

# Slipstream Wales



NATION-SCALE SUSTAINABILITY CHANGE:  
speed, scale, transformation

## What's the Big Idea?

The Big Idea is to establish Wales as a high performance training camp for radical action on sustainability. Slipstream Wales will bring together 15 of the world's most progressive businesses to work with teams in Wales and each other to discover how fast and how deeply they can make change when cooperation, innovation and confidence replace bureaucracy, hesitation and silo working.

The Welsh Government's implementation of the Sustainable Development Bill and leading business' results in reducing waste and carbon are far beyond what many imagined possible a decade ago. Even so, there is scant evidence and little confidence that existing or 'business as usual' plans will lead global society onto a path for responsible and sustainable living.

A radical shift is needed in the design, development and delivery of transformative solutions to address the escalating challenges faced by our planet. Many companies and organizations already have innovative plans, ideas and trial schemes to transform their own operations and the consumer habits of their customers. But too often these initiatives are hindered and stymied by a fear

that the task is too big and the obstacles too great to realise sustainable change on a scale that will really make a difference.

Slipstream Wales intends to create a test-case framework that banishes the cynicism and doubt that sustainability can scale to global effect.

Imagine Slipstream Wales as a series of clinical trials for sustainability. Think of it as a wide-branched tree that other projects can gather around. Plan to use it as a meeting point of bright, practical people.

Slipstream Wales will run a series of rapid, imaginative projects that demonstrate how existing initiatives and ideas from leading businesses can be developed to deliver at country scale by connecting sectors, communities and different needs. Each project will develop the people engaged in making it happen and create opportunities for new products, services, relationships and ways of working.

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## Who do we want to partner with?

Slipstream Wales is looking to partner with the most innovative and imaginative sustainable-thinking companies in their sectors. These companies will already appreciate that disruption – be it environmental, technological, market or resource-driven – will play a key role in their future business planning. These companies will not be complacent or scared about change. Rather, they will understand that transforming themselves into truly sustainable and responsible businesses will be fundamental to their future success.

## Why would anyone want to be a part of it?

Business leaders aware of current scientific evidence and likely scenarios know that their operating models need to change, and that failure to do so will result in a dramatic, unpredictable and undoubtedly negative impact on their bottom line. These leaders know that, as Einstein said, they can't expect to fix the problems with the same thinking that created them. They are ready for new, optimistic and practical approaches.

Leaders in government know that the impact of flood and drought, obesity and hunger, consumption and poverty is steadily increasing, and that they have insufficient resources to fix the causes when acting alone.

Working around the same table on a shared, radical agenda with other leaders, policy makers, third sector, academics and community leaders is a prerequisite for change. Wales' 10-year government commitment to sustainability, a forthcoming Sustainable Development Bill, the creation of a new Natural Resources Wales organisation with a commitment to use of the ecosystems approach, and a population of only 3 million make Wales the perfect environment for a project such as Slipstream Wales to succeed.

## What does commitment look like?

Defining the connections, information sharing, co-learning and ambition for speed and scale of change will define the commitment that participating organisations make. TYF are sustainable innovation and learning specialists based in St Davids, Pembrokeshire, and creators of Slipstream Wales. TYF co-created the R.10 framework (see Fig. 1) to highlight the difference between 'ticking the box' and what you would do if you couldn't fail, taking reality and resources into account. R.10 thinking focuses effort on radical, collaborative change that builds on the best of corporate 'know-how' and community networks.

All organisations will be involved in active participation in change projects on the ground that build the edges of a new jigsaw, and will be linking their projects to others to create an ecosystem of experience, results and insight.

At a practical level, commitment in time might involve each business taking on one or two postgrad qualified interns to develop projects and liaise with the Slipstream team, with further support from the respective heads of sustainability, corporate responsibility and input from their marketing, finance and operation functions.

An initial £5k contribution will fund research and evaluation during the scoping phase and the launch event at the Hay Festival in late May, 2013. A further £100k over the two following years will fund trials, evaluation, country-scale roll-out and impact measurement.

