Survey Insights:
An analysis of the 2021
Long-term Insights Briefings Survey

MCGUINNESS INSTITUTE
TE HONONGA WAKA

Survey Insights:
An analysis of the 2021
Long-term Insights Briefings Survey

September 2021

About the cover

The black swan represents unpredictable, unknown events that are beyond our expectations. The metaphor comes from the idea that there are only white swans until you see a black swan.

The eye represents hindsight, insight and foresight.

The brain represents the need to pause, reflect and be curious.

The binoculars represent long-term insights.

Contents

Box 1: Public Service Act 2020, Schedule 6

Clause 8: Long-term insights briefings

(1) A chief executive of a department must give a long-term insights briefing to the appropriate Minister at least once every 3 years and must do so independently of Ministers.

(2) The purpose of a briefing is to make available into the public domain—

    (a) information about medium- and long-term trends, risks, and opportunities that affect or may affect New Zealand and New Zealand society:

    (b) information and impartial analysis, including policy options for responding to matters in the categories referred to in paragraph (a).

(3) A briefing may set out the strengths and weaknesses of policy options but without indicating a preference for a particular policy option.

(4) The subject matter must be selected by a chief executive taking into account—

    (a) the purpose of the briefing; and

    (b) the matters in the categories in subclause (2)(a) that the chief executive considers are particularly relevant to the functions of their department.

(5) Two or more chief executives may give a joint briefing that meets the requirements of this clause for each of the departments covered by the briefing.

(6) Any agency in the State services may contribute to a briefing by a department or departments on subject matter relevant to the operation of their agency.

(7) The Minister must present a copy of a briefing to the House of Representatives as soon as is reasonably practicable after receiving it.

Clause 9: Public consultation

(1) A chief executive must undertake public consultation on—

    (a) the subject matter to be included in a long-term insights briefing; and

    (b) a draft of the briefing.

(2) A chief executive must take into account any feedback received from public consultation when finalising the briefing.

Preface

On 6 August 2020, the Public Service Act 2020 became law. Within the legislation was a schedule that introduced the first foresight instrument in Aotearoa New Zealand since the establishment of the Commission for the Future in 1976. The new law (outlined in Box 1) created a requirement for each chief executive of a government department to prepare a Long-term Insight Briefing (LTIB, often called briefings) at least every three years on a topic of their choice.

Aotearoa New Zealand's previous foray into foresight ended quickly. The Commission for the Future was disestablished within six years. Many, including Hon Hugh Templeton, the responsible minister at the time, considered the reason for its demise was that not enough care had been put into embedding the novel institution into the parliamentary system (watch Hon Hugh Templeton on YouTube, see link on page 43). That lesson should not be forgotten. Foresight institutions and instruments are not only rare, but very different from institutions and instruments that focus on delivering strategic or operational advice. If they are not understood and used correctly, they will fail. At a time when the world is changing swiftly and chaotically, foresight tools are needed more than ever – we need LTIBs to work for us, and we need them to work for us now.

This survey aims to shed more light on this innovative foresight instrument; it asks experts and other interested parties to share their thoughts on how LTIBs might best be designed to deliver value and how to help ensure they are widely seen and well understood. The goal must be to empower decision-makers and policy analysts with foresight to help navigate our country's future. These must not be projections about our probable future but narratives about our possible futures. A successful foresight tool is not one that can be measured in terms of whether a desired future was achieved – that is strategy. Instead, success is measured in terms of how foresight helped shape our thinking and actions so that we did not realise a future we did not want. By looking boldly and courageously at dystopic futures and analysing a wide range of possible futures, we learn how to optimise the future by recognising and engaging with tensions and trade-offs early (before they become too big or difficult to manage) and building contingency and capabilities in advance so that we are less fragile when unintended outcomes eventuate. That is foresight.

Thank you to the 41 respondents who completed the survey; we appreciate this is both a novel instrument and a niche topic. Your responses were detailed, comprehensive and diverse. For this reason, we have included your anonymised responses in the appendices, and summarised them in the main survey. This enables you and others to review and reread the responses and reflect on the wide range of ideas and observations.

If Aotearoa New Zealand wants to survive in this new environment and manage the wellbeing of our people over the long-term, we will need new institutions and instruments. We applaud those who designed and nurtured the idea of the LTIBs and worked hard to embed them into law. The next stage is to take this instrument and embed it into policy, so that ministers, Members of Parliament, officials, iwi, business people and the general public are provided with decision-useful information. We hope this survey contributes to that.

Thank you for taking the time to complete the survey and read the survey results.
Ngā mihi aroha ki a koutou.

Wendy McGuinness
Chief Executive
McGuinness Institute

Part 1: Purpose and Process

1.0 Introduction

LTIBs are designed to improve the quality of debate in the House, in government and in the public domain. To be useful, briefings should aim to test our thinking, make us curious, challenge myths, identify and reassess assumptions, apply non-linear approaches to the future, explore scenarios and, most importantly, make us think beyond our general understanding of a topic and consider long-term horizons. For example, 'if not this, then what?', 'what happens if …?', 'what am I not thinking about?' and 'how does this impact …?'

In summary, LTIBs:

- are prepared by government departments' chief executives, independent of ministers, at least every three years

- are not government policy

- focus on future medium- and long-term trends, risks and opportunities and may include policy options, although they are more think-pieces than policy papers

- should contain relatively unique subject matter, not a repetition of existing work streams that are already in the public arena

- are managed by the Head of the Policy Profession (Brook Barrington), who convened an LTIB reference group of 12 chief executives to oversee the overall process and the quality of briefings (see Figure 1). See Appendix 3

- are developed using a two-stage public consultation process, and any feedback received must be considered (see Figure 2).

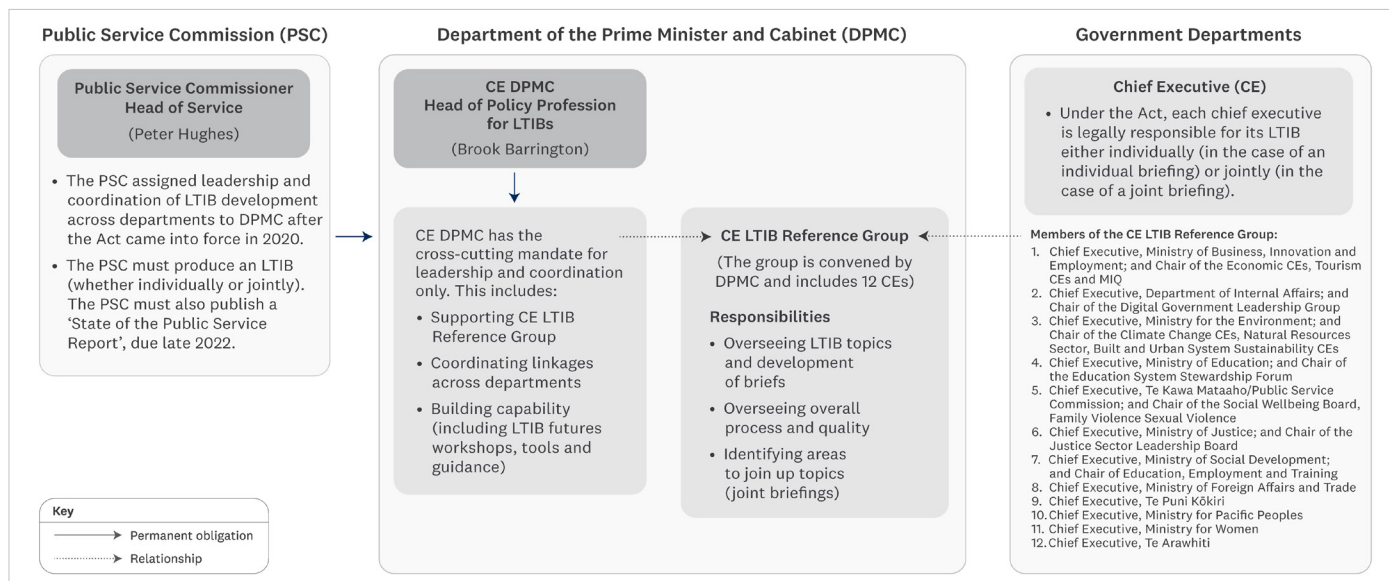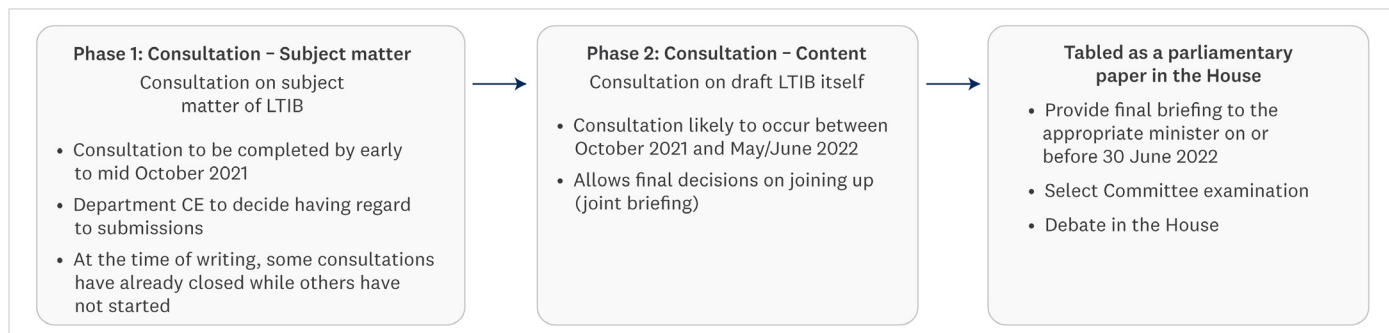**Figure 1: Roles and responsibilities for the governance of Long-term Insights Briefings**

