approach differently. Future research

may find this topic area profitable for conducting case studies to examine the process and procedures of specific types of collaborations for various organisations such as partnerships, joint-ventures or cooperatives as it would allow for comparing the different aspects more precisely. By doing this, the researcher would need to ensure that the selected sample of organisations has experience in collaboration for sustainability-related activities to have robust findings.

This study examined the different ways in which the actors in communities collaborate to promote sustainability such as collaborative arrangement—the relationship established within the partners for a limited scope of the organisation. As this study has discovered the use of membership as a tool of a collaborative arrangement, I found a limited range of references to support this finding. The academic research into collaboration on the environmental aspect of sustainability that addressed the potential relationship established is limited in scope. Thus, it is suggested that this area needs further research.

More particularly, the findings in section 5.5.2 found that the organisation is bounded by the specific collaborative arrangement in a sense that it was based on limited scope of contract when collaboration is concerned. This gives disadvantages to the non-governmental organisation who have to agree with the topical agenda while the particular interest of achieving sustainability is not appropriately secured. This suggests that further research is needed to address collaborative advantage when different organisation is working together for a different purpose.

Furthermore, this study employed only semi-structured interviews to provide an account of the view of sustainability and its collaboration practices. Future research may find it useful to use quantitative and qualitative methods to research the practices of the various types of organisations involved in sustainability. Based on my experience of applying the phenomenological approach in this study, I suggest that access to the right people for interviews is necessary for future improvement. This is mainly because it would offer a better understanding of the research topic that is being investigated for future improvement.

7.5   Limitations of the study

In response to establishing a suitable theoretical base, this work has attempted to develop a conceptual framework that accommodates the complexity of different organisations. It is noted that the nature of the research topic limited the data generated by the study. The objective of the research was to explore how the different types of organisations as actors in communities collaborate for a sustainability purpose. The in-depth analysis through semi-structured interviews was certainly restricted, and the literature review was not as detailed for an ideal selection. My findings should be limited to the organisations that have similar interests in supporting sustainable development.

The composition of the sample selected is also an issue. The sample size of 35 chosen from different organisations was a compromise and a larger sample would have been more appropriate to analyse the different experiences from the actors in the communities. Also, in this work I concentrated on environmental activities focusing on saving energy, recycling, reducing carbon emissions and improving the local area. Thus, the findings should not be assumed to apply to other environmental activities.

7.6   Concluding Remarks

Looking back on this thesis, the purpose of this thesis was to deepen the understanding on the concept of sustainability in a different perspective of organisational context, in particular, for identifying the collaborative arrangement made by the actors in communities for promoting sustainability. I have shown that the different sectors of organisations interpret the concept of sustainability differently and this influenced the way in which they collaborate with others. This research has provided the correlation between a view of sustainability (based on organisational context and business context), the types of organisations and the manner in which the organisations collaborate with others.

This research has revealed that several factors have driven the organisations as the actors in communities for implementing sustainability including culture, leadership

and the need for changes in sustainability. It was necessary to understand the objective and the vision of each actor in the communities to implement sustainability before any conclusions could be drawn. I have argued that the motivation of the organisation in pursuing sustainability differs depending on the profile of the organisation. Thus, it would be necessary to cluster the organisations according to their motivation in order to get a clear picture of the role of each actor in approaching sustainability.

As the limitations of the study have been noted above, one striking feature of the interviews conducted was the contradicting views between the perspective of the type of entity and the organisational vision to implement sustainability. Consider this observation; it is difficult to correlate an individual organisation's perspective towards sustainability in the manner in which they may collaborate with others because the complexity existed within the different organisations. Thus, I would argue that the qualitative findings highlight that a view of sustainability from an organisation's perspective is contradicted when viewed from a vision perspective for each sector of the society, which has not been noted in the existing empirical research. However, it is necessary to understand the situation of the organisation involved in collaboration in order to accommodate the complexity of this research.

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Appendix 1: The results from literature search

I have retrieved several documents related to sustainable development, aspects of sustainability and documents concerning on the roles of communities in promoting sustainability.

