

	Policy of Sustainable Development
<p>I have been a member of Greenpeace for many years and my approach to sustainable development in all areas of life, including work, is well established. My procedures ensure that I:</p> <ul style="list-style-type: none">• Minimise the use of water, gas and electricity• Minimise the disposal of waste to landfill• Minimise emissions from transport by planning my journeys• Minimise use of office equipment and supplies including paper, chemicals and solvents• Ensure the correct discharge of effluent• Use my PC for drafting (or scrap paper if necessary) and not printing until satisfied with the draft• Avoid making unnecessary copies and make double sided copies when possible• Use the reverse of printed waste paper where possible e.g. for draft papers and file copies• Make notepads from scrap paper• Use Email to correspond wherever appropriate• Avoid printing out Email messages and attachments unless absolutely necessary e.g. because the record is of significant historic value• Deposit litter or unwanted goods in appropriate receptacles• Play an active part in supporting any waste re-cycling schemes introduced by the local authority• Re-use envelopes, paper clips, elastic bands etc• Switch off lights when not needed and at the end of the day• Switch off photocopiers, PC, televisions, radios when not in continuous use• Use power saving features on office equipment and all lighting• Keep windows shut in heated rooms to prevent heat loss in winter• Turn radiators or central controls down if weather permits• Use cold water if possible• Use car share or public transport on business trips if possible	

The One Wales Document and Mana-Cymru Ltd

The One Wales document comprises a 4 year programme from June 2007 and aspires to build a strong and confident nation, which will create a healthy future, and which creates prosperity and jobs in living communities including measures to support the Welsh language. It sets out plans to ensure learning for life, to create a fair and just society and to ensure a sustainable environment. In order to achieve these aims, the document refers to the provision of health services, creating jobs across Wales, stimulating enterprise and business growth, promoting tourism and enhancing skills for jobs.

I can contribute to these aspirations by ensuring that my own equal opportunities policy, my sustainable development procedures and my language policy are implemented at all times in order to act as exemplar for other organizations, especially my own clients.

In addition, I can and do contribute in a voluntary capacity by using my language and management skills to the development of the National Language and Heritage Centre and have contributed to the preparation of an ambitious business plan that has attracted some £2.1 million in grants to date and which will attract further funding to enable a £4.5 million development over the next 3 years. This will create 24 new jobs and will help to stimulate other organizations in the tourism sector in a particularly economically deprived area of Wales. It also contributes towards those aspects of inclusion to which the One Wales document refers in that monoglot English speakers are given the opportunity to learn the Welsh language in a residential setting that provides complete immersion, in order that they can participate in and contribute fully towards the bilingual community that is Wales.

I am also a non-executive director of a community interest company that is the wholly owned subsidiary of the Students' Union at Bangor University. The Company acts as the Union's trading arm and is undergoing some major changes in strategic direction due to the University's decision to develop certain land and buildings in Bangor. The changing demography of the student population is also causing the Company to reconsider its traditional position of providing alcohol and nightlife to students: a more diverse makeup of customer including increasing numbers of foreign students has necessitated a re-think and change of strategic direction in order to satisfy changing tastes. The Company is comfortable with this change since it will necessitate the provision of healthier and more satisfying products in terms of lifestyle issues.

In addition, I also manage a small management training practice and have delivered training courses to organizations across the public, private and

voluntary sectors and across all of the target market groups as described in this tender. This contributes to the continuing learning elements as discussed in the One Wales document and contributes towards the improvement in management skills within the community.

Finally, I can contribute towards a more vibrant economy within the private sector by providing consultancy and mentoring services that have shown a not inconsiderable level of success in the past, as testified by past and present clients.

SMEs

Small and medium sized enterprises (SMEs) are, by definition, smaller organizations and, as a result, do not have the resources to expand their businesses. Their barriers to growth stem from the fact that financial resources are scarce and that they have a single entrepreneur with an enterprising vision who has often seen the organization grow to a size that cannot be controlled. While there may be nominally a management team there is usually no management training in place and skills are acquired on the hoof.

Consequently, there is generally a dearth of management skills at board level and while there is no shortage of enterprise there is sometimes a reluctance to proceed with exciting ventures because of an uncertainty regarding the level of available skills at management level. Also, there are certain areas of Wales where operational skills are in short supply due to a migration of young, talented people to the large conurbations.

The lack of management skills extends to a difficulty in raising finance from the various sources that are available to SMEs, especially in “convergence” areas and, whilst these must often be matched by the organization’s own resources, there is often an uncertainty among managers of the methods to be adopted. This often causes staff to be demoralised and frustrated in their efforts to create growth.

There is also a tendency to rely on the “grant culture” where SMEs depend on the Assembly Government to help financially. This attitude can be a severe barrier to growth.