Figure 2: The public consultation process

LTIBs are a unique instrument as they ask a chief executive to share their thinking on a topic with all members of the House (not just their minister), as well as officials and the general public. Previously, their responsibility was only to their minister. The relationship between ministers and chief executives operates under a 'no surprises' principle. The *Cabinet Manual*, para 3.22 (a) states:

> In their relationship with Ministers, officials should be guided by the 'no surprises' principle. As a general rule, they should inform Ministers promptly of matters of significance within their portfolio responsibilities, particularly where these matters may be controversial or may become the subject of public debate.

This 'no surprises' principle will still operate for LTIBs, but the important distinction is the audience. At least once every three years, chief executives must focus on informing all Members of Parliament, officials and the wider general public – the onus is on the chief executive to do this, not the minister.

Once completed, the LTIB is given to the appropriate minister, who must then present a copy of it to the House.

Immediately after being presented to the House, each briefing will be referred to the Governance and Administration Committee, who may decide to examine the briefing or send it to another committee for examination. In either case, it will be the chief executive who will be required to answer any questions on the briefing from committee members (not the minister).

The select committee is required to report their findings to the House within 90 working days. Standing Orders allows for the House to hold a three-hour debate. The House will decide when to hold the debate; it may wait for all the committees to report or it could start the debate while LTIBs are still before the committees. The chief executive will not be required to attend the debate.
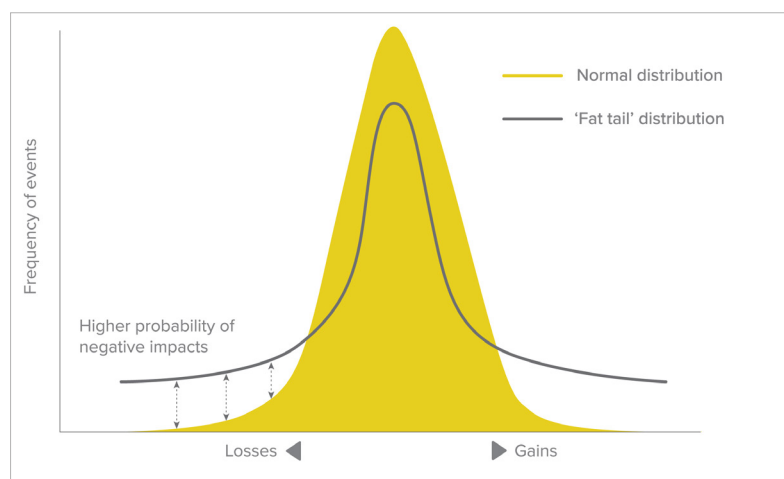
Chief executives are expected to present their briefings approximately halfway through each parliamentary term. (For the first round, this means before 30 June 2022.) This enables long-term issues to be brought to the fore during each parliamentary term. It also gives select committees enough time before the election to conduct any additional tasks arising from their examination of the briefing and enables political parties to reflect on any insights gained from the briefing (i.e., in preparation for the next general election).

The chief executive and/or Department of the Prime Minister and Cabinet (DPMC) are also likely to review the briefing process, what is being referred to as a 'conduct review activity', in order to learn lessons for the next briefing.

The biggest risk right now is that we continue to focus on the status quo and use all our resources and capabilities to solve specific problems in a reactive and isolated manner. In times of uncertainty we should focus on timely and effective ways to deliver more transformational and anti-fragile change. In graphic terms, an increase in uncertainty is often illustrated by the lifting of the 'fat tail' (see Figure 3). This means we need to focus on redesigning our governance and risk management systems to manage the challenges and opportunities that lie ahead.

2.0 Background

The previous foresight institution or instrument was the Commission for the Future. See Figure 4. It lasted only six years (although it was formally established under the New Zealand Planning Act 1977, the Commission was actually formed in 1976). It was accompanied by the establishment of the New Zealand Planning Council, which lasted only nine years before being superseded by Crown Research Institutes (CRIs). CRIs were meant to take up the foresight role.

Figure 3: The 'fat tail' problem

Figure 4: Foresight institutions and instruments in Aotearoa New Zealand since 1976
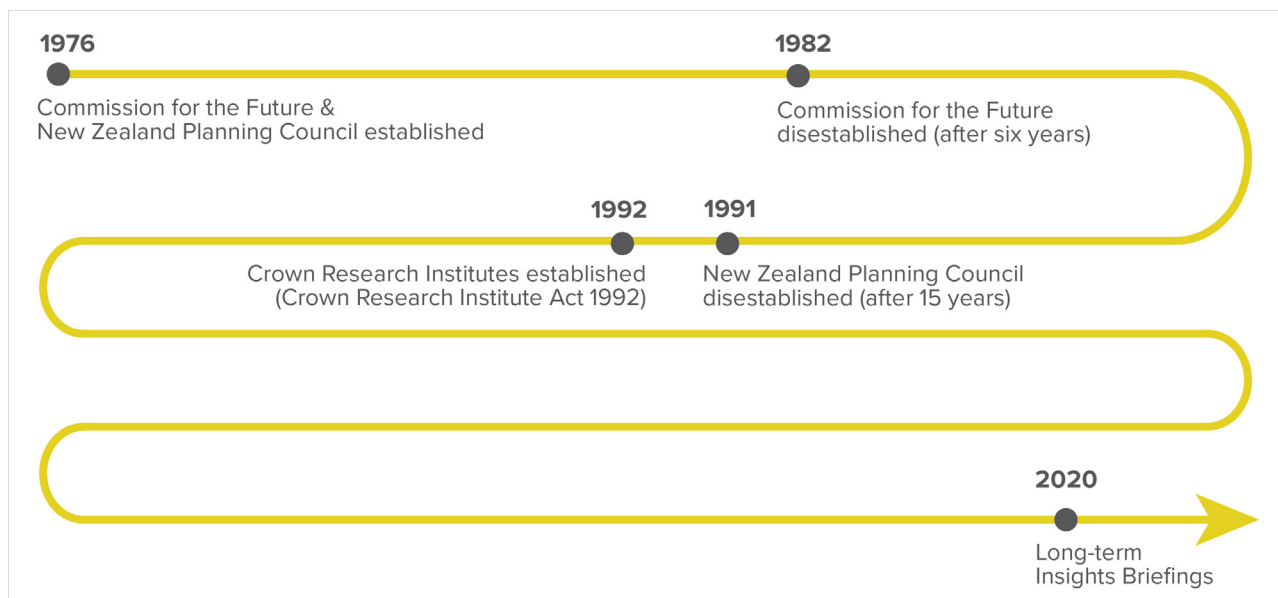
There are several obstacles that might get in the way of LTIBs being successful. For example, a chief executive might be:

- lacking foresight skills; they do not have the necessary tools or skills to confidently write the briefings

- risk averse; they do not want to show faults in their systems/management or they select less controversial topics due to the authorising environment being untested

- concerned about political safety; they do not want to tarnish their existing working relationship with ministers and, therefore, do not explore topics that might be seen to go against current government policy

- overworked; they are busy and suffering policy burnout (it has been a long 20 months)

- humble; they do not think they have anything to offer

- unsure; they lack a clear understanding of what success looks like.

Situations that might prevent success include situations where a chief executive might:

- delegate LTIBs too far down the department

- postpone or rush them out

- focus on operational or strategic issues

- replicate or retrofit existing workstreams (repurposing so they are compliant but not following the spirit of the Act)

- fail to seek out a diverse range of views or to ask difficult questions of staff/collaborators

- fail to collaborate/discuss briefings with other chief executives and/or key collaborators.

Most importantly, a key failure is likely to occur if Members of Parliament or the public were not aware that briefings exist.

3.0 Progress to date

There are seven briefings in the public arena. See analysis of the list in Table 1 overleaf. Figure 5 illustrates how the subject matter might be high level (general) or low level (specific). There is no right or wrong answer, but briefings should make clear the appropriate level of altitude for the subject matter, as it helps set the scope.

Figure 5: The concept of altitude
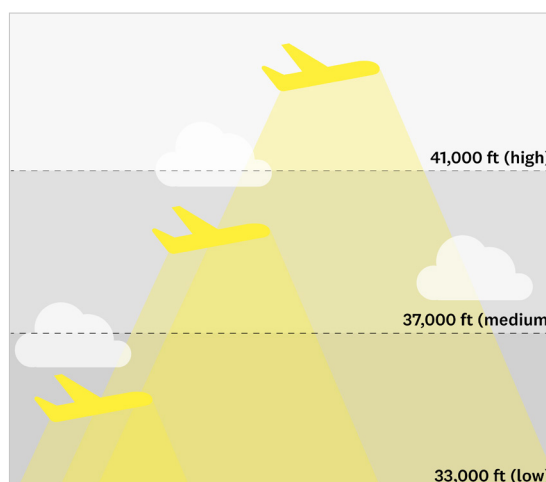
Table 1: Long-term Insights Briefings in progress

Department	Subject	Single or joint briefing?	Time horizon	Altitude (see Fig. 5) (McGuinness Inst. assessment)	Document link	Phase 1 (subject matter)	Phase 2 (content)	Briefing due in House
1. Inland Revenue (IRD)	The effects of taxes on inbound investment and their impacts on investment and productivity	Single	Not specified	Medium	Tax, investment and productivity	13 Aug–6 Sep 2021 (24 days)	Early 2022	Mid 2022
2. Manatū Taonga Ministry for Culture and Heritage (MCH)	Cultural sector infrastructure – the physical, social, and dynamic components of the cultural sector that enable delivery and outcomes	Single	2021–2040	High	The components of an impactful and sustainable cultural sector into the future	27 Aug–26 Nov 2021 (91 days)	Early 2022	Mid 2022
3. Ministry of Business, Innovation and Employment (MBIE)	There may be a role for government to help shape the future of business, for example, ensuring the future outcomes businesses and New Zealanders want to achieve are more broadly aligned	Single	Suggests at least 10 years (2021–2031+)	Medium	The future of business for Aotearoa New Zealand: Opportunities and implications for productivity and wellbeing	20 Jul–20 Aug 2021 (31 days)	Early 2022	Mid 2022
4. Ministry of Education (MOE), Ministry of Business, Innovation and Employment (MBIE), Ministry of Social Development (MSD)	Reflecting on the challenges facing youth at risk of limited employment, prioritising the most important areas of focus and highlighting the right options to achieve better results for young people	Joint	Not specified	Medium	Youth at risk of limited employment	1 Jul–15 Aug 2021 (45 days)	Early 2022	Mid 2022
5. Ministry of Transport (MOT)	The potential impact of autonomous vehicles on New Zealand's transport system and the wellbeing of New Zealanders	Single	Suggests at least 10 years (2021–2031+)	Low	The impact of autonomous vehicles operating on New Zealand roads	27 Aug–17 Sep 2021 (21 days)	Early 2022	Mid 2022
6. Te Kawa Mataaho Public Service Commission (PSC)	Five possible topics for our 2022 Briefing	Single	2040	Medium	He pēhea nei te takatū o Te Ratonga Tūmatanui o Aotearoa mō te tau 2040? How is New Zealand's Public Service prepared for 2040?	20 Aug–20 Sep 2021 (31 days)	Not specified	Mid 2022
7. The New Zealand Treasury Te Tai Ōhanga	The Government's long-term fiscal position and policy options available to address the long-term fiscal challenges, risks and opportunities	Single	At least 40 years (2061+)	High	Looking to the Future: New Zealand's long-term fiscal challenges	26 Feb–26 Mar 2021 (28 days)	Mid 2021	Late Sep 2021

Part 2: Survey Results

4.0 Why the survey was conducted

Reasons for conducting the survey include:

- The LTIBs are a novel instrument and deserve special attention. Early engagement with novel instruments is critical; without care, new instruments often fail to deliver the benefits sought.

- Taking a long-term view, this survey aims to improve Aotearoa New Zealand's foresight ecosystem so that it is better able to inform decision-makers today to deliver better outcomes in the future.

- Given the range of crises we are facing, time is of the essence.

- There is a lot of expertise in the public service, and this was an excellent opportunity to collect and collate insights quickly, almost in real-time. The survey took place from 3 to 15 September 2021. The goal was to collect insights after hosting the 1 September public webinar and present those insights to the chairs and deputy chairs of select committees in Parliament on 21 September.

- The survey aims to provide some insights for chief executives on how they might go about consulting and preparing LTIBs, and to inform users, including Members of Parliament, on the existence of LTIBs and how to use them.

5.0 How the survey was conducted

Given the early state of play, we decided to focus on the relatively informed and interested audience that emerged around the 1 September 2021 webinar and to focus on delivering the results to chairs and deputy chairs as soon as possible.

- The survey was designed by the McGuinness Institute and the draft was trialled by a few interested parties.

- The final survey was conducted over 13 days from Friday 3 September to Wednesday 15 September 2021. See Figure 6.

- The survey was distributed to attendees of a public webinar, hosted on 1 September 2021. The survey was also promoted through McGuinness Institute social media and emailed to patrons of the Institute.

- There were 41 survey respondents in total. See Appendix 1 for a list of the survey questions.

- The Survey was completed by respondents using SurveyMonkey, an online research platform, and survey responses were anonymised.