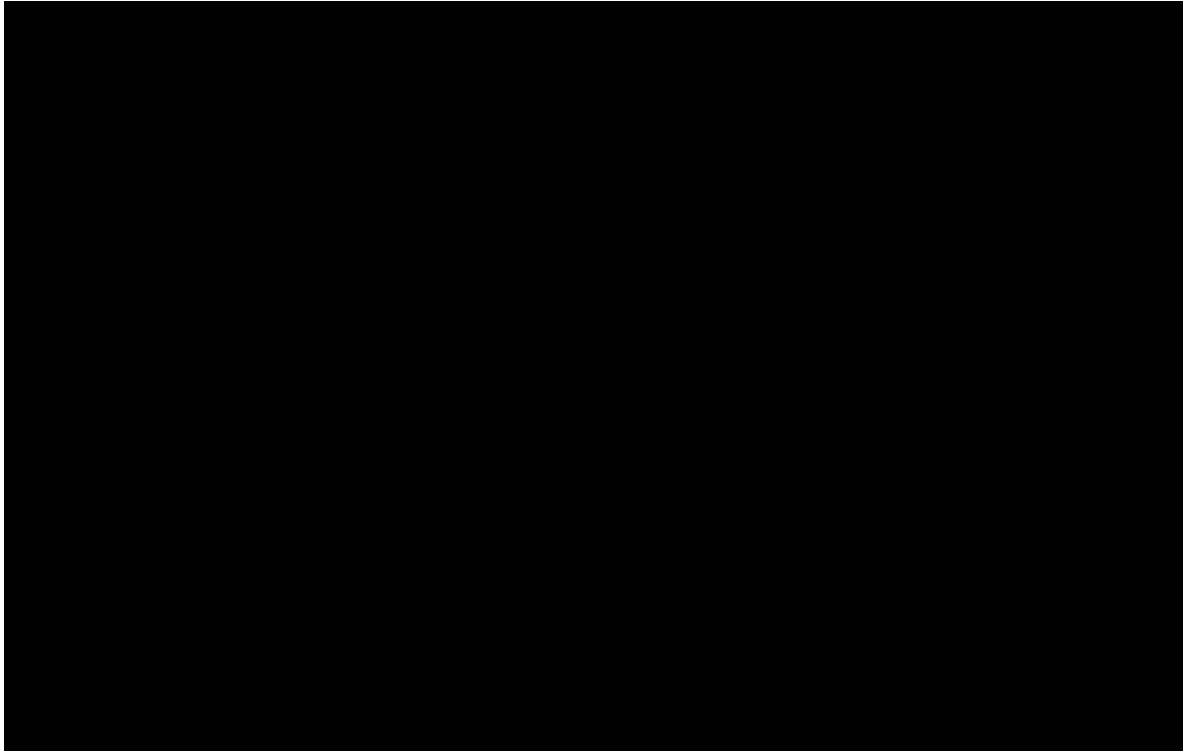The topic area of this study is not yet a mainstream area, but attention to this area is increasingly in academia (see Figure 1). This marks an attractive field for future publications and the author's potential academic career.

Figure 1: *Year of publication*

Likewise, UK is a good leading destination to carry out this research as illustrated in below figure.

Figure 2: *Countries focused on studies*

Appendix 2: Different Types of Organisation involved in the study

BUSINESS SECTORS

No.	Field	Vision	Value
1.	IT Service provider/Technology Solutions	"Green IT" & could reduce the carbon footprint	Securing long-term sustainability of the company
2.	Renewable Energy	Low Carbon Future	Leading in Energy Industry in Europe
3.	Supply Green Energy	Reduce carbon emissions and live sustainably	Build new sources of green energy
4.	Technology Service Provider (Installation/Consultation)	Zero Carbon emission	Ensure that the good reputation is passed on to future generations
5.	Energy Efficient and Resource-Saving Provider	Combat the impacts of global climate change	Strengthening the company's growing portfolio through investments in new growth fields
6.	Technology Solutions Provider (Consultancy)	Manage Long-lasting impactful solutions.	Expanding the offering, expertise and geographical reach/ continuous growth and enrichment of its service offering
7.	Regeneration Services	Contribute to the delivery of clean air and great spaces	Diversified to deliver a wide range of regeneration projects
8.	Recycling waste coffee ground	Reduce greenhouse gases, diverts waste away from costly landfill	Extends its range of collection (coffee grounds), partners
8.	Energy efficient equipment Manufacturer	Minimise the environmental impact of business and supply chain	Leading manufacturers of industrial and commercial heating equipment
10.	Business Consultancy on reducing energy standards	Reducing energy use and carbon emissions for the built environment sector	Leading international low energy design standard.

GOVERNMENT SECTORS

No.	Field	Vision	Value
1.	Service delivery to local people	Environmental improvement and money saving in the borough	Delivering the highest standards for residents, local people's satisfaction within the local area.
2.	Advice service (bound by statue)	Create low carbon and low waste borough	Contributing to reducing emissions of carbon dioxide in line with national targets
3.	Delivering growth for the community	Tackle climate change and the unsustainable use of energy	Build on a good reputation to establish the borough as a London leader for sustainable development
4.	Deliver Local services	Need to achieve zero net global carbon emissions	Tackling climate change (key policy priority)- become a more sustainable city
5.	Providing services for residents (in the Square Mile)	Reducing carbon emissions	Achieve the Mayor's target of net zero emissions by 2050
6.	Service and consultation (Local area)	Reducing carbon emissions (34%) by 2025	improving the well-being of residents in the borough
7	Local Services and advice	Reducing greenhouse gas emissions and low-down climate change	Making an attractive, high-quality local environment for local citizens
8.	Deliver local services	Improving the area and promote the area's unique identity	Sustaining what they are doing now which can be in place in the future and build strong links with the local community
9.	Service Improvement to the local area	Making clean, and green for the specified area and implement a green agenda	Encourage more inward investment by making safer, cleaner borough
10.	Trading environment services	greening the area surrounded such as increasing air quality, traffic reduction, and local green space	Ensuring the economic growth in the borough have a sustainably impacts
11.	project improvements and services to the business quarter of Birmingham	Reduce carbon emission-make the district more pedestrian friendly	Make the Borough as an attractive place for people to work and live

