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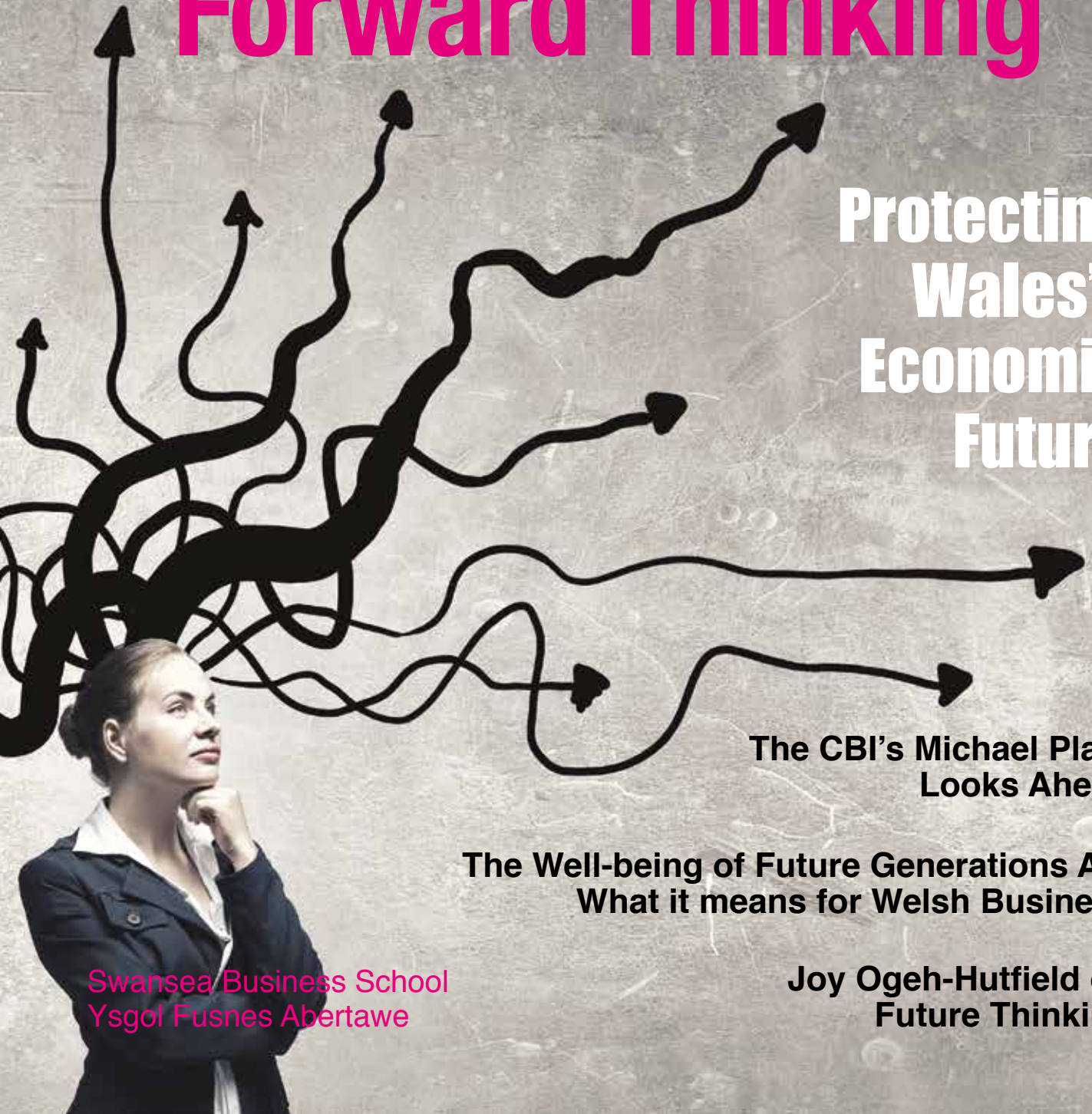
**Protecting
Wales's
Economic
Future**

**The CBI's Michael Plaut
Looks Ahead**

**The Well-being of Future Generations Act
What it means for Welsh Business**

**Joy Ogeh-Hutfield on
Future Thinking**

**Swansea Business School
Ysgol Fusnes Abertawe**



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PRODUCTION TEAM

Editor: Lucy Griffiths

Editorial Board:

Manjit Biant
Siân Harris
Christopher Thomas
Jayne Woodman

Design & Print:

UWTSD TEL Department

Editorial: Forward Thinking



Lucy
Griffiths
Editor

Despite being a small nation, Wales often punches above its weight when it comes to key issues facing the world. No less so when it comes to sustainability. Wales is leading the way in building sustainability into statute, and in this issue of the SWBR we look at the opportunities this presents for Welsh businesses.

In our Big Interview, Michael Plaut from CBI Wales stresses the important role young people have to play in developing a new kind of economy; we look at the impact these turbulent times are having on business, and how to make the most of the potential growth opportunities that lie ahead; and we look at the role the Welsh language and our cultural heritage has in creating a sustainable Wales.

We also highlight some of the work of staff and students at UWTSD in relation to the sustainability agenda, and the ways in which we can collaborate with other countries to impact business and education around the world.

I hope you enjoy this issue, and if you're interested in contributing to the next edition, to be published in spring 2018, please email us at swbr@uwtsd.ac.uk.

Best wishes

Lucy

CONTACT US / CYSYLLTWCH Â NI

Web/Gwefan: www.uwtsd.ac.uk/swbr
Email/E-bost: swbr@uwtsd.ac.uk
Twitter: @SWBusReview

Post:

Lucy Griffiths
South Wales Business Review
Adolygiad Busnes De Cymru
Swansea Business Campus
Campws Busnes Abertawe
University of Wales Trinity Saint David
Prifysgol Cymru Y Drindod Dewi Sant
High Street / Stryd Fawr
Swansea / Abertawe
SA1 1NE

The Big Interview: Michael Plaut

SWBR Editor Lucy Griffiths recently met up with Michael Plaut, Chair of CBI Wales, to talk about the future of the Welsh economy and the role of education in supporting it.

SWBR: Tell me about CBI Wales and the role it plays within the Welsh economy.

MP: CBI Wales is Wales's premier business organisation. It represents some of the largest and most prestigious companies in Wales as well as many SMEs like my own. It's part of The Confederation of British Industry as it used to be known, the CBI, which is headquartered in London. The CBI's mission is to promote the conditions in which businesses of all sizes and sectors in the UK can compete and prosper for the benefit of all. We speak for some 190,000 businesses - together employing around a third of the private sector workforce. The businesses comprise the UK's largest network of FTSE 100 companies and large businesses, as well as mid-caps, SMEs and trade associations. The CBI works across all sectors on behalf of all our members towards our shared mission. We have a Director here in Wales, Ian Price, who does the day to day running of the organisation and I'm the Chair. The Chair is always a business-person, so I run my own business, I'm Chair of a company called Northmace & Hendon and we manufacture a range of hotel products that can be found in hotels in over a hundred countries around the world.