Strategic SMEs

Sector Grouping 1: Enabling

Energy, Environmental Management, Telecoms / ICT:

The specific issues affecting this sector grouping are related to the political pressures arising from a need to create a sustainable infrastructure for the support of other business sectors. They are consequently affected by a need to be able change rapidly in order to cope with required developmental changes in other sector groupings. For example, an organization within the energy sector will need to form strategies that ensure a balance between capacity and demand; an organization in environmental management will be expected to satisfy an increasing political demand to improve its operational procedures and a telecoms / ICT business has the task of ensuring that it is at the cutting edge of the available technology. In general, the decline of heavy manufacturing industries is a further issue that might affect this type of organization.

These pressures are additional to those affecting all organizations such as cash and skills requirements. They must be withstood if this grouping is to give the support required to other areas of the economy. The rapidly changing external environment can be managed by ensuring that organizations within this grouping have structures that are a complete fit with their fast-moving strategies. They must be flat organizations that can move quickly on their feet without losing an overall strategic direction.

Analysis of the external factors and the threats and opportunities they afford to the business should be made on a regular basis. The trends relating to demography and other socio-cultural issues, the state of the economy, innovations in technology, the political forces affected by ecological and regulatory issues are all areas for continual analysis in order that businesses can anticipate changes.

Sector Grouping 2: Strategic

Biosciences, Health, Financial / Professional Services, Creative Industries, Automotive, Aerospace:

Organizations within this grouping are required to cope predominantly with issues of skills shortages in the labour market. Their products are of a high standard, are required to be innovative and are thus reliant on a highly skilled workforce within the SME sector. There are additional issues relating to the different types of organization within the grouping. For example, the automotive and aerospace industries have an exceptional need for financial resources while those organizations in biosciences, health and creative industries need to be exceptionally innovative. Financial and professional services, in common with other members of this grouping are required to have updated skills if they are to contribute in any meaningful way to the Welsh economy.

It follows, therefore, that this grouping must ensure that it has a full awareness of the external environment in which its members operate. This can only be achieved by rigorous analysis and the advisor's rôle must include provision for analysis of the PESTEL factors. Whilst this grouping too must be able to change direction quickly as technological advances occur, there must be a device to ensure that changes can be anticipated and the organizations must be able to effect change before they are forced to do so. An analysis of the way in which external trends can affect these businesses will ensure competitiveness.

Remoteness from the physical market place is an additional key issue faced by these organizations and this perceived distance can be diminished by use of technology.

Sector Grouping 3: Economically Important

Construction, Food, Defence, Retail, Leisure & Tourism

The cost of energy will be an increasing issue facing organizations within this grouping. The continuously rising cost of oil will increase the cost of materials for the construction industry, will increase the cost of food and is a considerable threat to the leisure and tourism sector. Retail organizations are threatened by the internet and the ease with which goods can be sourced and bought on-line while organizations in the defence sector will have increased costs. These negative factors can be neutralised provided they are anticipated. For example, all organizations within this grouping can ensure that their products are differentiated and compete on quality rather than price. In order to do this, they must be aware of their customer's needs and the trends of the market place.

A construction organization can, for example, turn the economic climate to its advantage by exploiting the need for environmentally friendly homes and affordable housing. Similarly, a tourism organization can reverse the disadvantage of the increased costs of travel by emphasising the comparative benefits of the tourism product in Wales. These industries must therefore concentrate on the strengths and weaknesses of their internal factors such as their product, communication techniques, the customer orientation of their people and their image.

Social Enterprises

The distinct nature of social enterprises stems from the fact that they have usually been established by a group of well-meaning individuals whose main mission is to develop an organization that will contribute positively at an ethical level to the community as well as provide a vehicle for employment. These founding individuals, whilst acknowledging the importance of continued viability, are often less concerned about generating economic benefits than they are about provision of services and the organizations' cultures are often skewed accordingly.

Consequently, there is generally a dearth of management skills at board level coupled with a conservatism in terms of generating surpluses. A number of examples have been encountered where the executive officers might have an idea for an exciting project in conformity with the organization's culture and mission but which will nevertheless be turned down by the Board because of the reluctance of some members to be enterprising. This lack of enterprise is often the result of a lack of knowledge around management issues.

This lack of management skills extends to a difficulty in raising finance from the various sources that are available to social enterprises and, whilst these must often be matched by the organization's own resources, there is often an uncertainty among trustees of the methods to be adopted. This often causes staff to be demoralised and frustrated in their efforts to create growth.

The lack of direction given, and business acumen shown, by many boards of trustees leads to a lack of strategic planning with an accompanying skills deficit.

Diversity

The main rationale behind equality and diversity legislation in employment is not only to provide citizens with their basic human rights but also to ensure that organizations make the best use of their most important resource. The diversity of an organization's workforce is its main strength since different perspectives arising from various cultures are applied to the organization's activities.

Some organizations need to have this rationale explained to them and this will depend largely on their own individual cultures. Thus, for instance, social enterprises are by and large tuned in to the legislation and good practice in this regard, and it would be patronising to preach to the converted. However, there are many organizations within the private sector, especially the smaller ones, whose culture will kick against the traces of equal opportunities.

The principles need to be applied in respect of all six* strands of the legislation and across every aspect of the organization's activities be they selection and recruitment, workplace activities, training and development, grievance procedures, operations and marketing.