Figure 6 : Survey timeline: Long-term Insights Briefings Survey
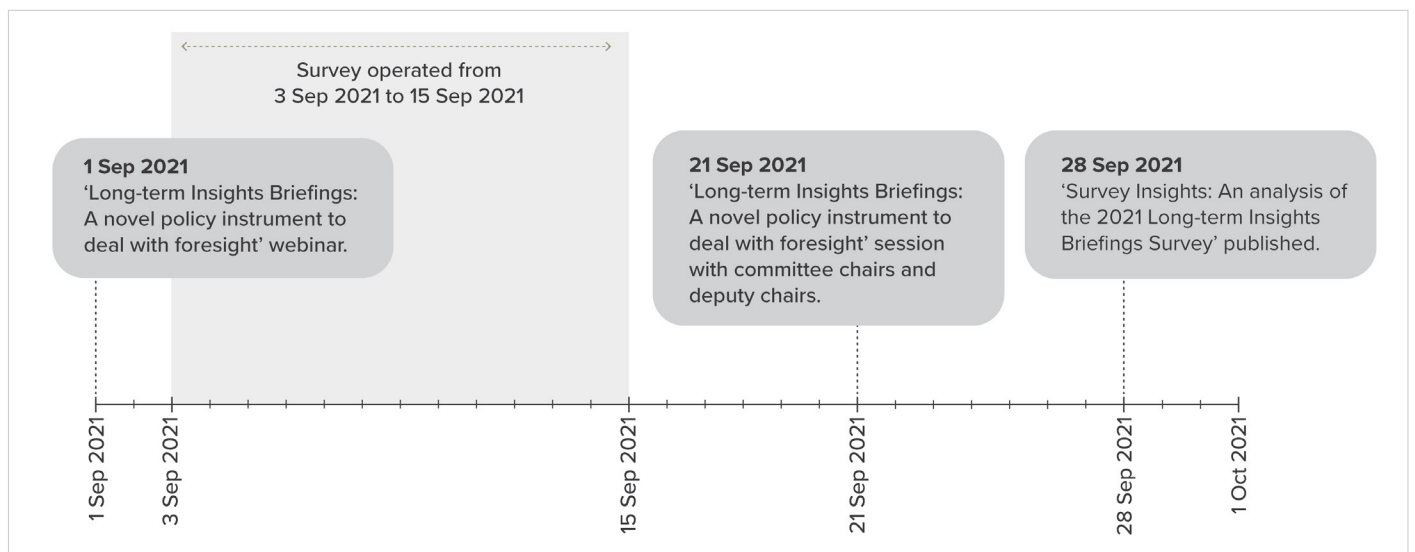
6.0 Survey responses

Question 1: What national or global issues keep you awake at night? It would be great if you could identify three or more.
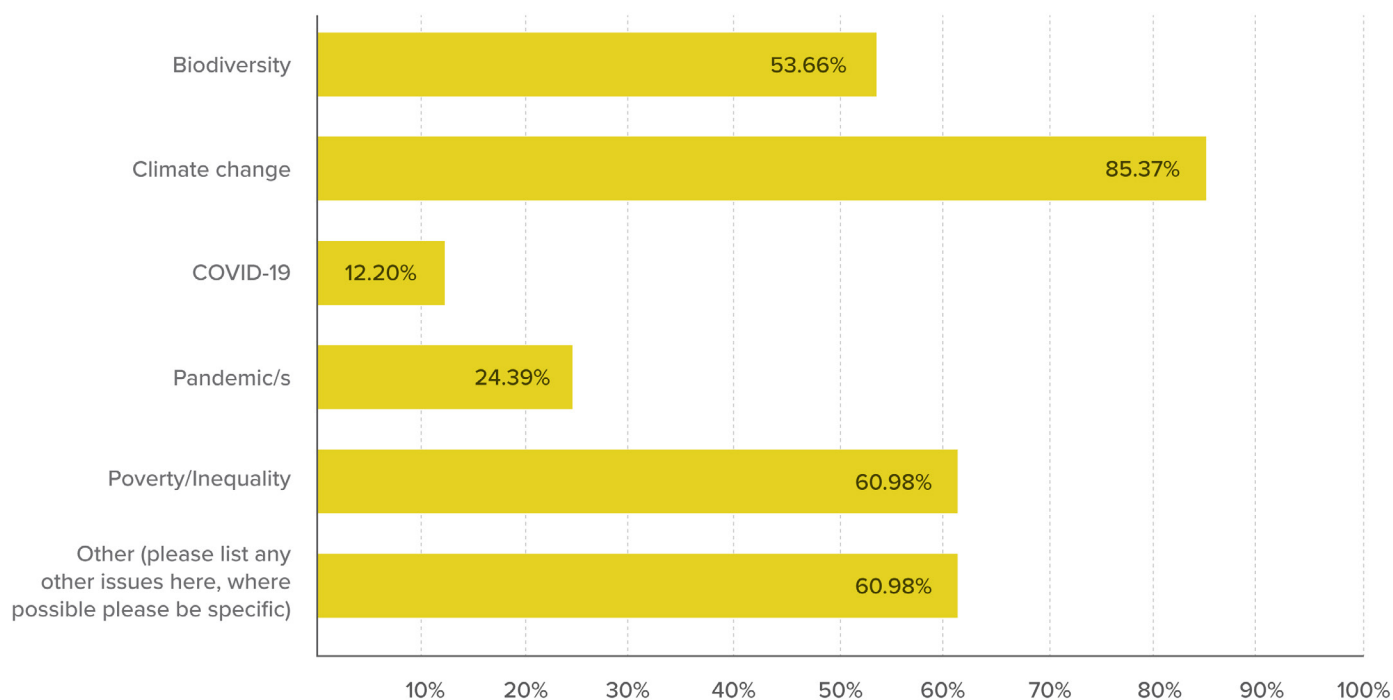
National and global issues

As can be seen from the graph, 61 per cent of respondents chose 'other' and added to the initial list. We summarised the issues they added and grouped them under the topics below. Although there was some repetition, the list was diverse. To provide a flavour of the responses, we include a number of them here.

Demographic issues

- Ageing demographic and how to design our health care systems given that citizens are living longer.

- Education standards in NZ.

- Low productivity in NZ and consequent brain drain.

- Intragenerational inequity (e.g., as a result of the housing market, education and inheritance settings).

- Intergenerational inequity (e.g., transmission and concentration of wealth over time).

- World population growth (e.g., from 5.33 billion in 1990 to 7.79 billion in 2020).

- Local population growth (e.g., in Afghanistan, from 13 million in 1990 to 38 million in 2020).

Environmental issues

- Food stress.

- Heat stress.

- Nitrogen loading.

- Ocean warming and acidification.

- Water stress.

Geopolitical issues

- Disregard for Indigenous world views.

- Foreign interference/influence.

- Global power shifts/conflict.

- Information warfare (see also cyber-security attacks below).

- International political instability (connected to increase in fake news).

- Nuclear war (given that nuclear weapon states are generally upgrading their arsenals and both the US and Russia have missiles on high alert).

- Pacific geopolitical security.

Governance issues

- Cognitive diversity in policy making.
- Contest between individual freedoms and state control.
- Erosion of democratic norms and/or democracy.
- Erosion of trust and social fabric (e.g., inequality, racism, sexism, individualism, consumerism, nationalism, partisanship, surveillance capitalism).
- Health impacts.
- Housing costs – leading to neo-feudalism.
- Inclusion/multicultural diversity.
- Intergenerational opportunity.
- Polarisation of society and politics (e.g,. the state of trust in our leadership and institutions and what we can do long-term to ensure trust is enhanced).
- Right-wing extremists.
- Short-termism.

Technological issues

- Cyber-security attacks.
- Artificial intelligence getting out of control (given that there is not enough research going into 'the control problem').
- Synthetic biology/ biological engineering/laboratory safety.