12.	Provide a range of services driven by the needs and ideas of local people	Improve the local area to a vibrant place for everyone who works, lives or visits	Ensure that the borough meets the needs of business, visitors and the local community
13.	Improve the recycling service to make it more comprehensive in the local area	Leading new technologies to reduce contamination of recycling and measure the air quality impact	Cut costs and always on the lookout for new ways for businesses to make savings.
14.	Trading services	Create a vibrant environment and broaden the role of the Town Centre	Attract new customers and investors.
15.	provides services and improvements set-out by the business community	Well maintained and clean physical environment	Attract more investment, talent and technologies that will secure the prosperity of the area

NON-GOVERNMENTAL ORGANISATION

No.	Field	Vision	Value
1.	Business consultant	Achieve net zero emissions of CO2/come carbon neutral.	Work together on specific campaigns that have a positive impact in the workplace, marketplace and community.
2.	Business Consultancy	Reduce the emissions and tackle the impacts of environmental risk such as climate change	Empower communities to engage with green spaces
3.	Energy Project Consultant	Improving the use of energy in buildings	Make an influence and helps towards the energy-literate UK
4.	A network of woodlands and green spaces	Develop a green structure planning, boosting biodiversity and helping the region to adopt the climate change	Improving the image of the towns and cities to attract investment, skilled workers and tourists to the area
5.	Community involvement both the natural and built environment	Making a difference to the green spaces /nature conservation	Engaging people in improving, preserving and protecting their local environment
6.	Community development Services	Support people to improve their local public green spaces	Carry on the activities that could benefit communities and make an attractive place for residents to live

7.	Consultant services	Grow the green places in the city	Give support and work with local groups with similar goals and interests in sustainability
8.	Energy advisor	Energy saving (save money by using renewable energy)	Support and help communities become self-sustainable through community energy project
9.	Community network	Work collaboratively by sharing best practices to solve local and global challenges	Establish strong connections amongst the circular economy community
10.	A network of partner organisation	Reducing emissions from deforestation and degradation	Empowers local NGOs by providing finance and technical support to create and protect nature reserves

Appendix 3: Profiling "communities" in this study

This section described the description of each actor of communities based on the sample of criteria that this study is investigated.

Local Authority

Some studies are interested in viewing the community as a collection of community groups (Mare & Poland, 2005) headed by some type of local government. This research is seeking to recruit the local government such as the local council in the largest cities of England, particularly in the Greater Borough of London. It is noted that the local government of England is decentralised to Scotland, Wales and Northern Ireland. The systems of local government in each part of the UK have developed separately (Sandford, 2017). However, the English local government is divided into some areas which are county council known as the upper tier and district council, referred to as the lower tier. Additionally, there are 353 local authorities in England (The House of Commons, March 2017), of which 27 are county councils, 201 are district councils, and 125 are single-tier authorities. Of the latter, 32 are London Boroughs, and 36 are metropolitan boroughs. From the example, it is showing that functions of the local authorities are varying according to the local arrangements.

Through its history, there is a county council responsible for services such as education, waste management and strategic planning within a county. While several non-metropolitan district councils responsible for services such as housing, waste collection and local planning. Apart from that, there are some areas that have one level of local government which are unitary authorities. Most parts of England have 2 tiers of local government which are county councils and district, borough or city councils. Both tiers usually responsible for services across the whole county while district, borough and city councils cover a smaller area than county councils. This means, for 1 tier of local government authorities which includes unitary, London boroughs and metropolitan boroughs provide all the local services. Thus, it is appropriate for looking the London boroughs as a sample for a local authority in this

study where the London Boroughs are focusing on all local services including sustainability activities.

Business Improvement District (BID)

According to Department for Communities and Local Government (2014), the Business Improvement Districts are formed through a ballot process to deliver additional services to local businesses and include as businesses led partnerships. They are usually a powerful instrument that can directly involve local businesses in local activities. It is normal for a business improvement district to allow the business community and local authorities working together for the improvement of the local trading environment.

The UK government has been attracted by the success of BID in the US. Hence, the government first introduced BIDs to the UK in 2004. Till 2016, there are over 200 of such bodies across the UK (Greater London Authority, 2016). The process of creating sustainable communities getting people engaged with the decision making for a better place and building networking. Also, based on the government perspectives, making sustainable communities means places where people want to live and work now and future.

Therefore, business improvement district is one of the actors that are responsible for making this successful. Since the aims and objective of the business improvement district are to promote sustainability in the broader context of community (Ministry of Housing, Communities and Local Government 2014), it is relevant to recruit business improvement district as the respondents for this research. It also to show that business improvement district plays a significant role in promoting and implementing sustainability in most of their activities, particularly in environmental aspect.