It is not the advisor's rôle to give legal advice in terms of the legislation but there are certain issues that have become very clear over the past few years and good management practice has been embedded into the cultures of many organizations in this regard. In cases where complex legal issues might arise however, the advisor would be wise to avoid giving direct advice and to refer the client to either a lawyer or to a specialist in employment legislation with appropriate professional indemnity insurance cover.

*The six strands are: age, disability, gender/gender identity, faith / religion, race, sexual orientation

Sustainable Development

An acceptable definition of sustainable development in business would be “development which meets the needs of the present without compromising the ability of future generations to meet their own needs”.

While social enterprises are, by and large, often more conscious of environmental issues than organizations in the public and private sectors it is important that they and their professional advisors are aware of the various environmental management systems (EMS) that should be adopted. These are similar to other management systems, such as those that manage quality or safety. Strengths and weaknesses are assessed and this helps to identify and manage significant impacts, securing cost savings and internal efficiencies. Benchmarks for improvements can be established and intended benefits can be recognised that will help keep track of progress. Issues of Sustainable Development can therefore be applied and practically integrated with other day-to-day processes such as health and safety management and quality assurance.

As with any management system, organizations need to set objectives that are specific, measurable and realistic. The workforce must take ownership of these objectives and a policy document might be prepared with due consultation with everyone concerned. The policy would be based on the original assessment and after checking on legal and other regulatory requirements. This policy document will be the guide for the EMS and will show all stakeholders (customers, employees and others) the level of commitment that has been made. This commitment can be further buttressed by obtaining EMS certification, such as through ISO 14001, BS 8555, Green Dragon or the Eco-Management and Audit Scheme (EMAS).

The objectives of the EMS should be built in to the organization’s key performance indicators and success or otherwise can be measured regularly.

1. Community Enterprises & Development Trusts

Community Enterprises and Development Trusts are trading social enterprises serving a geographical community or community of interest and have representatives from the community on their board of directors. They sell goods and services and have a long-term commitment to create jobs or provide a service for members of the community.

Consequently they must be enterprise-led and benefit the community in some way such as, for example, the tackling of social exclusion. Although they have a particular culture of giving benefits to the community they are nevertheless required to create surpluses and be financially viable. They must therefore have a robust business plan that stacks up, incorporating a marketing and training plan.

These types of social enterprise are usually, but not always, a company limited by guarantee with charitable status. Profits cannot be distributed to members, but must be used for the further benefit of the local community. The board of a Trust is made up of representatives from the public, voluntary/community and private sectors; these (along with individuals and additional funders if appropriate) may be elected from 'voting sections' of the membership.

The board is the policy-making body, and is unpaid, although paid staff may be employed to carry out day-to-day operations. The organization's objectives may be further achieved by setting up subsidiary organisations, such as, for example a trading arm whose profits are returned to the parent organization. There are therefore further issues resulting from employing people such as employment law, training and development etc.

All these issues should be addressed in a way that is sensitive to the culture but which is nevertheless business-orientated.

2. Co-operatives

Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership. They are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Members have a right to vote and sometimes participate in the daily running of the organization.

Co-operative enterprise has been described as people-centred sustainable development. Co-operatives are therefore enterprises that have a culture of having a fundamental respect for human beings and a belief among their members in their capacity to improve themselves through mutual self-help. Their democratic procedures, as applied to economic activities, must be feasible, desirable, and efficient.

Their culture will therefore reflect the values underlying self-help, self-responsibility, democracy, equality and equity and, as a result, their activities are performed in an ethical manner.

The issues affecting these clients are therefore heavily concerned with seeking consensus among the membership. These can be addressed by ensuring that a small representative group has access to the business advice and that this group is able to carry the co-operative's members with it.

In common with other forms of social enterprise, it is imperative to respect the particular form of culture within the organization if an effective service is to be given.

3. Community Interest Companies

A Community Interest Company (CIC) is a legal form that has the capacity to generate surpluses for re-investment in the community. A CIC cannot convert to become an ordinary company and can only cease to exist if it dissolves or liquidates or converts to a registered charity. CICs are limited liability companies who have the essential feature of their activities being carried out for the benefit of the community. One of the major issues facing CICs is therefore that they have a clear picture of the community which they serve. "Community" is usually easy to define and can be narrow in its use (e.g. "the young unemployed") or have a broader interpretation (e.g. "provision of advice services").

The activities of CICs must benefit the community and the benefit can derive either from the activity itself and / or from the profits of the activity. It is important to note that a CIC cannot benefit only the members of a particular body or the employees of a particular employer unless it brings benefits to a wider community.

It is often the case that registered charities set up CICs as subsidiary companies that act as a trading arm to generate profits for the benefit of the parent charity. In these cases, the CIC is subject to scrutiny by the Charity Commissioners.

Issues facing this type of social enterprise include tax implications and the attitude of funding bodies towards them. Subsidiaries of charities may be subject to inflexibility on the part of the regulatory body and cannot rely on the charity for financial support in times of difficulty.