

# Proforma for Responses

**Question 1.** Do you think that our aims and commitments are clear and realistic, particularly in view of the current economic situation?

The overall aim is clear and appropriately challenging. The key is to change existing practice and to stimulate new business/organisational models as inferred by the statement "...to enable businesses and organisations in Wales both to improve their own environmental performance and also to take advantage of business opportunities that arise as our society moves towards more resource efficient climate-conscious living and working." (p4)

Fundamentally the purpose and commitments do have the appropriate intentions but need to be grounded and turned into clearer and stronger commitments / objectives to ensure the strategy is achievable.

In the short term decoupling will be potentially seen as a challenge in the current climate but this should not mean that the Green Jobs Strategy should amend its aspirations. Evidence is being collected that suggests that the green agenda is actually providing a firm competitive agenda during this period of flux. The Hartman Group (USA) survey of some 9,000 consumers in East Asia, Europe and North America found that more shoppers were making sustainable purchase decisions in 2008 than in the year before. Their research also suggests consumers are becoming more willing to pay higher prices for green products than they were in the past (Available: <http://www.hartman-group.com/publications/view/81>).

## About you

**Question 2.** Are you responding on behalf of an organisation or as an individual?

Business representative organisation	<input type="checkbox"/>	Private/commercial organisation	<input type="checkbox"/>
Social enterprise etc	<input type="checkbox"/>	Public sector	<input checked="" type="checkbox"/>
Environmental NGO	<input type="checkbox"/>	Private individual	<input type="checkbox"/>

**Question 3.** Are you currently greening your organisation? (For example, energy management, water management, environmental policy, energy efficient lighting etc)

Yes  No  If so, please list the main activities are you undertaking:

We have a basic environmental and social policy which we implement.

**Question 4.** Please list any environmental support organisations that you are aware of. Please mark those that you have received advice from.

Envirowise  
Carbon Trust

Energy Savings Trust  
Environment Agency including NetRegs  
WRAP  
Manufacturing Advisory Service  
Design Wales  
ITC's  
BECs  
Various academic research centres eg CARM, BRASS  
Arena Network  
Groundwork Tust  
WET  
Cynnal Cymru  
Cylch

**Question 5.** What action(s) (by the Welsh Assembly Government) might convince, or enable, your organisation to improve your 'green' credentials?

- Greater rewards and incentives to stimulate new behaviour and new ways of working
- Rapid small scale investment in pilot projects
- A more holistic joined up approach from policy makers through to the delivery staff and intervenors
- Adoption of life cycle thinking principles across the Government

### Greening of existing businesses

**Question 6.** Do you believe that the actions proposed in Chapter 3 will lead to a coherent network of support for organisations intending to future-proof their operations, products, services or premises?

Yes       No

**Question 7.** Please list any areas or gaps that you are aware of in the existing direct support to organisations that the proposed actions do not address.

**The proposed actions of the strategy appear to have been condensed down to a level that could potentially overlook critical existing green jobs. These areas are however referenced in Chapter 4 for 'New Green Jobs'. This leads to the question as to whether the actions should be separated across the two chapters. The specific omissions are:**

- **Innovation, Research and Development Fit for the Future**  
**Supporting innovation, both radical and incremental whether it be across organisations or a particular product or service, and finding ways to accelerate innovation are critical. The aim**

will be to create value by meeting, exploring and developing unmet needs and niche markets. There are significant challenges related to undertaking eco innovation related to limited resource and knowledge base, control and leverage within a supply chain, sunk investments in old processes and technologies and potentially degrees of cultural inertia. To counterbalance these challenges existing businesses will need tailored support to change both organisational behaviour and their outputs.

#### **- Education and Knowledge Exchange Fit for the Future**

There seem to be significant implications related to skills, training and knowledge transfer within existing jobs which the strategy should be supporting. Leadership and Management skills are only one of the many important areas. An action needs to reflect how the WAG will address both individual and organisational learning. This could be based around establishing sector-based, sustainability learning hubs to provide a strong focus and help to address historic problems based upon organisational thinness.

Following on from this, research suggests that it is important to build open systems of innovation that allow business to share knowledge with competitors, non-competitors, suppliers and customers. Welsh clusters and networks therefore will need to be 'refreshed.' It will only be through more radical thinking that it will be possible to maintain longer term resource 'value' across the whole supply chain and associated jobs. e.g. new business models based on the provision of services rather than cost-based competition on products, or new cost models based on extended product life cycles.

Evidence has shown that ecodesign is good design and good business practice - this life cycle thinking approach needs to be instilled across all of the existing clusters, networks and support organisations. Without this the green jobs strategy can only achieve limited success.

#### **FS4B:**

EDC commend the more coordinated approach proposed and believe that there is a need to ensure that FS4B build long term relationships that can offer stronger post-intervention support and extended evaluation and communication. A strong relationship with the Business Innovation Model (BIM) team will also be vital.

There is no single policy intervention available for promoting the ecodesign of products and services; therefore if ecodesign is a constant learning experience the instruments promoting it have to visibly reflect the same values. There is a real need for FS4B to explore informal support channels including new ideas around risk capital and new commercialisation models.

Will FS4B have a communication link to all businesses eg third sector, farming, Educational Institutions, fisheries, retail etc? If not, there is a need to fill this gap so that all existing businesses can be approached. Arguably the other business support organisations listed such as WRAP and Carbon Trust have not focussed on some of these sectors historically.

#### **Measurements and targets:**

Although harsh to say monitoring and evaluation seems to be tokenistic within this Framework strategy document. If this has not yet been agreed or aligned with other strategy data collection this can be included as an action. Arming businesses and organisations with appropriate data will ensure that decision making in Wales is more informed. This does not mean overloading and stifling real activity but using the best available indicators to track progress and identify trends.