Selected quotes

Geopolitical issues

- 'How does a small, democratic country like NZ defend itself in a region increasingly hostile to our values? How do we protect ourselves from foreign interference while still being an open and welcoming society?'

Governance issues

- 'Governance and the erosion of democratic norms. (Boris Johnson, Trump, Orban, Xi, Poland). Governance across the world is sliding towards an authoritarian kleptocracy. Although we are some way off this yet, it needs to be remembered that this is the norm for human society across the last 5000 years. We need to take very seriously any evidence of reversion towards this mode of government. Ensuring this does not happen is a necessary (although not sufficient) condition for doing anything about climate change.'

- 'The lack of interest and apparent ability to manage our infrastructure – on most of these other issues.'

- 'New Zealand is too small to do anything meaningful other than protect ourselves from the worst of the effects and make local change. While an unjust, polluted world is a terrible prospect, what will be more significant is just how bad people's lives will become if infrastructure basics like clean water, sanitation and an unjust transition in the way we live erodes our social cohesiveness. Put another way: the check-box issues you list are bad things, but they are abstract, pale things in comparison to salient practicalities that will undermine efforts to address the aspirations. Neglecting infrastructure to the point where sanitation breaks down, or our social cohesiveness is undermined by requirements to live in ways the city environment will not support with new and good public transport and higher density cities. Many of these issues you list can be at least partially addressed by part of our infrastructure planning and execution. Inequality may be bad, but it gets a lot worse if only the wealthy can afford bottled water.'

- 'Lack of alignment on the root causes of these issues, inability to go on a journey to discover these together, and ultimately an absence of work being done/action being taken that enables movement towards the aspiration of ubiquitous wellbeing (or our own unique versions of such). As a meta idea, I am very concerned by the "global issue" framing, when the only pathway to different outcomes (whether local or aggregated/global) is from local action on "local issues". There will not be alignment on this stance yet, however, if we start out on the journey in search of ubiquitous wellbeing, we will soon learn the truth of this stance, and be more able to align on it and get to work.'

Technological issues

- 'How must NZ drive the innovation economy, including growing a skilled STEAM (Science, Technology, Engineering, the Arts and Mathematics) workforce and removing barriers to entrepreneurs ushering innovative technologies into the market?'

- 'COVID-19 is in a different category to the other four in the list of five above. The other four are potential global catastrophic risks that could permanently curtail the future of humanity or kill a billion or more people. COVID-19 is trivial by comparison. (Though still very serious, it does not enter my nightmares.) Risks from emerging uses of artificial intelligence and risks from future powerful artificial intelligence: military, information pollution/manipulation, totalitarianism, misaligned goals of AI, "oops" events (e.g., biological engineering, laboratory safety, bioweapons, bioterrorism), gain of function research, great power conflict and potential use of nuclear weapons.'

Question 2: What 'subject matter' would you like covered in a briefing?

Suggestions

This was an open question. The Institute expected to find more commonality between respondents than was the case. To make it easier for the reader, the responses were examined, dissected, and regrouped under high-level topics. The answers are summarised below.

Vision/goals and system design

- National aspiration (i.e., a preferred future vision) for Aotearoa New Zealand at H3, something equivalent to the España 2050 initiative (note: the abbreviation H3 may be referring to the 3H framework that was developed by Bill Sharpe of International Futures Forum as part of work for the UK Foresight Program's Intelligent Infrastructures Project).

- How government sees NZ 20 years into the future, not just during their political cycles.

- NZ's role in the future world.

- Anti-fragile communities and systems.

- Topics on improving the public service.

- The problem of risk aversion in the public service.

- System collaboration.

- More effective public input into policy and the re-formulating of our social contract.

- How to create de-politicised institutions and processes that work cohesively with data and knowledge, not doctrine, theory and short-term expedience.

Crises

- Biodiversity.

- Sustainability.

- Climate change (including mitigation, emissions reduction, carbon markets, voluntary carbon market, climate change resilience and adaptation, and how intergenerational transmission of wealth interacts with climate change).

- The current COVID-19 pandemic (learning to live with COVID-19, including border control options for NZ and returning to normal).

- Preparing for future pandemics.

- Poverty/inequality/intersectional policy addressing inequity.

- Natural hazard and climate change risk management (investment in proactive management).

- Nature of threats/trends; scenarios; risk and opportunity analyses.

Technology

- Technology and AI.

- AI getting out of control as an existential risk.

- Social equity and new threats to security.

- What will we do with petrol cars?

- How to turn NZ into a world leading digital economy.

- The risks of future pandemics associated with synthetic biology.

- The risks of nuclear war (and impacts on NZ).

Society and Indigenous rights

- Indigenous peoples' rights and perspectives.

- Future-proofing government structures and democracy.

- Te Tiriti engagement and foresight in the area of Māori and crown engagement.

Infrastructure and urban planning

- Housing (analysing supply and demand over the next 5/10/20 years).

- Next generation policy planning.

- Energy transition planning – how this will be affected given the current generator market which dictates current practice.

- NZ's education system.

- Entrepreneurship.

- Addressing increasing power of private corporations and rising inequity.

- Threats and opportunities, innovations projected, frank failures and successes, a keen focus on future improvements.

Selected quotes about the content of briefings

- 'The importance of foresight generally and how foresight and insight briefings should become a local govt requirement.'

- 'A balanced view of both risks and opportunities across a century. Some say a century is too long, but some changes, e.g., proposed superannuation measures if implemented incrementally, may take literal decades to re-align. Focus on risks and opportunities beyond the siloed remit and historical inertia of departments. E.g., radical transformative possibilities such as UBI, phasing out of retail banking in favour of distributed finance tools or personalised precision medicine scaffolded by emerging tech, ideas for radical reshaping of core public sector functioning and the potential benefits of this. Big picture, blue skies possibilities. But also, a specific focus on the risks that harbour almost all the threat. Rather than getting caught up in endless tweaks to threats such as gun laws or terrorism protections (which kill a few people here and there), more focus and channeling these massive resources into risks such as pandemics, foreign interference, artificial intelligence, extreme volcanism, etc. Things that left unaddressed threaten millions of lives (through harm or influence). Many government approaches currently misaligned between resource investment and magnitude of threat. So, let's see more speculative cost-effectiveness analyses that make values and normative assumptions explicit. The briefings should also each include a horizon scan and lists of e.g., "ten emerging themes" in the relevant domain. They should also include an appendix listing things that were considered but not detailed in the briefing (so a reader can see the totality of the thinking, and not be left speculating whether departments are even aware of an issue or not.'

- 'Bold conversations about how we manage the adverse impacts (of growing human populations on biodiversity, climate change, pollution) and hard conversations about trade-offs in where we will live and what lifestyles/freedoms we can expect (e.g., higher density living, reduced intensity farming, returning land to nature, post-consumerism/post-growth society).'

- 'How will government change how it works as it moves from direct provision to being a broker, facilitator, catalyst and partner in public problem solving and meeting the needs of current and future New Zealanders?'

- 'Development of capability and capacity in emergency sector to face the three crises and beyond – we know that Defense has already said they would struggle to deploy to a big emergency given they are using a great deal of their capacity at MIQ.'

Selected quotes about the briefing process

- 'All the briefings should take as a point of departure a unified, high-level assessment of future opportunities, risks and uncertainties.'

- 'This would vary from briefing to briefing, surely.'

- 'I would like to see agencies explicitly identify the potential uses and utility of the LTIBs. Why do they think they've been tasked with doing this? What should we hope to get out of this process?'

