

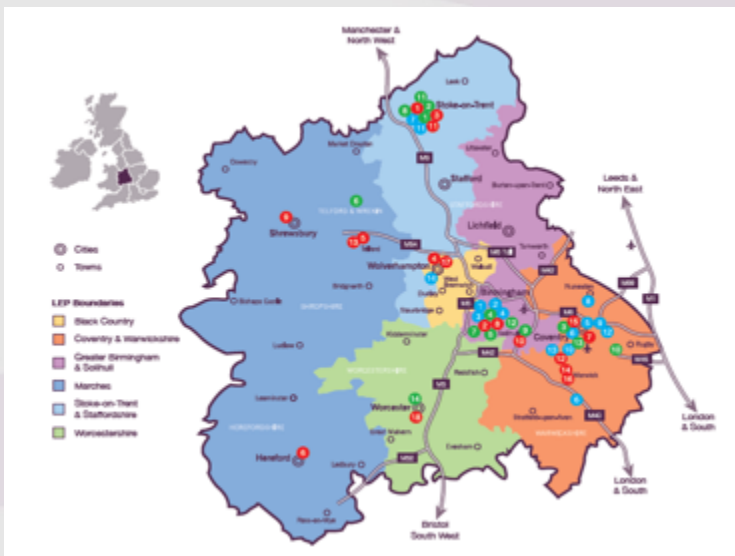
Brexit, Trump and beyond: dealing with uncertainty

**Sben – Environmental Legislation & H&S
Update**

16 February 2017

**Dr Simon Slater, Associate Director
Sustainability West Midlands
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Who we are



The sustainability adviser for leaders of the West Midlands

Created in 2002 as a not-for-profit company

Government recognised 'sustainability champion body' for West Midlands

Board is private sector led and cross-sector representative

Catalyst for action with members and networks in the private, public and voluntary sectors

Core team of staff and associates based in Birmingham office

Graduate of Goldman Sachs and Aston Business School 10,000 small businesses programme



Our vision is that by 2020 businesses and communities are thriving in a West Midlands that is environmentally sustainable and socially just.



Policy – evidence base and independent monitoring

“Critical friend” - sustainability roadmap to focus cross-sector action & reviews, based on £1m research, reported on annually – only one in UK.

Outreach – cross sector networks and communications

“Network of Networks” – good practice events for green business clubs, communities, NHS, universities, LEPs, local authorities, for over 4,000 people a year. Our communications reaches over 10,000.



Investment – promoting and securing

“Broker” - promoted over £1.5 billion of funding to local businesses and communities. Inward investment support.



Programmes – development and delivery

“Intelligent Client” - delivery of £1m DCLG fund which resulted in over £5m worth of energy saving in councils and community groups.



98% of our customers rate us ‘excellent to good’ in the delivery of our services (2015-16)

Uncertainty...

Bad news?

- **Brexit**
- **Trump**
- **Rise of Russia**
- **Cyber warfare**
- **Broccoli shortage**

Good News?

- **Sustainable Development Goals**
- **Paris Agreement**
- **Mission Innovation Fund & China & India**
- **Climate UK Act**
- **Industrial Strategy**
- **West Midlands Mayor**



2010 Challenge	Priority Action	2020 Issue
Business The West Midlands performance in high growth sectors is 20-30% below the UK average. A strong and resilient business sector is essential to the long-term economic growth of the region.	Jobs Investment in skills and training to support business growth.	Business The West Midlands is at risk of being a leading region for the future economy. However, the region's economic performance is at risk of being undermined by the impact of the global financial crisis.
Community The West Midlands has a high level of social deprivation. This is a major challenge for the region's long-term economic growth and social cohesion.	Skills Investment in skills and training to support business growth.	Community The West Midlands is at risk of being a leading region for the future economy. However, the region's economic performance is at risk of being undermined by the impact of the global financial crisis.
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	Energy Investment in energy infrastructure to support business growth.	
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Strategy

Operations



Local Networks



“The best way to predict the future is to create it”

Peter Drucker (1973)

Direction - are you clear on what your business wants to achieve?

“The future is already here — it's just not very evenly distributed”

William Gibson (1993)

Resilience – are you able to look ahead and navigate and respond to the future risks and opportunities?