SWBR: Clearly, Brexit is a crucial concern at the moment – from your perspective, what are the key issues for Welsh business around Brexit and how can both Government and individual organisations prepare themselves?

MP: I think for business to do well in Wales, we need access to foreign markets, and Europe is our closest market – so we just need to ensure that we have frictionless trade. It's a highly competitive world out there, and if we're not able to get our goods quickly and cheaply to potential customers, they will go elsewhere. So, that's the first thing.

The second thing is that in Wales we're fortunate to have a lot of talented and skilled people working here who have come from countries within the EU, particularly in sectors like tourism, the food industry, and farming. We need to ensure that these people can stay here if they would like to stay.

For companies who have plants and offices in multiple countries within Europe, you need to be able to have a flow of people moving back and forth between your locations. You need to get the right person in the right place at the right time, regardless of work permits and visas. Particularly for some of our high-tech factories, they may be flying in expertise – there may be one team that deals with a particular issue throughout Europe for example – so if a plant in Wales goes down, they're not going to want to have to apply for work permits for those staff – they just need to be able to get them there that day.

So those are two of the key issues. But we also need to look at it from another perspective. Here in Wales we need to be generating our own wealth. Wales is doing pretty well at the moment, but if you scratch the surface we're actually consuming taxation from other parts of the UK and we're really dependent on the largesse of England. We need to be generating our own wealth rather than relying on handouts.

We also need to be proud of our economic history. People forget that in the

18th Century Swansea was the Silicon Valley of its time, it was the high-tech business capital of the world, and later, in the next century, South Wales was the energy capital of the world. Whilst we're always told that Wales was pillaged by foreigners taking away our wealth, if you actually look a bit closer you'll find that some of the most successful business-people were Welsh! We too easily forget our proud economic history, and even just down the road from Swansea, there was the Margam Steelworks at Port Talbot – when they were built they were the most technologically advanced in the world, and the cleverest and the brightest worked there. In fact it was such a good place to work that the people locally knew it as 'treasure island' because people and contractors were paid so well. We forget that Wales was the first industrialised nation in the world. We've done it before, and we can do it again.

You look at places like New Zealand – they were courageous, they made some very courageous political decisions and have developed on the back of that a very successful economy. If they can do it why can't we?

SWBR: We're very similar in many ways aren't we? Right down to the topography.

MP: Yes we are similar to New Zealand in many ways and we need to take inspiration from what they have achieved in business, farming and tourism. Let's have the courage to adopt ideas and policies that have worked elsewhere. If you also look at Singapore and Hong Kong, they were both very poor, and are now two of the world's most successful and dynamic economies. If New Zealand, Singapore and Hong Kong can do it why can't we? That's my key tenet. In Wales, a lot of it comes down to the fact that we've become far too reliant on thinking that the state, the Government, will sort

"We forget that Wales was the first industrialised nation in the world. We've done it before, and we can do it again."

Continues Overleaf

out all of our problems and that they can make everything fine. If that was going to happen it would have by now. It's actually down to us as individuals, to each do our bit to change Wales – it's not going to be Government alone.

SWBR: *On that point about New Zealand, and linked to the discussions about the CAP and farming, I understand that over there they withdrew subsidies, and whilst it was tough for a time it has been said that this resulted in a more resilient agricultural sector. What do you think?*

MP: They're the most dynamic agricultural nation in the world, and the business sector has done the same, as has the tourism sector. We in Wales need to learn from them because they have transformed their economy. Their socialist Government took some very hard and painful decisions to open up their economy and are now reaping the rewards for this.

SWBR: *Do you see major projects like the Tidal Lagoon as starting to address the issues, or do you still see a big gap?*

MP: I don't think there are any easy fixes. I do think we need to invest heavily in infrastructure, I don't think there's any doubt about that, but primarily East-West, linking to our main markets in England and our international markets.

But what we've really got to do is change the psyche in Wales. Simon Jenkins once wrote in The Guardian that Wales needs to 'break from the politics of grievance and subsidy', and that's so true. I remember talking to an entrepreneur who said to me that 'profit' and 'competition' are the dirtiest words in Wales. Unless we can detach ourselves from these attitudes it will be increasingly difficult to build a prosperous Wales.

SWBR: *And that needs to come from the private sector?*

MP: Yes. Business is a force for good. Without the wealth that business creates there wouldn't be any money for schools, there'd be no health service, there'd be

no jobs, no social security, no universities. It's the driver of our society, and all of the services we take for granted depend on businesses creating wealth. We need to just get back to that understanding.

SWBR: *That business is OK?*

MP: Yes. If you look at India and China, it's business that has pulled hundreds of millions, if not billions of people out of poverty. It's not aid, it's business, it's jobs. What's threatening Wales at the moment is that the world is becoming ever more competitive – a global village. It's not just for physical goods, but also for services. We can't just hide away, we need to adapt and change.

Other nations are becoming increasingly business-friendly. I was in the States recently, where the President is promising a revolution in making America more competitive, I was in India and they're revolutionising their economy with new infrastructure, new regulations, new tax rules. India is a force to be reckoned with. China, also, is transforming itself into a globally competitive nation. China is becoming a highly sophisticated manufacturer of real quality. So we've got

global competition, and Wales will need to be able to compete.

The key to this is a motivated, educated, ambitious population – that's what we need, and everybody can play their part in creating the businesses of the future. It's great to see what's happening at Swansea Business School – bringing businesses into the university environment. We also need Governments, both in Whitehall and Cardiff Bay, who understand the importance of business and creating prosperity, and who remove barriers to success. We need to get rid of the party politics that stops Wales moving forward. We are fortunate in that the Secretary of State for Wales, the First Minister, and the Economy Minister understand what is needed to move Wales forward and are doing their bit to give Wales a brighter economic future; but we need cross party support to really make Wales flourish.

SWBR: *A little while ago CBI Wales published a nine step plan for the Welsh Government, how are they doing?*

MP: We need some more urgency, we need innovative and efficient public services. We need to get spades in the ground on infrastructure projects. We need to stop talking and start digging! We need an infrastructure fit for the 21st century, but that doesn't just mean the internet, it means energy, roads, railways, ports, not charging people to come into Wales over the Severn bridge.