- 'In order for it to be decision useful, I would like to see the subject matter linked closely to the purpose of the entity the CEO is leading. In order for them to be focused sufficiently long term, I would like to see them using something along the lines of the futures cone – to enable projected, probable, plausible and possible scenarios to be mapped out using key drivers for their sector/purpose. The subject matter of the briefing could then focus on the key drivers that may lead to undesirable futures and/or key issues that would be present in those futures. It would also be good to have a list of "the subject matter we considered but excluded from scope" and why. And, at the end of each briefing, an indication of the direction of travel/what the next briefing may focus on.'

- 'A range of scenarios (rather than objectives) with high-level (perhaps only conceptual/qualitative) benefits of action and costs of inaction analysis.'

- 'Some consideration of NZ's connection to global issues (rather than a purely domestic assessment).'

- 'A map of important subject matter could be published (perhaps by the Public Service Commission) well before the briefings are required, and departments are assigned to each subject matter. Departments then write the briefings (jointly where relevant/applicable) based on this allocation.'

- 'Issues in the 30-year horizon.'

Question 3: Would you prefer to see single briefings (one per department) or joint briefings (many CEs working together on a shared subject matter of interest)? Or are you are happy for CEs to decide what is appropriate?

Single briefings — 9.76%
Joint briefings — 82.93%
No preference (happy to leave to the chief executives) — 7.32%
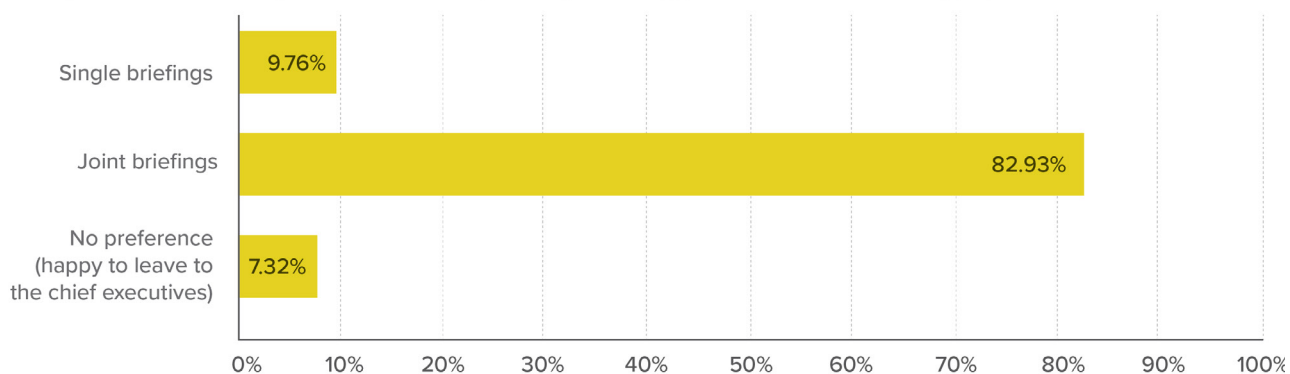
	Single briefings	Joint briefings	No preference (happy to leave to the chief executives)	Total
Yes, I watched all or some of the 1 September 2021 webinar	2 [7.14%]	25 [89.29%]	1 [3.57%]	28 (68.29%)
No, I did not watch it at all	2 [15.38%]	9 [69.23%]	2 [15.38%]	13 (31.71%)
Total respondents	(9.76%) 4	(82.93%) 34	(7.32%) 3	(100%) 41

Although participants were not given the opportunity to comment on this question, one participant made the following observation:

- 'I would prefer to see a first round briefing – one per department, and then a round of presentation and connection making between CEs calling out the interdependences which then leads to a joint briefing. Not happy for CEs to decide. Would like to see that the CEs were aware how important this exercise is from a taxpayer, business and Aotearoa perspective.'

Question 4: The law requires the briefings to be tabled in the House of Representatives. However, do you consider it would be good practice to have one organisation responsible for collating and making public the briefings, or should this be the sole responsibility of each chief executive (and placed on their website accordingly)?

Twenty-two per cent of respondents added an explanation to this question. We have collated and edited them below. Most explanations supported one organisation collating and publishing briefings. Only one did not.

- 'Wherever possible, connections should be drawn across departments as the future issues are not neatly broken down by current departmental boundaries. How are the inevitable tensions and trade-offs between different areas to be made sense of? While some of that is a matter for politicians, it seems a poor show if officials aren't expected to at least take a stab at them first.'

- 'Having the consultation requests and briefings in one place makes them more accessible and allows citizens to choose where to put their participatory efforts.'

- 'It would be great to have a group, perhaps not a whole department, dedicated to getting LTIBs to the people of New Zealand. Suggesting that they are publicly available supposes that every person is aware of the accessibility of the LTIBs, despite there being little to no education around the roles and responsibilities of government in schools. It is a privileged perspective to think that people would (i) know they exist and (ii) be able to locate them once tabled. They should be made readily available and accessible to the public in a clear way.'

- 'Ideally, an independent organisation that reports to the entire House would help create and publicise the LTIBs.'

- 'There should be one organisation, and there needs to be a marketing campaign so that New Zealanders are aware that the LTIBs exist and they can have a say. I favour a centrally housed entity, directly engaged with Parliament, but politically neutral, e.g. a Parliamentary Commissioner, appropriately resourced with appropriate expert support.'

- 'Centralised collation and curation is needed for demonstrating joined up Government.'

- 'Government needs to find better ways to distribute LTIBs to those who are interested, rather than just publish them and hope people will see them. How do I set my personal interests with government and receive the LTIBs I am interested in?'

- 'Chief executives should be made aware of how important this exercise is from a taxpayer, business, and Aotearoa perspective. I would not be happy to see chief executives submit to one agency. I prefer the approach of open and transparent views, conforming in format, but not content, and I would like to see that there is no filtering. Open access to views by chief executives exposes thinking – or lack of it – and accountability.'

* Of the nine participants who chose the 'expand and/or explain' option, eight agreed that one organisation should be responsible for publishing all briefings, while one thought that each department should be solely responsible.

If we combine these responses with the rest, 70.73% agree that one organisation should be responsible for publishing all briefings, and 12.20% think that each department should be solely responsible.

Question 5: If each of these government departments produced a briefing, which ones would you be interested in reading?

This was a closed question. Participants were asked to identify which departments' briefings they were most interested in reading, and which they were not really interested in or undecided on. The survey results are summarised below but more detail can be found in Appendix 2.

Government department	Interested
Ministry for the Environment	92.68%
Department of Conservation	78.05%
Ministry for Primary Industries	75.61%
Ministry of Business, Innovation and Employment	75.61%
Ministry of Foreign Affairs and Trade	75.61%
Ministry of Health	75.61%
Ministry of Social Development	70.73%
Ministry of Housing and Urban Development	68.29%
Department of the Prime Minister and Cabinet	65.85%
Ministry of Education	65.85%
Ministry of Transport	60.98%
Government Communications Security Bureau	58.54%
Ministry of Māori Development— Te Puni Kōkiri	56.10%
New Zealand Security Intelligence Service	56.10%
Ministry of Defence	51.22%
Ministry of Justice	48.78%
Inland Revenue Department	43.90%
Ministry for Women	43.90%
Public Service Commission	43.90%
Department of Internal Affairs	39.02%
Oranga Tamariki— Ministry for Children	39.02%
Ministry for Pacific Peoples	39.02%
Education Review Office	34.15%
Ministry for Culture and Heritage	34.15%
Department of Corrections	31.71%
Land Information New Zealand	29.27%
Crown Law Office	21.95%
Serious Fraud Office	19.51%
New Zealand Customs Service	17.07%

Percentage of respondents 'interested' in reading a briefing from that department

Question 5 cont.