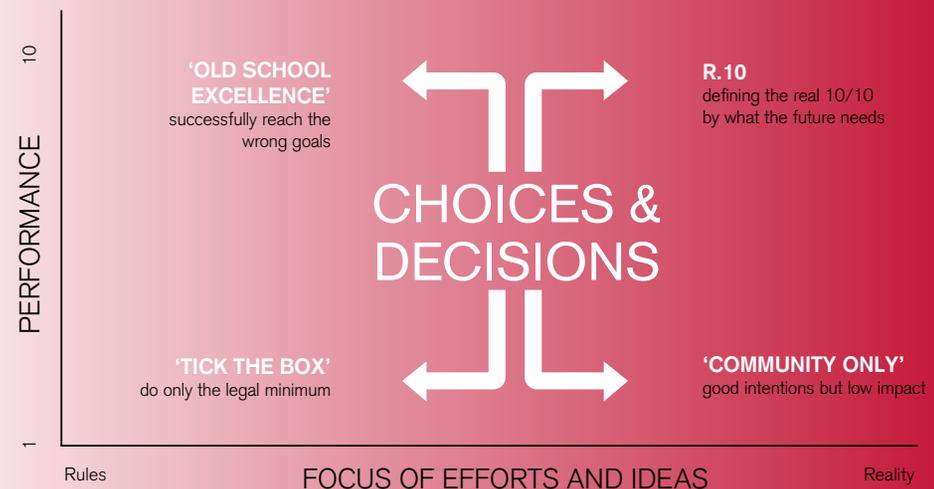


Fig.1 R.10 Sustainable Focus

## How will we make this happen?

Slipstream Wales' initial focus will be on providing the incubation and testing space for ideas that already exist and need to be tested at scale. Early conversations with our partners suggest that many of these will be based on the emergence of the circular economy, sharing, co-design, and social business as new business paradigms. We hope to turn the green shoots of fresh ideas into a forest of action by:

1. Connecting customers and provider, solving problems and creating solutions in simple, effective ways
2. Making the connections that deliver multiple benefits
3. Use radical, R.10 thinking to define what 'good enough' looks like
4. Building the skills that are essential for innovation
5. Drive bottom-up and top-down change.

We will enable this with better use of Government data and the connections between services. We will rigorously test, model and scale potential solutions. We will use smart technology in intelligent ways and connect the dots that others can't always see.

## Execution

### WHAT SECTORS/PILLARS WILL WE INVOLVE?

The initial scoping for Slipstream Wales will invite participants from the indicative sectors listed below to work together across the connected themes carbon reduction, resource effectiveness, resilience, cross-sector working and reporting.

1. FMCG
2. Technology
3. Finance and Insurance
4. Legal
5. Utilities
6. Retail
7. Media
8. Energy
9. Telecom
10. Automotive

Detailed conversation with participants will decide the final list of sectors and themes. Some of these sectors might have an exclusive partner. Others may involve more than one company.

### HOW WILL FUNDS BE USED?

Each participating organisation's contribution will be invested in designing and delivering cross-cutting projects that significantly increase understanding of how to make real change happen and scaling. Examples of projects with commercial value could include:

- Mapping, research and execution of commercial tool “banking” services at county and country scale
- Creating a plan that could deliver 100% carpet recycling across 22 local authorities
- Trialing extended versions of ‘swishing’ and ‘shwopping’ at country and county scale
- Research and implement polyester recycling across the whole country
- Effectively connecting local vegetable growing capacity to food retailer purchasing needs
- Create compelling community renewable energy offers that connect long term energy supply to financial security
- Build the next generation's ability to feed and move themselves in sustainable ways
- Connect different strands of business & government to demonstrate effective preventative healthcare models.
- Trialing fully-costed ecosystem service-based budgets for whole businesses

Detailed draft budgets will include all of the line items that would be expected, including employee costs, overheads, infrastructure, tech support, etc.

## What does success look like?

### BUSINESS RESULTS

Participating businesses will get unprecedented opportunities to co-develop and trial new products and services that have multi-million pounds of potential value when rolled out to wider markets.

All partners taking part will benefit from direct sharing of practices that have high operational value yet low or zero intellectual property value. Areas of sustainable practice that range from employee engagement, reporting, community relations can all deliver additional value.

Every business that delivers results on the ground across Wales will have a unique take-away story of having directly contributed to country-scale change, with measured, demonstrable results. This story will be documented throughout the two-year life cycle of Slipstream Wales and will be told to a national and global audience through ongoing social media communication.

A network of support that will help leading thinkers test their ideas quickly and effectively, building on the foundations and commitment that Wales and the Welsh Government have already made.

### COMMUNITY RESULTS

For the first time, community groups and supporting agencies will be able to make full use of the innovation potential, training, resources and insights that the UK's leading sustainability practitioners already use to drive performance and change.

The community groups and government departments that most strongly engage with the project will experience dramatic increase in core knowledge levels, networks and confidence and will feel the benefits of a faster, open and effective sharing of good practice across networks.

Tens of thousands of school pupils and students will lay down the foundations for future career success by participating in crowd-based research and implementation projects. Together, they have the capacity to conduct millions of hours of social and sustainability intelligence for Wales and the organisations that work with us.

Employees and officers working in the public sector will improve their ability to learn from and work with private sector counterparts, and vice-versa.

## How does action scale beyond Wales?

Tailored social research and action learning will capture the impact of innovation, demographic, cultural and geographic factors in determining project success. Corporate strategic planning teams will work together in non-competitive clusters to scope the ways that this learning can be most effectively translated into new or existing markets.