**The WAG needs to build an evidence base around priority products, sectors and materials**

**using both existing data sets and through commissioning new studies to aid benchmarking. The Green Jobs Strategy could help to inform this process.**

**Overall the governance of the strategy such as how this is reported upon and how will this affect/change/renew other policy areas could be more explicit. WAG need to create a policy learning culture. There needs to be a greater focus upon internal policy learning, responsiveness and the sharing of findings between the WAG and intermediary organisations. The Green Jobs Strategy could help to facilitate this process.**

**Question 8.** Please list the networks (such as professional or trade bodies, business clubs etc) that you or your organisation are a member of. Please mark those that you believe could be used to reach a wider audience with advice or support on future proofing.

### **New green jobs**

**Question 9.** Do you believe that the actions proposed in Chapter 4 will help to stimulate the creation of New Green Jobs in Wales?

Yes  No  Please state why:

Although the Chapter begins by talking about historical sector activity, the actions are clearly moving Wales away from this focus and moving towards knowledge and the tools to facilitate change and new jobs. As a result the case studies are perhaps not inspirational enough to illustrate the new opportunities available to Wales, opportunities that do not necessarily have to involve big business nor always be based upon the creation of a completely new business (eg consortium / secondment based approaches).

It is encouraging that the strategy aims to create bridges between different policy areas e.g. economic development, skills and sustainable development (as discussed in Appendix A). EDC recognise the importance and challenges of “horizontalisation” of policy. It would be beneficial to see how the strategy will put this into practice – i.e. through road-mapping etc.

The strategy however, does not build a convincing case that there will be cohesion. For example, the role of interactions between business networks and other agents of knowledge creation and skills development such as universities and research centres. This is broadly about taking an innovation systems perspective. This can be overcome by making the governance of the strategy more explicit.

As discussed in Question 7, EDC understand the need to acknowledge the support necessary for both ‘existing’ and ‘new’ green jobs but do not believe it is necessary to differentiate. This is particularly relevant when developing technology, products and services. It is through R&D and creative problem solving that new spin out ideas are formed. For this reason the cross-over between Chapter 3 and Chapter 4 needs to be addressed.

**Question 10.** What forms of market intelligence do you think that businesses will need in order to identify the new opportunities in a lower carbon economy?

- Accurate datasets based upon supply chain models appropriate to Wales to allow businesses to make informed decisions.

Due to the business demographics of Wales being predominantly SMEs very few enterprises within Wales are currently performance measuring to the degree necessary for significant environmental improvements to be made. For example life cycle analysis (LCA), carbon footprinting, sector benchmarks and standards. The WAG could help this situation by providing concrete examples and communicating more clearly priority areas appropriate to Wales. The would aim being not to stifle creativity but to make more effective progress within a shorter timeframe.

- Finding better ways to showcase local and international success to stimulate ideas and explore transferability

- Improving trend monitoring related to sustainable consumption and production

**Question 11.** What additional help do you believe that businesses need in order to increase the number of new Green Jobs in Wales?

- The WAG to set priorities and clearly communicate sustainable development priorities (consistently across all policy areas). Policy development needs to be more design led thereby facilitating greater coherence and greater user engagement.

- A clear, consistent message from WAG that ecodesign is good design and good business practice. Ecodesign is not an add-on activity.

- Appropriate infrastructure alongside commitments to address infrastructural challenges.

- The opportunity to mobilise and undertake more pilot projects to test theory.

- New informal support channels including new ideas around risk capital and new commercialisation models.

- Greater support and a more active role for social entrepreneurship and social enterprises to stimulate regional and community responses.

**Question 12.** Do you think that schools, colleges and/or Universities in Wales will need to provide additional training or skills in order to support the desired increase in Green Jobs?

Yes

No

If yes, please list any key skills or training provision that you believe to be missing.

- Ecoliteracy and social literacy are critical on all levels this includes policy makers and civil servants as well as professionals and students. Organisations will also need to be assisted to ensure that they can confidently meet expectations and reflect Wales' sustainable development aspirations and thereby increase or safeguard employment. This will involve innovative education and training models that engage the workforce. For example with ecodesign, expectations and intentions reflect a need to tackle more challenging and strategic issues. Because of this there is a need to strike a balance between both individual and organisational learning. The Strategy needs to find ways to support these learning requirements.

- Outreach techniques and communication mechanisms
- Performance measurement skills

Fundamentally there is a need to develop the leaders of tomorrow with the appropriate skills, competencies and capabilities in key topics such as entrepreneurship, ecodesign, life cycle thinking and eco-innovation.

**Question 13.** We believe that we will be able to influence the creation of New Green Jobs in Wales by working with organisations through their supply chains and networks. Do you agree?

Yes  No

**Question 14.** Please use this opportunity to state the three most important issues that you would like to see addressed or given higher priority in the proposed Green Jobs Strategy.

1. Less focus upon traditional sectors and more focus upon new ways of working. This will involve maintaining as well as creating sustainable workplaces and working hard to create sustainable outputs from that workplace. .."Green Jobs' can encompass jobs that arise from any activity which has positive outcomes for the economy, society and the environment." (p4)

2. Fostering innovation such as building upon the industrial heritage by encouraging these technical experts to co-create new opportunities, encouraging local/regional solutions, facilitating ways to bring together diverse teams to design solutions.

3. Aligning the Green Jobs Strategy with the Department for Children, Education, Lifelong Learning and Skills to address professional and community skills / development along with aligning it with other key strategies such as Waste, Manufacturing and Innovation.