There are various types of business Improvement District such as commercial, town-centre, industrial, and tourism. Most of the British Improvement District located in town centres and high streets. This is because they are designed to enhance the immediate trading environment, where BIDs carry out similar activities to local

authorities. For example, BIDs focused on supporting business processes while enhancing the local business environment, so that they will encourage visitor footfall. It has been noted that London has been leading the way in developing BID where almost of a quarter of the UK's BID is in London. It has been ranged widely in terms of location, size and income. Typically, they have a broader role in shaping their local area. Since this study focuses on the environmental purposes towards sustainability activities, it is necessary to look at how BIDs involved in protecting environment such as a clean and green project in the local area to make it attractive to visitors. By looking at sustainability activities, this study seeks to identify the extent BIDs approaches the collaboration towards their activities.

Businesses

Historically, businesses were considered entities that focused on the creation of wealth for their shareholders through economic performance (Carroll, 1999). But recent understanding suggests that, while providing economic growth, businesses should also simultaneously preserve the natural environment and society (Carter and Rogers 2008). Due to that reason, business is relevant to be involved in this study because their power of structure is articulating shared interests, organising for collective action, generating social movements and exercising corporate influence in decision making (Archer & Margaret, 1995). There are a number of studies focusing on the market constituents on the environmental activities (Christmann, 2004; Crowe et al., 2012; Akadiri & Fadiya, 2013; Evangelinos et al., 2016; & Helfaya & Moussa, 2017). Furthermore, when people talk about sustainable development, the author claimed that firms and companies being the most critical factors to generate economic growth, exercise environmental stewardship and strengthen governance (Ki-moon, 2016). Businesses are generally significant actors in dominating industrial which contributing to sustainability.

There has been stated in the UK Environmental Accounts (Office for National Statistics, 2015), that the environment contributes to the economy primarily on the energy consumption and air emission. Thus, the demand for low carbon economy is increasing where it has been shown that the UK is growing concern in the sector that

delivers goods and services. Thus, by looking to the relevant documents, the possible organisations were checked if the cases meet the established criteria based on the activities related to environmental and have experienced with enough data on collaboration. Besides, I am recruiting the top management level for this research such as Programme Manager, Coordinator or Sustainability Director.

Small and Medium Enterprises

In economic, small and medium-sized enterprises (SMEs) play an essential role since businesses generated 51% of the country's turnover (Walker & Preuss, 2008). It is widely acknowledged that in the UK context, a company being an SME if it meets two out of three criteria's which are: a business that has a turnover less than £25m, a business that has fewer than 250 employees and a business that has gross assets less than £12.5m (Department for Business, Innovation and Skills, 2012). There is evidence from the statistical release that in 2014, "99.3% of the 5.2 million private sector businesses were small and 99.9% were small or medium-sized (SMEs)" (Department for Business Innovation & Skills, 2014). It was found that SMEs were actively involved in improving their environmental performance (Worthington & Paton, 2005).

Revell & Rutherfoord (2003) claim that the importance of small and medium-sized enterprises (SMEs) is now well established to the economy and the environment. However, they further reported most research focused on large firms and their impact on the environment, while the impact of small firms still under-researched area. Contrast to Wilson et al. (2012), where they are claiming that small and medium-sized enterprise are exceptional in having collectively impact on the environment. Due to that reason, it is relevant to include the small and medium-sized enterprises as the sample to this study. One of the potential outcomes is to dictate the collaboration approach within the SME sector which support sustainable development on their activities.

Non-government Organisation

In general, a non-government organisation has objects that purposely not for private gain. It could include running society for the benefit of its members or have a charitable purpose that is not charitable. This type of organisations may be established as a company, trust or unincorporated association, and their constitutions would often share many characteristics with charities. In the other word, the term of 'non-governmental organisation commonly referred to NGOs are usually not-for-profit and established for a purpose other than making profit. Some or all surplus revenues making are used to further that purpose of the organisation. Besides, there is no benefit to those with interest in the organisation. Referring to not-for-profit organisations in the UK, it is frequently mean a charity, but it also can include a broader group of organisations with purposes other than making financial gain.

It is necessary to include non-governmental organisation as a sample for this study to examine how the organisation emphasises the engagement for environmental aspect of sustainability. Although there is a number of researchers found that it is challenging for Non-governmental organisations to address sustainable development (Boiral & Heras-Saizarbitoria, 2017; Kruckenberg, 2015; Murray, Haynes & Hudson, 2010), this study is examining to the extent non-governmental organisations participated in collaborating for a sustainability project. Therefore, I am seeking to look at a various non-governmental organisation that is clustered as part of communities. For instance, a charitable organisation, community interest company and community association will be a sample for a non-governmental organisation which is possible to be investigated for the purpose of this study.