Strategy Tool Example - Our Vision & Roadmap to 2020



Vision: By 2020 businesses and communities are thriving in a West Midlands that is environmentally sustainable and socially just.



Roadmap: The 2010-2020 sustainability goals

- Improve the productivity of our economy by 30%
- Reduce carbon emissions from transport, buildings and business by 30%
- Reduce the health inequality gap within our communities by 30%

Annual Monitoring: Progress on sustainability goals and priority cross-sector actions



Only region in UK with an independent and monitored sustainability plan



Government Office for Science Foresight Future Cities Programme co-funded Sustainability West Midlands to update previous work with stakeholders to:

- Develop a checklist of economic, social and environmental future drivers
- To cover Birmingham and wider West Midlands, and periods of 2020, 2040 and 2060
- Guide or slide pack that could be used by local decision makers at business planning away days and for strategy reviews
- Subsequently used by SWM members for HS2, housing, corporate strategies, business innovation and start-ups

12 Key Future Drivers for Birmingham and the West Midlands 2020-2060 (Society, Business, Environmental)	
S1	Population Changes
S2	Changing workforce, skills and working practices on business
S3	Impact of lifestyles and environment on health
S4	Increased demand for more regional or local powers and governance
S5	Widening inequality and inclusion gap
B1	Knowledge economy and networked world
B2	Accelerated change from new technology opportunities for business
B3	Globalisation of markets and competition on business
B4	Increased stress on transport infrastructure for public services and business
E1	Pressure for climate change adaptation
E2	Emphasis on lower carbon energy supply, security and cost for public services, business, and communities
E3	Increased pressure on natural resources

12 Key Future Drivers for Birmingham and the West Midlands 2020-2060 (Society, Business, Environmental)	
S1	Population Changes (+)
S2	Changing workforce, skills and working practices on business (+++)
S3	Impact of lifestyles and environment on health (+)
S4	Increased demand for more regional or local powers and governance (+++)
S5	Widening inequality and inclusion gap (++)
B1	Knowledge economy and networked world
B2	Accelerated change from new technology opportunities for business
B3	Globalisation of markets and competition on business (++++)
B4	Increased stress on transport infrastructure for public services and business
E1	Pressure for climate change adaptation (+)
E2	Emphasis on lower carbon energy supply, security and cost for public services, business, and communities (++)
E3	Increased pressure on natural resources (+++)

The Midcounties Co-operative

Social Responsibility Report 2015/2016



SWM have worked with Midcounties Cooperative since 2011 on providing annual sustainability (direction) and resilience (futures) reviews

- New energy business
- Improved resilience to extreme weather events
- New approaches to waste reduction, food distribution policy, local food sourcing and healthy food
- Still need to improve longer term planning & goals (10 years)

www.sustainabilitywestmidlands.org.uk/resources/independent-social-responsibility-review-for-midcounties-co-operative/

Integrated approach recognised by Queen's Award for Enterprise for Sustainable Development in 2015



2010 Challenge	Priority Action	2020 Issue
Business The West Midlands performance in the long-term is uncertain by 2020. A range of uncertainties are likely to impact on the performance of the region, including the impact of the global financial crisis, the impact of the global financial crisis, the impact of the global financial crisis, the impact of the global financial crisis.	Jobs Investment in infrastructure and skills to support the region's economic recovery.	Business The West Midlands is likely to be the region leading the recovery from the financial crisis, leading to a range of opportunities for the region, including the impact of the global financial crisis, the impact of the global financial crisis, the impact of the global financial crisis, the impact of the global financial crisis.
Community The West Midlands is likely to be the region leading the recovery from the financial crisis, leading to a range of opportunities for the region, including the impact of the global financial crisis, the impact of the global financial crisis, the impact of the global financial crisis, the impact of the global financial crisis.	Waste Investment in waste management and recycling to support the region's economic recovery.	Community The West Midlands is likely to be the region leading the recovery from the financial crisis, leading to a range of opportunities for the region, including the impact of the global financial crisis, the impact of the global financial crisis, the impact of the global financial crisis, the impact of the global financial crisis.
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Strategy

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Local Networks



“A strategy without action is just a dream”

You have identified key future risks and opportunities to your direction as a business...