Government department (y-axis)

Government department	Percentage
New Zealand Customs Service	58.54%
Serious Fraud Office	53.66%
Department of Corrections	48.78%
Education Review Office	46.34%
Land Information New Zealand	46.34%
Ministry for Culture and Heritage	43.90%
Crown Law Office	41.46%
New Zealand Security Intelligence Service	34.15%
Inland Revenue Department	34.15%
Oranga Tamariki—Ministry for Children	31.71%
Public Service Commission	31.71%
Department of Internal Affairs	26.83%
Ministry for Pacific Peoples	26.83%
Ministry for Women	26.83%
Ministry of Defence	26.83%
Ministry of Justice	26.83%
Government Communications Security Bureau	24.39%
Ministry of Housing and Urban Development	21.95%
Department of the Prime Minister and Cabinet	17.07%
Ministry of Education	17.07%
Ministry of Māori Development—Te Puni Kōkiri	17.07%
Ministry of Social Development	17.07%
Ministry of Health	14.63%
Ministry of Foreign Affairs and Trade	12.20%
Ministry of Transport	12.20%
Ministry of Business, Innovation and Employment	9.76%
Ministry for Primary Industries	9.76%
Department of Conservation	7.32%
Ministry for the Environment	0.00%

Not really interested

Percentage of respondents 'not really interested'
in reading a briefing from that department

Suggestions

This was an open question. Key ideas from the responses are summarised below, grouped under topics. More detailed responses can be found in Appendix 2.

LTIBs

- Provide more support for those preparing LTIBs.
- Require joint LTIBs based on sector.

Reviewing best practice

- Review international best practice (e.g., Singapore) and implement institutions and instruments that work.
- Review legacy of chief executives 10 years after they leave office (as a matter of public record) to help them think long-term.

Establishing a new entity

- A Minister for Futures.
- A Commission for the Future.
- A functional chief executive or system lead tasked with leading the foresight ecosystem in government (appointed by the Public Service Commissioner).
- A foresight unit that is mandated to perform this function in each department.
- A Foresight Advisory Council (much like the Digital Council).
- An Independent Parliamentary Commissioner for Extreme Risks.
- A Parliamentary Select Committee for Extreme Risks.
- A central body tasked with governance of foresight and provision of foresight tools.
- An independent group reporting directly to the prime minister.

- Publishing new instruments
- Regular reports on trends, threats and assessments.
- 20/50-year non-partisan macroeconomic plan.
- Intergenerational plan.

Chief executive employment

- Include foresight in all chief executive job descriptions.
- Create joint chief executives for each department: one focused on the present, the other focused on the future.

Professional development and training

- Increase professional development.
- Design an accredited qualification at a tertiary institute.

Other ideas

- Run prediction tournaments across the public service.
- Gain a non-partisan commitment to foresight.
- Create a funded and facilitated forum across public society that embraces diversity of thought.
- Foster a network (or virtual department) of strategic foresight practitioners, including those employed in departments, consultants and academics. This could include internships and rotations.
- Encourage private sector relationships with people and organisations that have skills in foresight.

Selected quotes

- 'Have dedicated capability for foresight with a mandate to build capability across the public sector, akin to a system leader or functional leader [see Machinery of Government Supplementary Guidance Note https://www.publicservice. govt.nz/assets/SSC-Site-Assets/SAPG/Guidance-Functional-Chief-Executives.pdf]. They could design and disseminate tools and frameworks to ensure all policy reflects stewardship and futures considerations. They could ensure that future considerations are embedded into current guidelines and policy frameworks e.g. Policy quality guidelines, regulatory impact requirements, Cabinet paper templates etc.'

Question 7: Is it clear to you what Aotearoa New Zealand's long-term vision is? If yes, please briefly describe in the comment box below. If no, please briefly describe in the comment box below what you think the vision should be.
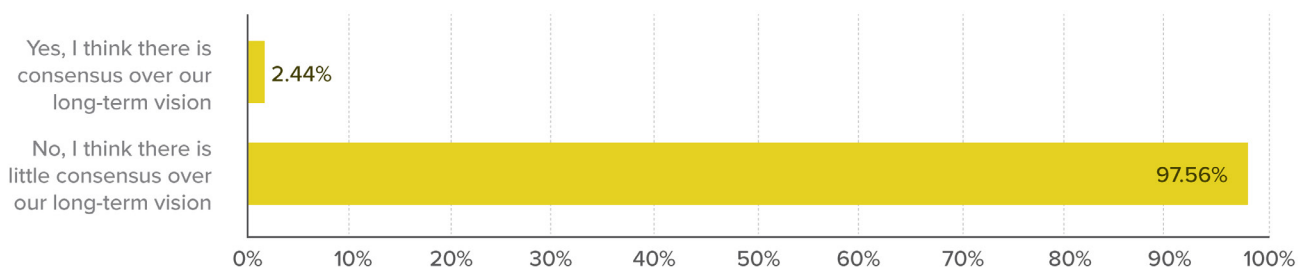
Ninety-eight per cent of respondents believe there is little consensus over Aotearoa New Zealand's long-term vision. The responses are listed in Appendix 2, but a few selected responses are repeated here:

- 'An environment where fact is trampled by stampeding hobby horses makes logical foresight very difficult – and perilous for those who may express opinions contrary to political policy.'

- 'Who are our key stakeholders, what are our key allies and who can we partner with to bring our 2040+ vision to life? What do we want to have done in the world to show we were good ancestors (tūpuna pono)?'

- 'We have a disparate, fragmenting and polarising society, as do many other Western democracies, where voluble assertions of anecdotal experience, theory, doctrine and other matters of taste and opinion seem to take precedence over fact and knowledge in long-term planning.'

- 'I do not see sufficient government policy collaboration with the private sector, particularly given the role the latter must play in this strategic future.'

- '[Suggest] A Treaty-based society that regenerates nature, that gives everyone the opportunity to prosper according to their labour and merit, and that guarantees a minimum standard of living for all (that gets better every year).'

- '[Suggest] A bicultural future that embraces diversity. Thriving communities where people are empowered to take action to lead lives meaningful to them while contributing to the wellbeing of all.'

Question 8: Do you have any other thoughts for select committee chairs and deputy chairs, in particular, on how to make the LTIBs decision-useful for policy making?

Suggestions

Key ideas from respondents are listed below; more detailed responses can be found in Appendix 2.

For select committees to consider:

Consultation

- Support public engagement; ask how did the chief executive publicise the two consultations? What did they learn? How would they improve the process next time? How could select committees help?

- Support funding and resourcing of briefings.

Access

- Support central publication of all briefings on the parliamentary website.

- Create a designated parliamentary website page and ensure proceedings in the House (the debate) are made public and accessible.

Examination

- Examine briefings and provide feedback to each chief executive as to what was useful (and what was not). Critical feedback early will ensure briefings improve significantly over subsequent briefings. For example,

  – Why did you select this topic?

  – Who did you consult with?

  – What time horizon/s did you choose and why?

  – What evidence did you use and what additional information was missing (e.g., that you would have liked to have)?

  – What assumptions did you make?

  – What limitations exist?

- Keep a record of commitments (and key insights) made by chief executives for assessing and addressing with chief executives in the future.

Outputs/outcomes

- Create a summary report synthesising key observations from all briefings and table in the House (before the debate).

  – Highlight the most impactful opportunities and risks.

  – Set out how foresight could be better used to shape decision making.

  – List what success looks like (expectations) and then assess results. These could be made clear in advance or equally after the first round of briefings.

  – Translate into te reo.

  – Consider requesting sector-wide briefings.

- Tour the country presenting the briefings and inviting comment.

- Assess how the briefings link to the Budget-bid process (and whether this linkage could be improved).

- Establish open forums for people to digitally engage in the content and subject matter (the topics).

Selected quotes

- 'While I see the benefit in collaboration on interdependent issues across departments, I think having each CEO accountable for their report, and fronting up to present it, would help raise it up the strategic agenda and therefore increase the cognitive investment they make and ensure the thinking is at the right altitude. My preference would be for there to be additional investment in creating synthesis reports (potentially by external consultants or a commission) to pull the LTIBs together and also to provide advice on improving the process. For example:

  – Year 0: First LTIB published.