I just think that we've got great potential, we've got so much going for us. Wales is an amazing place to live – I've moved back here from London – it's beautiful, it's easy to get to places, but we, each of us, will need to contribute to the future and make the difference. It's not just the government who will have the answers. There's a famous quote from Bill Clinton 'the price of doing the same thing is far higher than the price of change' and that is something we in Wales will need to have the courage to address otherwise we are in danger of getting left behind.

If Wales is to thrive and prosper we need to encourage the best and brightest young people to stay in Wales, join a business and have fun!

SWBR: *What kind of economy would you like to see in Wales in the future?*

MP: I'd like to see us being like New Zealand, a proud, competitive, ambitious and thoughtful economy – with the best rugby team in the world!

"The future of Wales doesn't belong to the fainthearted, it belongs to the brave!"

NB: The views expressed here are personal views and do not necessarily reflect the views or policies of the CBI.

10 Minute Guide: The Well-being of Future Generations Act

In 2015, Wales introduced a groundbreaking piece of legislation that put our nation at the forefront of creating an economy and society that ensures that the needs of the present are met without compromising the ability of future generations to meet their own needs. The Well-being of Future Generations (Wales) Act creates a legal obligation for a range of public bodies in Wales to operate with sustainable development at the heart of their organisational objectives.

But what does this mean in practice, how will it affect our economy and society, and what will it mean for businesses? Our ten minute guide has the basics...

What is the Well-being of Future Generations Act?

This Act sets out in law, requirements on public bodies in Wales to think, plan, and operate with the long term success of the nation in mind. As Welsh Government says 'The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales.

It will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place seven well-being goals.'

What are the Well-being Goals?

The Act sets out seven Well-being Goals - these are the guiding principles public bodies need to consider when setting their objectives. They cover everything from the environment to economic prosperity and cultural heritage.

How can I find out more?

Visit futuregenerations.wales for more on the Act and the work of the Future Generations Commissioner for Wales.

The 7 Well-being Goals

Goal	Description of the goal
A prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being, and the capacity to adapt to change (for example climate change).

Source: Welsh Government 2015

Who Does it Apply to?

The Act applies to a wide range of public bodies in Wales:

- Welsh Ministers • Local Authorities
- Local Health Boards • Public Health Wales NHS Trust • Velindre NHS Trust
- National Park Authorities • Fire and Rescue Authorities • Natural Resources Wales • The Higher Education Funding Council for Wales • The Arts Council of Wales • Sports Council of Wales
- National Library of Wales • National Museum of Wales

How Will it Affect Businesses?

Although the Act is specifically aimed at public bodies, it will have a significant impact on Welsh business too. By requiring public bodies to work towards the Well-being goals, there will be a ripple effect across the public sector supply chain - so, any business which collaborates with or supplies public bodies in Wales will need to be considering how it too is working towards these goals and can demonstrate this in practice.

In truth, the Act sets out a strong set of sustainable development principles that any business can adopt - and there are good reasons to do so. Developing Wales as a sustainable nation means economic success for the long term - and surely every business wants that!

How Will it be Monitored?

All public bodies covered by the Act will be required to publish details of their work towards it, including a 'Well-being Statement' that sets out their well-being objectives and an annual report on their progress. Welsh Government has appointed a Future Generations Commissioner to champion the act on behalf of the nation, and the Auditor General for Wales may also carry out audits of public bodies to examine their work in this area.

Opinion: Siân Harris on Language and Culture



Siân Harris

Mae Siân Harris, darlithydd yn arbenigo mewn rheolaeth busnes a dwyieithrwydd, yn ystyried un o'r saith nod llesiant.

Siân Harris, a lecturer specialising in business management and bilingualism, considers one of the seven well-being goals.

'Cymru â Diwylliant Bywiog lle mae'r Gymraeg yn Ffynnu...'

Cymru â Diwylliant Bywiog lle mae'r Gymraeg yn Ffynnu' yw un o saith nod Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015; a gydag ond 19% o'r boblogaeth yn siaradwyr Cymraeg yn ôl cyfrifiad 2011, mae llawer yn cwestiynu ei bwysigrwydd.

Mae'r Gymraeg ymysg yr ieithoedd hynaf yn Ewrop; ac er bod y Ddeddf Uno 1536 wedi sefydlu Saesneg fel iaith swyddogol Cymru, siaradwyd Cymraeg gan y mwyafrif helaeth o'r boblogaeth tan y bedwaredd ganrif ar bymtheg. Dechreuodd ei gwir gymyniad gydag ymchwiliad seneddol i mewn i'r system addysg yng Nghymru ym 1847 a gysylltodd yn benodol diffyg moesau'r Cymry gyda chyffredinrwydd yr iaith Gymraeg! O ganlyniad, rhaid oedd gwahardd yr iaith o ysgolion, gyda chymorth y 'Welsh Not' - bloc o bren a hongianwyd o wddf disgybl a glywyd yn siarad Cymraeg, i'w basio ymlaen at y troseddwr nesaf ac yn y blaen tan i gosb gorfforol gael ei gweinyddu ar ddiwedd y dydd. Lleihawyd y nifer o siaradwyr Cymraeg ymhellach gan ddirwasgiad economaidd a dau ryfel byd ar ddechrau'r ugeinfed ganrif. Fodd bynnag ers y 1950au cafwyd adfywiad araf ond cyson mewn addysg Gymraeg; ac ers datganoli ym 1999 mae'r twf mewn hunaniaeth Gymreig wedi arwain at rai datblygiadau cadarnhaol.

Nid yw cymyniad yr iaith Gymraeg yn eithriadol wrth gwrs. Yn wir yn 2013 amcangyfrifodd y Cenhedloedd Unedig bod hanner 6,000 o ieithoedd y byd mewn perygl. Yn hanesyddol mae hyn wedi bod oherwydd difodiant cymunedau a gwaharddiad e.e. dinistriad Americanaidd Brodorol gan wladychwyr Ewropeaidd a pholisïau ffederal rhwystrol. Yn fwy diweddar mae'r difrod wedi bod yn bennaf oherwydd llwyr drechedd ieithoedd mwyafrifol (Saesneg, Sbaeneg, Portiwgaleg,

Ffrangeg, Rwsieg, Hindi a Tsieinëeg) mewn addysg, technoleg a'r byd gwaith. Mae hyn o bwys oherwydd pan fo iaith yn cael ei cholli, felly hefyd diwylliant - cerddoriaeth, celf a barddoniaeth. Yn bwysicach mae safbwynt o'r byd yn cael ei golli sydd wedi deillio o sail wybodaeth, hanes a phrofiad cyffredin. Felly mae potensial yn cael ei golli; pwy a wŷr pa syniadau a dyfeisiadau a allai wedi tarddu o ieithoedd a diwylliannau diflanedig. Mae hyn yn gytras i ddifodiant yn y byd natur; gallai planhigyn diflanedig wedi gwella afiechyd a gallai anifail diflanedig wedi cychwyn dull newydd o deithio; a bydd colled un rhywogaeth planhigyn neu anifail yn anochel yn arwain at aflonyddwch ecosystem gyfan.