“Leadership is 1% vision and 99% alignment”

but how do you implement them?



Business Resilience Healthcheck

www.businessresiliencehealthcheck.co.uk

Free tool developed by Climate UK, Business in the Community and the Environment Agency to help businesses assess and reduce impact of extreme weather events.

- Looks at managing impacts on markets, operations, financial, insurance, premises, staff, logistics
- Provides improvement report with links to resources

After support programme in West Midlands 100s of businesses reported reduced losses or increased sales in new markets.



<http://www.sustainabilitywestmidlands.org.uk/resources/cleone-foods-winner-of-the-bitc-business-resilience-award-2013/>

Birmingham based SME manufacturing Jamaican food for supermarkets. Disruption to supply can incur financial penalties and lose contracts.

- Reciprocal agreement with other food manufacturer which allows emergency production to be easily shifted between sites.
- Backup generators, data stored off-site, snowplough attachment for forklift to clear access roads.

As a result have suffered no disruption in supplies since 2009 and won major supermarket contracts based on this – increasing sales by 11%

**GOD GRANT ME THE
SERENITY
TO ACCEPT THE THINGS
I CANNOT CHANGE
COURAGE
TO CHANGE THE
THE THINGS I CAN AND
WISDOM
TO KNOW THE DIFFERENCE**

‘Serenity Prayer’ Reinhold Neibuhr (1936) – issued to US army soldiers in World War II, and adapted by Alcoholic Anonymous.

- Focus on what is within your control and do that well
- During times of change and uncertainty – useful for organisations to refocus on their values and who they are to act as a compass to navigate change
- Empower staff to act and make a difference where they can & celebrate this...



<http://www.springfieldproject.org.uk>

Birmingham based community regeneration charity providing housing, education, family support to over 8,000 people in some of the most challenging circumstances in the UK

Ongoing uncertainty over major funding streams and requirements of funders & increased pressure on services

- Put future strategy in place
- Revisited values and engaged staff about making best of what was within their control
- Celebrating impact and success
- Currently part of a consortium to run future Childrens services in Birmingham



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“The best low carbon and resilient competitive places in the UK and Europe are the ones that have the best local networks for sharing ideas, skills, intelligence and resources”

(SWM 2010)

Don't face the future
alone...



<http://www.sustainabilitywestmidlands.org.uk/networks/cross-sector-green-business-clubs-network/http://>

SWM runs 10 different sector led networks. This includes a network of green business clubs in and around the region. Local clubs help share good practice and build local relationships.

- Sharing of regular environmental legislation and low carbon policy updates
- Inspiring good practice and new partners
- Developing new joint solutions e.g. future business support
- Raising the profile of the area with Government and local and inward investors
- Driving cross-sector innovation

As a result over £1.5 billion of help and funding has been promoted via these networks over the last 5 years

Find out about joining your local green business club

<http://www.sustainabilitywestmidlands.org.uk/networks/cross-sector-green-business-clubs-network/http://>

Sign up to the SWM newsletter to get legislation and policy updates

<http://www.sustainabilitywestmidlands.org.uk/work-with-us/subscribe/>

West Midlands Sustainability Roadmap 2020 & Monitoring

<http://www.sustainabilitywestmidlands.org.uk/resources/swm-2020-roadmap-monitoring-report-2016/>

West Midlands Futures Toolkit

www.sustainabilitywestmidlands.org.uk/resources/8476/



2020 Challenge	Priority Action	2020 Issue
Business The West Midlands performance in high growth... 1. Productivity in 2015... 2. Energy and carbon... 3. Skills and innovation... 4. Digital... 5. Environmental... 6. Health and well-being... 7. Quality of life... 8. Governance...	Jobs Investment in... ... Procurement ... Waste ... Buildings ... Transport ... Energy ... Environment ...	Business ... Community ... Place ...

“For time and the world do not stand still. Change is the law of life. And those who look only to the past or the present are certain to miss the future”

John F Kennedy (1963)

Don't miss the future –

Get your direction right - actively navigate future issues

Build this into your operations & values

Strengthen your local networks



Brexit, Trump and beyond: dealing with uncertainty

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