Charitable Organisation

One of the non-governmental organisation is a charitable organisation. In the United Kingdom, there are differences of charity law among England and Wales, and Scotland and Northern Ireland. The fundamental principles are the same for all types of charity. According to The United Kingdom Charity Commission (2013), "charities are the product of the generous tradition of voluntary giving". The generosity has

been recognised since the Statute of Elizabeth in 1601. The word charity itself derives from the Latin 'Caritas' which means care. Most organisations that are claimed as charities are required to register with the regulator for their authority (The Charity Commission, 2014). In the United Kingdom, the registers are maintained by the Charity Commission for England and Wales. Hence, before application made, the organisations must meet the specific requirements subject to the High Courts' charity law jurisdiction.

Charities required to fulfil charitable purposes which are public aspect and benefit of the society. Within this study, the charitable organisations involved are the organisation that concerned with the advancement of environmental protection or improvement. This type of organisation might promote sustainable development action that includes doing promotion on the conservation of flora, fauna or the environment generally. Besides, the sorts of charities or charitable purposes involved are consists of an organisation that does conservation of a particular geographical area, promotion of sustainable development and biodiversity, promotion of recycling and sustainable waste management or the organisation that involved in research projects into the use of renewable energy sources.

In their role as a charity commission, they are committed to sustainable development as guiding principle. However, their primary concern for the environment is an integral and play the fundamental part towards their commitment. Most of the charities are regularly review the environmental impacts towards their operations in order to improve the environmental performance (Charity Commission for England and Wales, 2013).

Community Interest Company (CIC)

The United Kingdom has introduced a community interest company (CIC) in 2005, which is a type of business under the Companies (Audit, investigation and Community Enterprise) Act 2014. It is designed for social enterprises who want to use their profits and assets for the public good. The main feature of a Community Interest Company (CIC) is that its activities are carried on for the benefit of the

community. Also, it is vital that before creating a CIC the applicants should have a clear picture about the community that they intend to serve. A CIC may be limited by shares or by guarantee. According to Office of the Regulator of Community Interest Companies, most are limited by guarantee (2016). When CIC is formed, it must express how it intends to benefit "the community". This term can be defined in several ways that were reviewed in previous chapter two.

On the one hand, community interest companies (CICs) known as a new type of limited company. This kind of company is focusing for those who wish to establish businesses which trade with a social purpose or carry on other activities that are beneficial for the communities. CIC usually tackle a wide range of social and environmental issues and operate in all parts of the economy. By making objective to achieve public good, Community Interest Companies have a valuable role to play in helping to create a sustainable and robust economy.

Community Association

The Community Association is a non-governmental association of participating members of a community such as a neighbourhood, village, condominium, cooperative, or group of homeowners, or property owners in a defined area. The participation may be voluntary, require a specific residency, or require participation in an intentional community. Besides, community associations may serve as social clubs, community promotional groups, service organisation, youth sports group or quasi-governmental groups. However, this research is focusing the community who are promoting and implementing environmental sustainability such as community land trust, community garden homeowners' association and neighbourhood association.

Within this study, it is necessary to include Community Association for the sample as they are vital components of a sustainable community. Members who participated in this category are usually contributing in implementing sustainability, particularly in environmental factors. Most of the participants is voluntary-based, and they do share common characteristics. Hence, the potential outcome from this category is to know

how members collaborated for some common purposes and the kind of relationship could be established from the collaboration.

Appendix 4: Question Development

The review of the literature revealed three issues which I believe are important topics to be included in the interviews. They are summarised in below table in which the factors considering the critical issues raised in the first research question.

| Factor for consideration for questions on the first section	The section provided in the literature	References with the keywords cited.
Defining Concept of Sustainability	Section 2.2.1 Section 2.2.4	Dernbach, (2009) & Fiorino, (2010): "sustainability involves three systems: environmental, economic, and political/social systems" (pp. 578) Hallstedt, Thomson & Lindahl, (2013): "companies must be willing to promote the concepts of sustainability to create products that offer environmental, social and economic benefits while protecting public health, welfare and environmental" (pp. 282). Broman et al. (2000); (Arthur, 2006): "The system conditions give a frame for ecological sustainability. Which the societal use of resources must be efficient and fair enough to meet

		basic human needs worldwide" (pp. 8).
Sustainability activities of the sectors involved	Section 2.2.4 Section 1.3	Morelli (2011): "as a condition of balance, resilience, and interconnectedness that allows human society to satisfy its needs while neither exceeding the capacity of its supporting ecosystems to continue to regenerate the services necessary to meet those needs nor by our actions diminishing biological diversity" (pp.5) Drexhage & Murphy, (2010): "Deep structural changes are needed in the ways that societies manage their economic, social and environmental affairs; and hard choices are needed to move from talk to action" (pp.7) Romero-Lankao, Gnatz, Wilhelmi, & Hayden, (2016): "Sustainability theory has its origins in biology and ecology, where it refers to the rates at which renewable resources can be used or polluted without