Yn gyffredinol mae ieithoedd lleiafrifol ar daith un ffordd o ffyniannus, trwy fod mewn peryg, hyd at ddiflanedig; ond mae deddfwriaeth yn gallu bod yn fan cychwyn ar gyfer gwrthdroad. Cefnogir elfen ieithyddol Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 gan Fesur y Gymraeg (Cymru) 2011 sy'n gosod dyletswydd ar sefydliadau i gydymffurfio gyda safonau penodol. Yr egwyddorion creiddiol yw na ddylai sefydliadau trin y Gymraeg yn llai ffatriol na'r Saesneg; a dylent hwyluso a hybu ei defnydd. Hefyd, mae Llywodraeth Cymru wedi gosod targed uchelgeisiol o filiwn o siaradwyr Cymraeg erbyn 2050. Bydd hyn yn ymofyn adnoddau sylweddol a chryn ymdrech.

Mae Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn ymwneud â gwerthfawrogi ein nodweddion unigryw er mwyn i ni allu gwella bywydau yng Nghymru a thu hwnt yn gynaliadwy. Trwy werthfawrogi ein hiaith ein hun, gallwn ddeall ein hun ac eraill yn well. Mae Mererid Hopwood, Athro Dwyieithrwydd a'r Cwricwlwm Cymreig ym MCYDDDS, yn defnyddio'r cydweddol o dŷ â dwy ffenestr: mae gan y ffenestr flaen olygfa o'r arfordir, tra bod gan y ffenestr gefn olygfa o'r cefn gwlad. Mae'r ddwy yn cyfoethogi mewn gwahanol ffordd; ac oherwydd bod ffenestri yn gadael y goleuni i mewn, gorau po fwyaf o ffenestri!



'A Wales of Vibrant Culture and Thriving Welsh Language...'

'A Wales of Vibrant Culture and Thriving Welsh Language' is one of the seven goals of the Well-being of Future Generations (Wales) Act 2015; and with only 19% of the population being Welsh speakers according to the 2011 census, many question its importance.

Welsh is amongst the oldest languages in Europe; and although the Act of Union 1536 established English as the official language of Wales, Welsh was spoken by the vast majority of the population until the nineteenth century. Its real demise began with a parliamentary inquiry into the education system in Wales in 1847 which explicitly linked the lack of morals of the Welsh people with the prevalence of the Welsh language! As a result, Welsh had to be excluded from schools, assisted by the 'Welsh Not' - a block of wood hung from the neck of a pupil heard to be speaking Welsh, to be passed on to the next offender and so on until corporal punishment was administered at the end of the day. The number of Welsh speakers was further reduced by an economic recession and two world wars at the beginning of the twentieth century. However since the 1950s there has been a slow but steady revival in Welsh language education; and since devolution in 1999 a growing Welsh identity has led to some positive developments.

The demise of the Welsh language is not exceptional of course. Indeed in 2013 the United Nations estimated that half the world's 6,000 languages were endangered. Historically this has been due to physical annihilation of communities and prohibition e.g. destruction of Native Americans by European colonists and restrictive federal policies. More recently the damage has been mainly due to the sheer dominance of majority languages (English, Spanish, Portuguese, French, Russian, Hindi and Chinese) in education, technology and the world of work.

This matters because when a language is lost, so too is a culture - music, art and poetry. Moreover a particular view of the world is lost which has been derived from a shared knowledge base, history and experience. Therefore potential is lost; who knows what ideas and inventions could have emanated from extinct languages and cultures. This is akin to extinction in nature; an extinct plant could have cured a disease and an extinct animal could have initiated a new mode of transport; and the loss of a single plant or animal species will inevitably lead to the disturbance of an entire ecosystem.

Generally minority languages are on a one way journey from thriving, through endangered, to extinct; but legislation can be a starting point for reversal. The language element of the Well-being of Future Generations (Wales) Act 2015 is supported by the Welsh Language (Wales) Measure 2011 which imposes a duty on organisations to comply with specific standards. The underpinning principles are that organisations should not treat Welsh less favourably than English; and they should facilitate and promote its use. In addition, the Welsh Government has set an ambitious target of 1 million Welsh speakers by 2050. This will require substantial resources and considerable effort.

The Well-being of Future Generations (Wales) Act 2015 involves appreciating our unique features so that we can improve lives in Wales and beyond sustainably. By appreciating our own language, we can better understand ourselves and others. Mererid Hopwood, Professor of Bilingualism and Y Cwricwlwm Cymreig at UWTSU, uses the analogy of a house with two windows: the front window has a view of the coastline, whilst the back window has a view of the countryside. Both are enriching in different ways; and since windows let in the light, the more windows the better!

Case Study: Delivering Tomorrow's Housing Sector in Wales

An innovative new learning and development programme from the University of Wales Trinity Saint David's GWLAD project is helping Coastal Housing, one of Wales's most innovative housing associations, develop a sustainable future for the housing sector in South Wales.

'A Prosperous Wales' is one of the main goals of Well-being of Future Generations Act, which has been the driving force behind a recent partnership between Coastal Housing and the University of Wales Trinity Saint David to design an impactful professional programme which will equip established and aspiring housing professionals with the skills and knowledge to develop their careers and make a real difference within the Housing Sector.

Through the GWLAD project (Growing Workforces through Learning and Development) – a project run by the University's Wales Institute for Work-Based Learning – a programme of study was created to develop Coastal Housing's workforce by developing, designing and delivering a programme to meet their needs.

This 12 month programme, which leads to the achievement of a Certificate in Higher Education or a Postgraduate Diploma, is a great example of working together to create a more prosperous Wales, by ensuring the programme meets the needs of a challenging and dynamic growth sector.

Sam Morgan who has been Coastal Housing's lead for the programme said, "We have a passionate workforce, who work incredibly hard to deliver great services to our tenants. This educational programme will create further capability in our teams, enabling them to adapt, evolve and continue to make a sustained difference to the communities we serve."

"We embarked on this journey because we want to equip front-line staff with a holistic understanding of the role of social housing in the wider context. In doing so we seek to support staff in connecting with the wider public services/third sector agenda, so as to foster improved partnership working. We believe that a joined-up approach to service delivery will enhance the lives of our tenants and the communities we serve."

"We also want to support individual growth and encourage people to become lifelong learners, hungry for the next development opportunity. We are an organisation that works hard to grow capability and deliver on our purpose. It is early days for our staff, but the initial feedback has been very positive."