As soon as projects start to deliver results and learning, corporate and institutional partners will be encouraged to share their learning with partners and like-minded groups in other regions and countries.

## What does Wales get out of it in the long term?

The infrastructure that serves much of Wales today was based on the unsustainable extraction and use of natural resources. The holy grail for business and government today is creation of a circular economy driven by sharing and service provision rather than isolation and ownership.

Wales will get three main benefits:

1. Creation of a route map for increased economic and social resilience that has been co-designed for Wales by some of the world's most sustainable businesses
2. Development of a toolkit of knowledge, problem solving and change making skills that will give the existing and future workforces the capability to innovate and create in new ways.
3. Evidence of success that will help fire the ambition and inspiration of potential investors, entrepreneurs and leaders looking for new ways of fixing old problems.

## What is the culture we are trying to instill? Who do we want to inspire, train and employ?

Slipstream Wales will foster imagination, collaboration and the confidence to push beyond the security of marginal performance improvement. It will create a culture that is capable of supporting new, disruptive business models. It will create value from waste, redundant resources and missed opportunity.

A culture of exploration, learning and sharing will replace the fear, silo working and box-ticking that prevents radical ideas taking hold in traditional organisations. In delivering Slipstream Wales, we will provide inspiration and stories of local success to hundreds of community groups, thousands of elected members and to the policy makers in Government who decide direction.

The inspiration and learning for communities, government and SMEs from Wales involved in Slipstream will be amplified by the buzz felt by the employees of larger businesses who take part and find new ways to connect head, heart and hands.

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## How Slipstream Wales will be communicated and promoted

Slipstream Wales offers an amazing story to demonstrate the sustainability strengths of all partner companies and of Wales as a nation. Slipstream Wales will run a vibrant online communication operation organized around the social media best practice pillars of authenticity, transparency, collaboration, community building and creativity.

By using social channels, gamification and storytelling techniques to document the project, we will build a local and national sense of community around sustainable action and we will collect the “raw materials” for a larger documentary project that will hope to inspire more action on a country or global scale.

## The Team

- Andy Middleton, Founder/Director, The TYF Group; Non Executive Director of Natural Resources Wales
- Nikki Crumpton & Jamie Burdett, McCann Pioneers
- Matthew Yeomans, Director, Custom Communication
- Jane Davidson, Director of INSPIRE at University of Wales Trinity Saint David & former Welsh Government Minister for Sustainability, Environment & Housing
- Prof Steve Evans, Director of Research in Industrial Sustainability at University of Cambridge
- Andy Fryers, Director of Sustainability at the Hay Festival
- Mark Sears, former Global Head of Brand at Virgin Group; now Director, Them Big Oak Trees

The Slipstream Wales project team will be supported by interns and volunteers as well as the technology, finance and project management specialists needed to make magic happen.

## Track Record & toolkit

The leadership team are directly involved with the following events, organisations, publications or capacity building products:

- Do Lectures - world-changing events and online talks. Ideas and action.
- Hay Festival - the Hay on Earth lecture and workshop series is one of the UK's highest participation sustainability events
- iCAT - being developed by TYF, Environment Agency and Ordnance Survey to raise the core sustainability knowledge level of business ecosystems
- Social Media Sustainability Index - profiling the social media impact of the world's 100 biggest brands when it comes to communicating sustainability
- eduCAT - taking real problem solving for sustainability into schools, 100 kids at a time.
- EnviroPass - IEMA-approved, one day, Level 2 change programme on sustainability
- TYF Innovation - 25 year track record of helping business make change through people
- ESPRC Centre for Innovative Manufacturing in Industrial Sustainability - rapidly reducing the resource intensity of goods, and redesigning industrial systems
- INSPIRE, The Institute for Sustainable Practice, Innovation & Resource Effectiveness, embedding sustainability in academic & organisational practice

## External Support

Creating a powerful, creative ecosystem will depend on good engagement with:

- Welsh Government - health, resources, environment, education, transport
- Local Authorities - children's and adult services, education, resources
- Wales Audit Office - measuring what matters, and sharing what works
- Natural Resource Wales - embedding true cost and an ecosystems approach
- Institutes and Associations - IEMA, CMI, ACCA, ICAEW and more
- Academic Partners - Trinity Saint David, Cambridge, Cardiff
- Information / mapping - Ordnance Survey
- Emergency services - police, fire, ambulance

Individual experts - David Hieatt at the Do Lectures, Jay Rogers from Local Motors on crowd sourcing, Tom Farrand and the team at Good for Nothing, Perry Chen from Kickstarter etc.

## Techniques for Execution

Key new innovation and collaboration strategies will underpin our success. They include:

- Circular economy
- Sharing economy
- Crowdsourcing
- Crowdfunding
- Data mining, mapping and hacking
- Biomimicry design
- Disruptive innovation