		affecting ecosystem structure and function" (pp. 3).
The benefits of implementing and promoting sustainability	Section 2.2.4	Galpin et al. (2012): "If a firm's sustainability efforts are to provide long-term value to both the company and society, sustainability must be integrated into the firm's strategy" (pp. 43). Visser, W. (2007): "It is evident in many of the definitions and concepts that they contain an implicit appeal to values and/or self-transcendent behaviour, i.e. that we should be contributing to something or helping someone beyond our selfish concerns or acting in the interests of the common good" (pp. 4). Hubbard (2009): "Strategically, organizations can see sustainability as a compliance issue (something that has to be done because it is law), a cost to be minimized (something to spend the minimum amount on) or an opportunity for competitive

		advantage (something that leads to opportunities)" (pp. 181).
		Elkington (1994): "focuses corporations not just on the economic value that they add, but also on the environmental and social value they add or destroy" (pp. 93).

Appendix 5: The area of Business Improvement Districts

BUSINESS IMPROVEMENT DISTRICTS
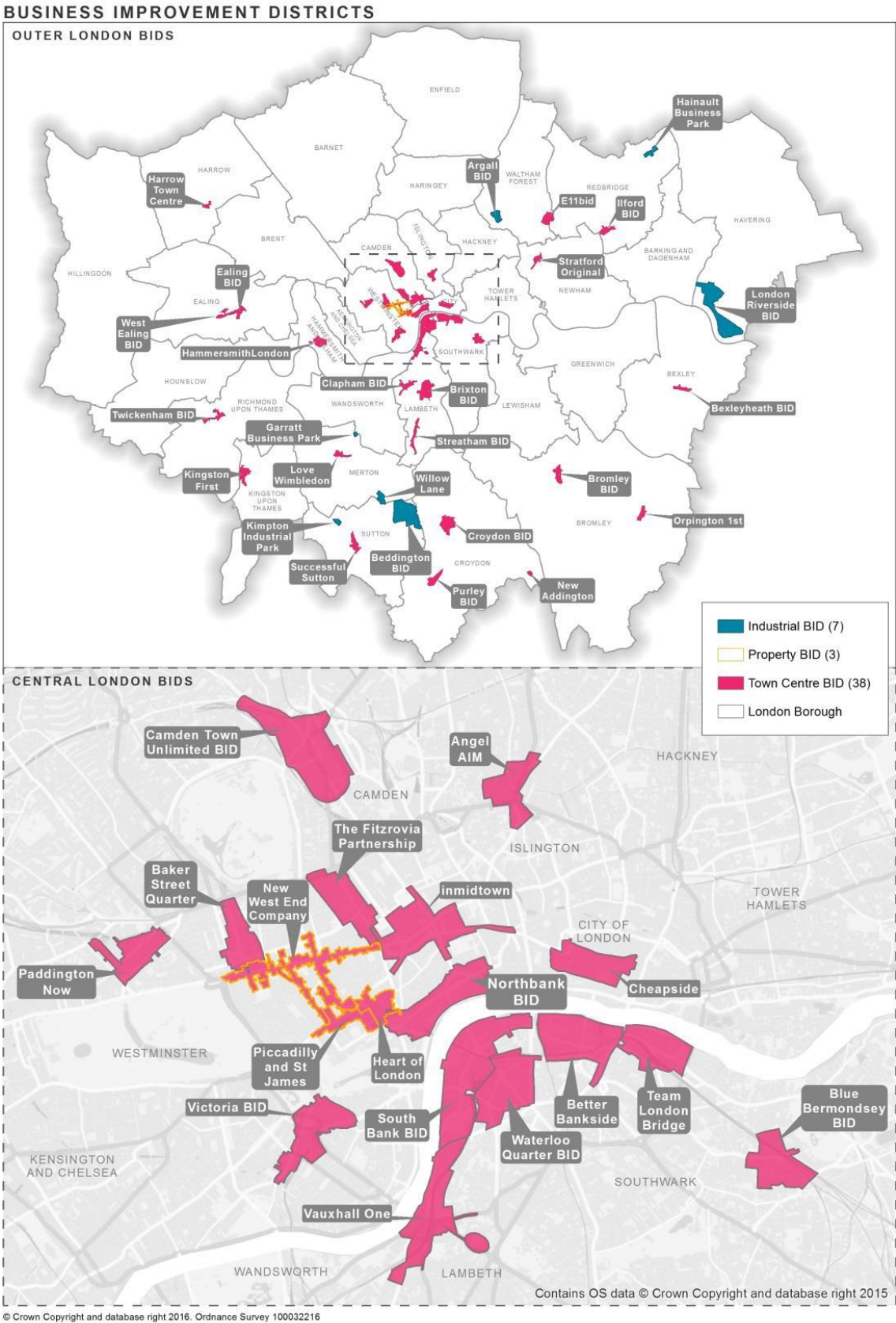
Appendix 6: Interview Topic Guide

School of Business and Law
University of East London
Stratford Campus
Water Lane
London
E15 4LZ

A. Motivation
1. What does the term "sustainability" stand for in your organisation and business context?
2. What are the challenges that your organisation faces in order to achieve that sustainability?
3. How do your projects or activities for sustainability benefits...
   a. The community and/or
   b. Your partners?
4. Do other organisations partner with your organisation for sustainability matters? If so, why?