Louisa James, Housing officer said "although I have worked in housing for 5 years, I have never learned the fundamental elements that make up social housing and to have that underlying knowledge can only support me to do a better job and subsequently help the tenants within my support role." Staff have also commented on how helpful the lecturers have been and how this has made a huge difference to feeling motivated about the course.

There are, of course, wider benefits for the local economy as this qualification is open for all Housing providers to tap into. Arguably, there has been a shortage of such offerings in West Wales, with students having to travel to Cardiff to undertake similar programmes of study. Having this provision in West Wales will encourage people to develop a career in Housing and will increase the level of skills

and talent within the sector as a whole. Coastal Housing Group currently has 28 staff studying on the programme which consists of 4 modules.

Nick Samuel, a Lecturer involved in this collaboration, explains why this programme is unique: "It is so refreshing to work with an organisation that truly values its employees and has the vision to invest time and money in their development, to benefit both the organisation and its employees. Our collaboration will deliver a real difference for Coastal Housing's staff and service users. If other Social Housing organisations sign up to this programme, we will see a significant positive change in the Social Housing sector within South Wales and beyond."

About GWLAD

The GWLAD project and its various courses aim to deliver a better tomorrow for the people of Wales in line with the Well-being of Future Generations Act. Various courses such as Leadership, Mentoring and Coaching, Mindfulness in the Workplace, Bilingualism in the Workplace and Sustainability all aim to create a prosperous, resilient and healthier Wales; a more equal Wales with cohesive

communities and a vibrant culture, but at all times making a positive contribution to an overall global well-being.

GWLAD, led by WIWBL, is supported by the European Social Fund through the Welsh Government. This project has up to 70% funding available to help businesses and not-for-profit organisations in South West Wales to also work towards the Well-being of Future Generations Act.

This funding can make a significant difference to staff skills and organisational performance, however this funding is only available for a limited time. Contact GWLAD for further information.

uwtsd.ac.uk/gwlad



Industry View: Keep Calm and Transform



Abz Tahar

Director at Assurance Accountancy, based in Swansea, reflects on the changing face of business in Wales.

As a country best known throughout the world for its rugby and breathtaking valleys, Wales is often overlooked when it comes to business innovation - a great injustice when you consider that the headline Gross Value Added (GVA) which is the measure of how much money is generated by the sale of goods or services, for Wales stands at an average of £47.3 billion. Although this figure only represents 3.4% of the UK's economy, figures show that GVA percentage growth per annum in Wales is higher than any other in Great Britain.

With a working population of 1.428 million people, economic output per head in Wales continues to be lower than in other parts of the UK and some feel that the blame for this lies in the continued focus on traditional studies such as agriculture, forestry and manufacturing as opposed to more technical and innovative subjects. Figures show that the output of professionals in areas such as coding, technology and graphic art is disproportionately low in Wales in comparison to other comparatively sized areas of the UK and it is here that many feel is the crux of some of the disappointing economic figures in the Welsh regions.

Producing Change

Since the referendum in 2016, barely a day goes by without Brexit featuring in the news in some form, with 'Remainers' predicting nothing but doom and gloom for the UK's future.

The outlook for Wales however, is anything but bleak. At a meeting in Aberystwyth in July 2017, Wales Office Minister Guto Bebb MP and UK Minister for Arts, Heritage and Tourism, John Glen MP discussed support for Wales's thriving tourism sector along with a number of tourism experts and businesses from throughout Wales.

Already an industry worth £450 million to Wales annually, John Glen believes that, rather than being bad news, leaving the EU will present further opportunities for Wales's tourism sector and, he believes that, with the right government support, post-Brexit Wales will firmly secure its position as an international must-visit destination.

This spells great news not just for Wales's hotels and heritage centres but also for a great number of businesses across the country, from coffee shops to cab firms and call centres.

From thriving city centres like Cardiff and Swansea to the majestic beauty of the valleys, Wales has a great deal to offer in terms of culture and history and John Glen says, "Wales is regularly highlighted as one of the best places to visit in the world. We are determined not just that it remains so but that we make it even more attractive post EU departure."

Made in Wales

Although manufacturing still thrives in parts of Wales, including the Ford plant in Bridgend and Swansea's Timet, producer of titanium for jet engine blades, manufacturing in Wales is, on the whole, on the decline. The Tata steelworks, one of the last remaining manufacturing plants in Wales, now employs a fraction of the people employed in steelmaking only a short ten years ago.

Despite Wales's success in exporting superstars such as Anthony Hopkins and Shirley Bassey, its success with other exports is less impressive. Figures show that Wales's exportation of iron and steel, oil and gas and chemical products is declining at a rate of approximately £11 billion per year with increased acceleration of this decline expected as production in all areas of manufacturing is streamlined and digitised.



These figures do, of course, vary from region to region - for example, Cardiff enjoys success in the areas of tourism, finance and media whereas an area such as Tregaron relies almost solely on farming and agriculture.

In 2003, Phil Cooke of Cardiff University claimed that the Welsh Government had done little in response to the decline in Wales's manufacturing industry other than to create new jobs within the public sector (some 28.8% of the entire Welsh workforce), thus increasing Wales's dependence on financial assistance from Whitehall. Cooke also argued that a weak devolution settlement had compounded Wales's failure to develop effective economic policies.

Although employment has remained relatively steady in Wales, it is clear that the focus on skills needs to undergo a shift. Compared to universities in London, Manchester and Edinburgh, the number of students, pro rata, studying subjects such as graphic design, information technology and coding is well below average with many young people still being encouraged to follow more traditional career paths.

Creating Progress

However, there are reasons to be hopeful. The Swansea Bay Tidal Lagoon, for example, is making headlines for all the right reasons. A U-shaped breakwater containing hydro turbines, a tidal lagoon is a method of generating low cost renewable electricity and, the lagoon in Swansea which is due to begin construction in 2018 will be the world's first tidal power plant. Due for completion in 2022, the lagoon, which has already seen an investment of some £35 million, is expected to add £316 million to Wales's GVA and is expected to create almost two and a half thousand jobs in the region with a supply chain sourced mainly in Wales and the rest of the UK.

In addition to the astonishing Swansea Tidal Lagoon project, endeavours such as Design Wales and The Institute for Sustainable Design have gone some way towards introducing a more modern approach and the Welsh Government states that its economic development strategy includes creating a stable and favourable business environment by promoting skills and innovation.

The University of Wales Trinity Saint David is working at tackling these very issues with the creation of its International Institute for Creative Entrepreneurial

Development (IICED) and a range of initiatives to support graduate start-ups which have resulted in significant numbers of innovative new companies being established in South Wales.

Helping to support these innovative new businesses are advancements in technology and systems which are being embraced by forward thinking companies within Wales. One such advancement is the use of Cloud accounting software which offers fledgling companies flexibility and cost savings as they find their feet in the business world. This software allows employees to process accounting on individual computers and laptops without the need to install and maintain costly systems, as well as allowing staff to access data remotely. Systems such as Cloud accounting are a welcome and vital arrival for start-ups with limited budget and without, to begin with, structured office space.

Although there is still work to be done on Wales's economy, including more pro-active incentives for students and new businesses from the Government, it's clear from projects such as the Swansea Tidal Lagoon which is already underway, that the economic future for Wales is not just bright, but world-leading.

In Conversation: Joy Ogeh-Hutfield - Forward Thinking

The SWBR recently spoke with transformation coach Joy Ogeh-Hutfield about the impact of mindset on business and personal success.

SWBR: Tell us a bit about what you do and why you do it...

J O-H: First and foremost I refer to myself as a transformation coach. What that means is that I do three things.

Firstly, I work with individuals and businesses to help them harness the right mindset for success.

Secondly, I work with businesses and individuals to help them build confidence, because confidence is so strongly linked to having a successful life, and a successful business. What is the definition of confidence? Confidence is the ability to take action. For me, the reason people are not succeeding, the reason people are not really getting to the point where they should be is because they lack the confidence to be able to take the necessary action. So, for me, as a transformation coach, it's working on their confidence to take the right action to get them to where they need to be.

Thirdly, I work with people so that they believe in themselves. I believe in you, so you believe in you, if that makes sense? It's not because people don't know what they should be doing, or people don't believe they've got the skills or the talent or the abilities, they have all those things, but it comes down to self-belief. Self esteem needs to be built to such a point where people can actually see the genius that lies within them.

So, part of my role as a transformation coach, hence the word transformation, is to enable them to see. I'm not there

to fix people. I'm there to be their eyes. To be able to look deep within themselves to really harness those qualities, and to sharpen them, and to make them work for the person.

SWBR: We hear a lot about a national mindset in Wales - are there any particular blocks that you see in people here in Wales that prevent them from achieving their goals?

J O-H: For me mindset is the key. You can have all of the qualifications, you can have all of the lovely trimmings in terms of your life as an individual or your business setup, but if you don't have the right mindset, the objectives that you want to implement will never be implemented. I would say that in terms of the businesses in Wales, there is a lot to be done. Wales has such brilliance, and there's a lot that's happening here in Wales, but organisations have perhaps invested in things like technology and tangible assets, and I think they forget that it's people who have to implement these things. Many have failed to invest in creating the right mindset and environment in which their people can operate.

For Wales to be able to be held up as a successful nation, and retain the talent and skills that we have, we need to move beyond raw skills and invest in the mindset of people and the organisation, so we're able to think, and see, the impossible, and we're able to go for it! It's the mind that tells us we can't, or that we're too small, or that England is better than us. So for me, that is where the emphasis needs to lie. Let's focus on the mindset of the people, so we have an amazing, compelling vision that will make us stand out from the rest.

SWBR: On a practical level, how can a business or individual that wants to work on their mindset, do that?

J O-H: One of the steps is creating the environment. The question to ask is, what kind of environment do you have in your workplace? If you look at a lot of organisations, there's a lot of stress, perhaps frustration, and sometimes morale is low. So you have to ask, how can people really be productive within that kind of environment?

Coaching is one way forward in these situations, because coaching is the quickest way to accelerate change. It helps the individual and the organisation to understand its vision. Let me use an example, let's say you went for a new job, you did the interview, you were really excited, thinking that it's going to be amazing. So, you go in there and you find, two years down the line, you've lost your motivation, and you're thinking 'what am I doing?' Why does that happen? The reason that the motivation goes is because the environment fails to feed the people.

Even if you've got all the great ideas in the world it's only a matter of time before you fall back into the trap, because the environment is not conducive for you to be able to excel and to exercise your brilliance. So, one of the key things is to be able to create a change in your environment, and that means getting people really positive, and having a shared vision.

People need to have a vision. A vision for themselves, of how they're going to make a difference, and a vision of what the key objectives of the organisation are, so that they themselves are able to see how they can make that vision a reality. So that vision shapes the kind

of environment you have and it shapes the kind of people you attract into that environment.

SWBR: Is part of what you're describing about having a future focus - looking forward instead of backwards?

J O-H: Yes, absolutely. Because, if you don't know where you're going, everywhere else looks exactly like where you could be going. So, businesses can invest in an amazing building, fancy furniture, and everything else that looks great, but if the vision of where they need to be is not cascaded, is not understood, then the reality is that everybody, and I'm quite definite about this, everybody is living a 'guess life', and just seeing how it goes. For example, I was working with a very large organisation on a residential leadership programme with eighteen of their most senior directors. These were the most experienced people in the business, most of them had thirty years of experience behind them. We were looking at why the business wasn't hitting its targets. One of the exercises we did was on strategic vision, and it was a shocker to realise that every single one of those directors had a different vision. That is how many businesses operate, there is an assumption that everybody knows, and then people try to save face, they don't want to say 'I don't know'.

A lot of organisations have a vision statement that looks fancy, but it often hasn't been translated so that everyone understands it. They're often too busy focusing on profit. I say, never mind the profit, the profit will come. Profit is about getting results, results are about taking action, and if you don't have a vision the chances are you're taking the wrong actions.

Businesses need to take the time to get their managers to understand the 'why'. People perform well when they understand

why they do what they do. Without that key understanding, nothing will happen.

Usually I recommend that businesses revisit their strategic vision every year, because things change. It needs to be constantly in focus, because what you focus on is what you gravitate towards.

SWBR: If you are an individual working in a business, and you feel that that business doesn't have a clear vision, what can you do?

J O-H: Although the CEO or business owner has the main responsibility to cascade the vision, it can be done on a smaller scale. So, for example, if I'm working with a team, you can actually have a team vision. We can say, within the next twelve weeks these are the things we're working towards.

I don't believe in the yearly plan - they're not as effective as people think they are. When do businesses perform best? Towards the end of the year. Why? So they can hit their targets. With a yearly plan people always think they have time, they think, I'll do it tomorrow. I don't do that with businesses - I focus on twelve weeks. Twelve weeks gives a sense of urgency. Within twelve weeks we can focus on what is doable. It also places accountability on the individual. Accountability is about you. Nobody should hold anyone else to account - you are accountable to yourself. When you hold yourself accountable, it's nobody else's fault, it's yours. There are things that are within your control and things that are not within your control. What's within your control is you. You are holding yourself accountable through commitment, through dedication, and through excellence.