B. Constitution of "The Community"
5. What are the roles of "community" itself for achieving sustainability?
6. How do the participants establish a common goal? Does collaboration matter for your specific kind of projects? If yes, why and how?
7. Could community activities solve global challenges such as environmental, social and economic challenges? If yes, how and why?

C. Relationships and Challenges
8. How does your organisation use/sell/promote/implement
   a. green and clean technology
   b. innovation in terms of sustainability business model
   c. to achieve tangible sustainability efforts?
9. How does your organisation approach the local community to involve it in your project? Where do your interests and the interests of the community naturally differ?
10. Which kind of relationships of you establish?
    d. Formal or informal
    e. Similar kind of organisations or what different kinds of organisations, individuals and parts of civil society
    f. Long-term or short term
    g. Trust or contractual
    h. Sharing moral principles and beliefs
    i. Sharing common business objectives
11. How do you establish such relationships? What are particularly somewhat conflicts that you have experienced in the past?

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Appendix 7: Consent Form

School of Business and Law
University of East London
Stratford Campus, Water Lane
London, E15 412

Programme of Study: PhD via Mphil in Business Thesis Working Title: The Role of Communities in Technological Innovation for Sustainability

I have read the information leaflets relating to the above programme of research in which I have been asked to participate and have been given a copy to keep (Information sheets #1 and #2). The nature and purposes of the research have been explained to me, and I have had the opportunity to 'discuss the details and ask questions about this information. I understand what is being proposed and the procedures in which I will be involved have been explained to me.

✓ I acknowledge the particulars outlined in the Information Sheet #1 and the Information Sheet #2 as attached to this form.

✓ I understand that my involvement in this study, and particular data from this research, will remain strictly confidential. Only the researchers involved in the study and the supervision committee will have access to the data. It has been explained to me what will happen once the programme has been completed.

✓ I hereby freely and fully consent to participate in the study, which has been fully explained to me and for the information obtained to be used in relevant research publications.

    ✓ Having given this consent, I understand that I have the right to withdraw from the study at any time up to the point of analysis without disadvantage to myself and without being obliged to give any reason.

Participant's Name |_____|

Participant's Signature |_____|

Investigator's Name

Investigator's Signature

Date

This study involves the audio recording of your interview (in and if agreed) with the researcher. By signing this form, I am allowing the researcher to audio tape me as part of this research. No video will be recorded during this interview. Only the research team will be able to listen (access) to the recordings. I agree I disagree C]
The tapes will be transcribed by the researcher and erased once the transcriptions are checked for accuracy. Transcripts of your interview may be reproduced in whole or in part for use in presentations or written products that result from this study. They will not be published.

Participant's Signature

    X

Appendix 8: All Codes

Category	Sub-category	Code title	Code description
Motivation	Defining sustainability	M-STR	a statutory requirement to protect natural environment
		M-CGR	making clean, green and quality of life
		M-RCL	reducing carbon emissions and climate change
		M-SV	survival to manage their financial, social and environmental risks
		M-SB	providing social benefits through the environmental responsibility
		M-EN	environmental protection, conservation energy
		M-SC	saving cost and making a long-term investment for sustaining the organisation
	Activities	M -CR	Carbon emission reduction
		M-RE	Recycling/Reuse
		M-FW	Food Waste reduction
		M-WS	Waste reduction
		M-RE	Renewable Energy
		M-GR	Green Travel
		M-IM	Improving green spaces and wildlife
		M-SE	Saving Energy
		M-IM	Improving local air quality
		M-CO	Community Garden
	Benefits	M-SL	Social well-being
		M-QU	Quality of life
		M-EP	Economic Practice
		M-BI	Brand image
		M-AI	Attract Investors
		M-SR	Sustain resources
		M-PV	Public values
Characters	Interest	C-GF	Geographic focus for sustainability in the city or borough
		C-JI	Joint interest in a specific sustainability aspect
		C-CE	Citizen engagement for a better or different society
		C-BP	Business purposes only, consortium of firms or business entities
		C-UF	User forum
	Relative role of various sectors	C-DC	Decentralised in subgroups
		C-CL	Centralised in leadership bodies
	Functional Entity	C-TS	Technology suppliers for clean and green technology
		C-SP	Technology service providers
		C-PM	Product manufacturers
		C-IA	Industry associations
		C-PI	Public interest organisations (policy, regulation, laws)

		C-PS	Policy makers for sustainably (national, city, borough)
Relationship	Terms Specified	R-IC	Implicit Contract
		R-MU	Mutual understanding
		R-WA	Written agreement
		R-MF	Membership forms
		R-BA	Formal business agreement
		R-IP	Informal Procedure
		R-FP	Formal Procedure
	Project planning	R-VG	Various goals
		R-DF	Determined joint focus
		R-AH	Things happening ad-hoc
		R-AN	As needed
		R-PA	Planned activities
	Competition for resources	R-HA	Highly accessible
		R-CG	Club good
		R-HC	Highly competitive
	Engagement	R-MR	Feeling morally responsible
		R-BT	Achieve business targets with doing a good thing

Appendix 9: Ethics Approval Form (1st Phase)

EXTERNAL AND STRATEGIC DEVELOPMENT SERVICES
uel.ac.uk/qa

Quality Assurance and Enhancement

UEL
University of
East London

> Having completed the thesis, it is considered that the title was very broad. Although the title is changed, the research questions are unchanged.