In Conversation: Learning Goes Global

We asked Professor Bu of Renmin University of China, now also Professor of Practice at UWTSD, about the growing relationships between Wales and China, and the potential for future collaboration.

Can you tell us a little about your role at Renmin University of China?

I am the Deputy Dean of School of Training and Education, Renmin University of China (RUC). I am also a Professor and PhD-supervisor in Management, and Research Fellow of the Institute of Public Governance, RUC. In addition, I am the National Education Inspector of the State Council of China, Head of Expert Group of HND programmes at the Chinese Service Center for Scholarly Exchange, Ministry of Education, member of Standing Committee of the People's Political Consultative Conference, and a part-time educational inspector in Haidian District, Beijing City.

You've recently become a Professor of Practice at the University of Wales Trinity Saint David - can you tell us about the partnership between the two Universities?

Renmin University of China is directly under the management of the Ministry of Education of the People's Republic of China, with the status of the national '211 Project' and '985 Project'. With twelve first-tier disciplines ranking No. 1 nationwide, Renmin University is well placed to become an influential leader in China's humanities and social sciences.

The HND Centre at the School of Education and Training is the largest

governmental cooperation project between China and the UK. Graduates and on-campus students together number more than 11,000.

University of Wales Trinity Saint David is one of the oldest universities in the UK and has a high quality teaching system. Over the last 20 months, UWTSD has become our important partner. It is one of our students' favourite UK universities.

Professor Medwin Hughes, the Vice Chancellor of UWTSD visited Renmin University in 2016 and established a close relationship between the two institutions. More than 40 students from RUC will join UWTSD in September 2017. At the same time, we have academic exchange and collaboration in the fields of business administration and public administration. I have played an important role in linking and strengthening student and academic exchanges between the two universities.

What differences do you see between the way in which China does business and the approach taken by the UK?

Communication is at the heart of Chinese culture. Relationships and mutual trust play an important role in business. Traditionally, most business has been conducted between acquaintances. The relationship between superiors (managers) and subordinates (employees) is also very important.

The British have a strong sense of professionalism and tend to value future over current benefits.

With the development of e-business and commerce, various forms of trading in China have developed, and

in some of these areas China is now a world-leader. Notable successes include high-speed trains, online shopping, and the shared bicycle model in major cities.

What do you think we could learn from each other?

Learning is always mutual. We hope to learn advanced technology and management ideas from the UK. The British may also learn from China in various high-technology areas and working practices. Britain is a developed country, while China is a developing country. The UK now is in the post-industrial era, while we are still on the way to industrialisation.

As Francis Bacon once said, wiser people always try to learn from others. China and Britain should learn from each other and work together to develop their economies.

In the context of the recent political changes in several Western countries, how do you see China's trading relationships with the West changing over the years ahead?

In ancient times, China had business contacts with western countries through the Silk Road and Maritime Silk Road. Today, economic, trade and information exchange between China and western countries is increasingly common.

The rapid development of economic and trade relations between China and European countries has brought benefits to all parties. Strong product complementarity is the basis for bilateral economic and trade exchanges.

From the perspective of trade structure, China has increased the number of export commodities to the European Union, including bilateral cooperation in education. As to future China-UK relations, we should each promote our own advantages, optimise trade structure, promote bilateral economic development, and achieve win-win outcomes for both countries.

What opportunities do you see for closer collaboration between China and the UK, in terms of trade, but also in areas such as education?

Britain now is the largest study destination for Chinese students in Europe. According to the calculations of the British Embassy in China, the growth rate of Chinese students in the UK has been about 9% p.a. over the past 5 years. At present, more than 135,000 Chinese students study in the UK, where they form the largest international student group.

With the continuous growth of overseas study, the provision of support-services has become increasingly important. Agents provide a crucial role in facilitating the application process, and support is also required in areas such as completing application forms, preparing for language tests, and providing advice on post-qualification job opportunities, whether in the UK or in China.

"China and Britain should learn from each other and work together to develop their economies."



Student View: More than a Business Qualification



Che Fresnoza



Yuliana Oselska

The letters MBA are synonymous with a broad-based, high-level business qualification, that equips business leaders with the skills they need to operate at a senior level - but they can mean much more than that. We asked two MBA graduates to tell us about their experiences of studying for an MBA and found out how their studies changed not just their skill level, but also their outlook on life...

A Balanced and Holistic MBA Experience

by Che Fresnoza MBA

On the first day of my MBA I could not help but notice that in my class I was the only one from the Philippines. Yes, the room was diverse with different kinds of languages being spoken in all four corners and I was overpowered by a sudden dread that I may not be able to actively participate in class and would become a wallflower until the end of the term.

However, that negative feeling was long gone after the end of the day. The University had successfully managed to put me at ease with its warm welcome and friendly smiles. The class was no different. Lecturers put us at ease and their short helpful introductions to individual modules made us expectant and eager for the forthcoming days. The University also planned beautiful short trips around the area of Swansea to make us feel welcome. The trips made a good impression on us and I felt lucky that UWTSD is located in one of the most amazing places in Wales. Those first weeks of induction did successfully turn my nervousness into excitement.

Fast forward to the year 2017, the end of the MBA programme. Several major papers and dissertation finally all done and passed.

As I looked back through those days, I can summarise my whole experience in one sentence and can positively say that I had fun studying the MBA. The word 'fun' may be quite a simplistically strange way of describing my MBA experience at UWTSD but in my opinion, it is the overall feeling that I felt throughout the whole time.

'Fun' and 'MBA' do not go hand in hand most of the time but in this University, I was fortunate to be in an environment where one can holistically study and learn subjects that prepare one for the future and at the same time appreciate and enjoy the days of lectures and talks, case studies and projects which instilled in us the value of what an MBA can afford students like ourselves.

Our MBA programme created an environment where us students are encouraged to question and challenge, to approve or disapprove old and current ideas and thinking with the support of admirable and competent lecturers. UWTSD brought us so many opportunities to learn and develop our own individual competencies.

I have to personally admit that the road of the MBA was never easy. Different projects tested our knowledge, teamwork and our own personal characters. Students experienced failures and victories but in

the end, everyone was a winner because what was created were MBA graduates who were tried and tested, ready to take on bigger challenges.

It was not easy but I honestly enjoyed every minute of being in UWTSD. I enjoyed being in a diverse classroom where different opinions and ideas bounced back and forth in the class. I enjoyed challenging myself, asserting my thoughts and opinions in class when I thought before I could not. I believe the holistic MBA environment that UWTSD has provided will shape us students to become valuable and competent professionals in our field.

Diversity of the class may have brought out different opinions coming from different cultures and experiences about current practices but in the end it proved advantageous for us as we have become more forward thinking and open-minded. A wallflower I was not. In the end, I excelled and exceeded. UWTSD gave me the values I needed to become a skilled, valued and competent professional. I can say that my two 'fun' years of MBA was all worthwhile.

Pragmatic Mind-set - a Bi-product of the MBA

Yuliana Oselska MBA,
Marketing Manager at YouTeam

Everything started during my first job experience at Start-up Depot, a Ukrainian business incubator and coworking environment, where I discovered a strong interest in innovative technologies - completely opposite to International Law in which I had just recently graduated. Although my performance was not bad, I felt I lacked deeper management knowledge because everything I was executing was based on pure gut instinct, which is obviously not enough, especially when operating in the uncertain environment of technologies. So I decided to apply for an MBA abroad. I was lucky enough to get a scholarship from Erasmus Mundus Programme supported by the European Commission, otherwise I would not have been able to afford the tuition fees which are significantly higher than the average tuition fees in Ukraine.

As my educational background was not related to business studies I thought that a smaller university business school would exactly suit my requirements. However I must say, I was surprised at how UWTSD would impress me as soon as my first lectures started. Although we had no time to specialise in any of the taught modules at Swansea Business School, a systematic overview at a strategic level revealed the whole picture of the functional areas of business management. Then it was up to us how we practically applied the theory and current thinking and we were given many opportunities to do just that.

Firstly, with real business projects, liaising with real business executives. Two major projects were the HR Appraisal Framework for Laing O'Rourke and Digital Marketing Strategy for Swansea Business Improvement District (BID). What was most rewarding was that senior management of these organisations met with us students and provided us with mentoring and feedback on our progress on the 'live' briefs presented. Complying with precise project requirements and time constraints, our student groups were competing to

come up with the best solutions and gain the winner's title. We discussed our ideas every single minute after classes. I did really enjoy the process and I noticed how my team-building and design-thinking skills were shaped and enhanced in a different way, among different nations within a foreign country.

Secondly, we visited local businesses such as the 3M factory in Swansea, Swansea Tech Hub, Coastal Housing Association, OSTC (On-Screen Trading Centre), a local market - Uplands Market, and The National Waterfront Museum, in addition, we got to listen to and meet a number of guest speakers from other organisations such as Yolk Recruitment, Big Ideas Wales, and BizNet to name but a few.

In the second term, Jayne Williams, our MBA Programme Director, initiated a project with a group of volunteer students to reflect on our study experience which resulted in the MBA Digital Brochure we created and worked alongside some of UWTSD's marketing practitioners. This was a fresh approach to professional cooperation between students and university staff. Our group successfully validated this idea which can be replicated further going forward.

There is a belief amongst some that business management is something which cannot be taught and studied. The MBA does not offer packaged solutions and skill-sets as some people might expect but rather it is aimed at developing students to think and learn in different ways, and even more to think strategically and systematically. I think this two-year experience with continuous feedback from lecturers asking 'why?' and 'so what?' did influence my mind-set. Nowadays I am able to think and work more pragmatically and strategically.

To sum up there is just one piece of advice for everyone considering applying for an MBA - make your decision based on your personal goals which start to become clear with your first job experience. Newly graduated Bachelors students are suggested first to find a job for a year and thereafter they would benefit much more from their Master's degree as they would be able to compare practical knowledge and real issues they faced with theoretical concepts and solutions. Set the goals, achieve them and enjoy the process!



Image: ©Freedomz/Shutterstock

News and Events

Events @ Swansea Business School

6 & 7 October 2017	Undergraduate Open Day - Carmarthen Campus	Open day for undergraduate business and management programmes at the Carmarthen Campus. Book your place at: uwtsd.ac.uk/visitus
17 October 2017 or 28 November 2017	Swansea Business Campus Taster Days	Taster days for those considering studying at Swansea Business School. Book your place at: uwtsd.ac.uk/visitus
4 November 2017 or 2 December 2017	Undergraduate Open Day - Swansea Campus	Open day for undergraduate programmes at Swansea Business School. Book your place at: uwtsd.ac.uk/visitus



UWTSD proud of its St David Award 2017 winners

Cairn Newton-Evans, a student of BA Law and Public Services, won the Citizenship Award at a recent ceremony.

The Saint David Awards celebrate the extraordinary deeds and achievements of Welsh people. Cairn is a highly regarded Special Constable in Dyfed-Powys Police, a passionate advocate for LGBT rights and he has an interest in Welsh language inclusion. He personally experienced a horrific homophobic attack eight years ago, and was nominated for having "joined the police to try to stop such attacks happening to others".

Enillwyr balch Gwobrau Dewi Sant

Enillodd Cairn Newton-Evans, myfyriwr BA Y Gyfraith a Gwasanaethau Cyhoeddus, y Wobr Ddinasyddiaeth mewn seremoni ddiweddar. Mae Gwobrau Dewi Sant yn dathlu llwyddiannau a gorchesion rhyfeddol y Cymry. Mae Cairn yn Gwnstabl Arbennig uchel ei barch yn Heddlu Dyfed Powys, yn ymgryhydd brwd dros hawliau LGBT ac mae ganddo ddiddordeb yng nghynhwysiad y Gymraeg. Profodd ymosodiad homoffobig ofnadwy personol wyth mlynedd yn ôl, a chafodd ei enwebu yn y categori ddinasyddiaeth am "ymuno â'r heddlu i geisio atal ymosodiadau o'r fath rhag digwydd i bobl eraill".



Think Global, Act Local Says UWTSD's Jane Davidson in TEDxSwansea Talk

UWTSD's Dr Jane Davidson recently delivered a powerful talk on her approach to sustainability as part of TEDxSwansea's 2017 event. The talk, *Thinking Global, Acting Local*, focused in on some of the practical ways we can work together to create a sustainable future for our planet and our human community.

TEDxSwansea brings together the region's leading innovators and explores some of the world-leading work that is taking place in the fields of science, technology, business and art.

Steven Stokes, TEDxSwansea Director, said: "We have been overwhelmed by the support we have received from everybody in the region. Our previous two TEDxSwansea events were very successful and we have even received positive feedback from TED headquarters in New York, who described our events as interesting and diverse."

"The region is growing in confidence, and so it should. What we have to offer is something worth celebrating. However, it's not just the physical developments we should be focusing on. Behind the walls of our businesses and educational institutions are the innovators and creators whose work is having an impact across the world. It is these people we are keen to support and celebrate by giving them a global platform to share their ideas."



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Manjit Biant
manjit.biant@uwtsd.ac.uk
07723446393

Swansea Business School
UWTSD
High St
Swansea
SA1 1NE

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