04 September 2015

Dear Nor Harlina

Project Title:	The Role of Communities in Technological Innovation for Sustainability
Researcher(s):	Nor Harlina Abd Hamid
Principal Investigator:	Dr Andre Slowak
Reference Number:	UREC 1415 126

I am writing to confirm the outcome of your application to the University Research Ethics Committee (UREC), which was considered at the meeting on **Wednesday 22nd July 2015**.

The decision made by members of the Committee is **Approved**. The Committee's response is based on the protocol described in the application form and supporting documentation. Your study has received ethical approval from the date of this letter. The approval covers those companies whose permission emails were submitted in the original UREC application. If you intend to include any further companies, permission emails or letters from these should be submitted for ethical approval as an amendment, accompanied by this form: http://www.uel.ac.uk/wwwmedia/schools/graduate/documents/Notification-of-Amendment-to-Approved-Ethics-App-150115.doc

Should any significant adverse events or considerable changes occur in connection with this research project that may consequently alter relevant ethical considerations, this must be reported immediately to UREC. Subsequent to such changes an Ethical Amendment Form should be completed and submitted to UREC.

Approved Research Site

I am pleased to confirm that the approval of the proposed research applies to the following research site.

Research Site	Principal Investigator / Local Collaborator
Participants' workplaces and telephone interviews	Dr Andre Slowak

Approved Documents

The final list of documents reviewed and approved by the Committee is as follows:

Docklands Campus, University Way, London E16 2RD
Tel: +44 (0)20 8223 3322 Fax: +44 (0)20 8223 3394 MINICOM 020 8223 2853
Email: r.carter@uel.ac.uk

Document	Version	Date
UREC application form	3.0	28 August 2015
Participant information sheet	2.0	06 August 2015
Consent form	3.0	28 August 2015
Invitation email	2.0	06 August 2015
Gatekeeper permission emails	1.0	07 July 2015
Interview topic guide	1.0	07 July 2015
Interview diary template	1.0	07 July 2015

Approval is given on the understanding that the UEL Code of Good Practice in Research is adhered to.

Please note, it is your responsibility to retain this letter for your records.

With the Committee's best wishes for the success of this project.

Yours sincerely,

Rosalind Eccles
University Research Ethics Committee (UREC)
UREC Servicing Officer
Email: researchethics@uel.ac.uk

Docklands Campus, University Way, London E16 2RD
Tel: +44 (0)20 8223 3322   Fax: +44 (0)20 8223 3394   MINICOM 020 8223 2853
Email: r.carter@uel.ac.uk

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Appendix 10: Ethics Approval Form (2nd Phase)

7th February

Dear Nor Harlina,

> **Having completed the thesis, it is considered that the title was very broad. Although the title is changed, the research questions are unchanged.**

Project Title:	**The Role of Communities in Technological Innovation for Sustainability**
Researcher:	**Nor Harlina Abd Hamid**
Principal Investigator:	**Dr Andre Slowak**
Amendment reference number:	**AMD 1617 28**
UREC reference no of original approved application:	**UREC 1415 126**

I am writing to confirm that the application for an amendment to the aforementioned research study has now received ethical approval on behalf of University Research Ethics Committee (UREC).

Should you wish to make any further changes in connection with your research project, this must be reported immediately to UREC. A Notification of Amendment form should be submitted for approval, accompanied by any additional or amended documents:

http://www.uel.ac.uk/wwwmedia/schools/graduate/documents/Notification-of-Amendmentto-Approved-Ethics-App-150115.doc

Approved Research Site

I am pleased to confirm that the approval of the proposed research applies to the following research site:

Research Site	Principal Investigator / Local Collaborator
Participants' workplaces and telephone interviews	Dr Andre Slowak

Summary of Amendments
The Researcher wants to add a second series of interviews, planned for Spring 2017. A new group of industry practitioners.

Ethical approval for the original study was granted on 4 September 2015.

Approval is given on the understanding that the [UEL Code of Good Practice in Research](#) is adhered to.

With the Committee's best wishes for the success of this project.

Please ensure you retain this letter, as in the future you may be asked to provide evidence of ethical approval for the changes made to your study.

Yours sincerely,

Fernanda Silva

Administrative Officer for Research Governance

University Research Ethics Committee (UREC)

Email: **researchethics@uel.ac.uk**