  – Year 1: All LTIBs synthesised and a report published.

  – Year 2: Targeted LTIB improvement programme undertaken across each department.

  – Year 3: Next iteration of LTIBs developed and published.'

- 'Information about these LTIBs has been almost non-existent. I was unaware of these until receiving an email about the webinar. I work for a national NGO peak body and am fairly well informed, but had never heard about these.'

- 'Have fewer of them so LTIBs can go deeper. The public will not be able to sufficiently engage with the number of LTIBs being proposed, especially at this time with so much other "noise". I would be more interested to read how several (or all) agencies will contribute to a significant long-term problem (e.g. climate change, intergenerational poverty, biodiversity crisis etc.), rather than trying to engage with many smaller issues.'

- 'Ensure that there is a synthesis of the LTIBs so that there are some collective all-of-government insights to underpin or inform future policy (including party manifestos).'

- 'Sector-wide LTIBs.'

- 'Some kind of impact-assessment-in-aggregate process so that the most impactful opportunities and risks can be floated to the surface. Also, a strong public marketing campaign to raise the findings of the LTIBs (and the assumptions upon which they rest, which may be open to debate) to the national awareness.'

- 'Ministers MUST demand foresight. Government, parliament and everyone else must engage the public in understanding the importance with willingness to favour the future beyond short time. Choose a few vital areas across all departments and focus on them, not a lot of rats and mice.'

- 'Publish summarised committee responses and reactions to LTIBs on www site. Establish open public forums to share and discuss these.'

- 'Demonstrating what success looks like, increasing accountability to use LTIB findings to improve strategy and budget bid processes.'

7.0 What did we learn?

1. Climate change (85% of respondents), poverty/ inequality (61%) and biodiversity (54%) are key concerns (Question 1).

2. The subject matter that respondents would like covered in briefings was broad and diverse (Question 2). There was little commonality between subject matter topics. However, the topics did correlate with issues that 'kept respondents up at night' (Question 1).

   Subject matter that respondents would like covered in briefings were grouped into five high-level topics (Question 2):

   – Vision/goals and system design (e.g., how government sees NZ 20 years into the future not just during their political cycles, NZ's role in the future world, improving the public service, anti-fragile communities and systems, more effective public input into policy, reformulating our social contract).

   – Crises (e.g., biodiversity, sustainability, climate change, current COVID-19 pandemic, preparing for future pandemics).

   – Technology (e.g., technology and AI, social equity and new threats to security, what to do with petrol cars, risk of nuclear war, how to turn NZ into a world leading digital economy).

   – Society and Indigenous rights (e.g., Indigenous peoples' rights and perspectives, future-proofing government structures and democracy, Te Tiriti engagement and foresight in the area of Māori and crown engagement).

   – Infrastructure and urban planning (e.g., housing – analysing supply and demand over the next 5/10/20 years, next generation policy planning, NZ's education system, energy transition planning).

3. Respondents had a strong preference for joint briefings (83%) rather than single briefings (10%) (Question 3). The strong preference for joint briefings signals an interest in co-ordination across departments, highlighting the desire to join the dots.

4. Approximately half of the respondents (51%) considered it would be good practice for one organisation (such as the Public Service Commission) to be responsible for publishing all briefings (Question 4).

   This was well above the portion of respondents who considered that the briefings should be the sole responsibility of each chief executive and placed on their website accordingly (10%), and the portion of respondents who were not worried as the briefings will be tabled in the House, becoming a Parliamentary Paper (17%).

22% of respondents added an explanation to this question – which highlighted interest in making the briefings public and easily accessible, as well as demonstrating cohesive government.

5. There was a strong correlation between the issues that 'keep respondents up at night' (Question 1) and the level of interest in receiving briefings from a department (Question 5).

   Respondents were most interested in reading briefings from MfE (93%), followed by DOC (78%), and MPI, MBIE, MFAT and MoH all with 76% (Question 5). New Zealand Customs Service received the lowest level of interest (17%), followed by the Serious Fraud Office (20%) and Crown Law Office (22%).

6. The key ideas from respondents about how the government might better embed foresight for the crises we are facing in the 21st century (Question 6) included:

   – LTIBs (e.g., providing more support for those preparing LTIBs, requiring joint LTIBs based on sector).

   – Reviewing best practice (e.g., international best practice, reviewing legacy of chief executives 10 years after they leave office to help them think long-term).

   – Establishing a new entity (e.g., Minister for Futures, Commission for the Future, Foresight Units, Parliamentary Select Committee for Extreme Risks, an independent group reporting directly to the prime minister).

   – Publishing new instruments, chief executive employment (e.g., including foresight in all chief executive job descriptions).

   – Professional development and training (e.g., increasing professional development, designing an accredited qualification at a tertiary institute).

   – Other (including gaining a non-partisan commitment to foresight, creating a funded and facilitated focus across public society that embraces diversity of thought).

7. There was an inability to define long-term ambitions/ vision for New Zealand. 98% of respondents believed there is little consensus regarding Aotearoa New Zealand's long-term future (Question 7).

8. Respondents provided a range of ideas for select committee chairs and deputy chairs on how to make briefings decision-useful for policy making (Question 8). These included ideas on consultation, access, examination and outputs/outcomes.

8.0 Key messages

Below are the key messages for different groups, from preparer to user, and the entities overseeing the system.

Chief executives (the preparer)

1. This novel foresight instrument is an important opportunity for current and future generations; it deserves attention and care.

2. Briefings are public documents, and should be easy to assess and engage with.

3. The system of consultation and engagement could be better as some respondents did not know about the briefings or were unaware that some briefings were out for consultation.

4. The problem the briefings were designed to resolve was further reinforced by respondents. In particular, the responses suggested chief executives should:

   – be bold, curious and imaginative

   – think long-term (selecting horizons that align with the subject matter)

   – adopt an integrated approach with other departments (through joint briefings)

   – seek out expert advice

   – apply foresight tools.

5. The subject matter respondents were most interested in related to broad environmental threats such as climate change and biodiversity. This was further reinforced by the briefings most respondents wanted to read: MfE's briefing, followed by a secondary group of departments (see question 5). However, within this broad range, there was a large number of specific topics suggested by respondents, indicating chief executives should feel comfortable selecting their topic of choice.

6. There was general support for chief executives, when selecting the briefing subject matter or preparing its content, to do so independently of ministers. The respondents really want to hear what the chief executive thinks.

7. Involve the private sector and NGOs; governments do not have the monopoly on foresight.

8. Build offshore networks; other small economies are facing similar issues to New Zealand and need to invest heavily in the world around them.

Select committees (the examiner)

9. Engage early with chief executives. Chief executives do not need to take the advice of ministers but ministers can discuss the subject matter and content with chief executives (as part of the broader consultation process).

10. Prepare a synthesised report (key observations, learnings, subject matter and content that proved most useful etc.).

Members of Parliament (the recipient)

11. Be prepared for a debate in the House in mid-2022. Request a synthesised report of all briefings from the Governance and Administration Select Committee.

12. Create public demand for decision-useful briefings.

13. Provide chief executives with critical feedback and support.

General public (the user)

14. Engage with the two-stage consultation process.

15. Read the briefing.

16. Read the synthesising report (if the Governance and Administration Select Committee publishes such a report).

DPMC/Public Service Commission (oversees the briefings system)

The foresight ecosystem could be improved through a range of mechanisms:

- Some dedicated capability (agency, commission, role) for ensuring quality, building capability and improvement in the process over time.

- Recruiting the right people and training others, so that government agencies have the right capability.

- Better curation of the process – one-stop shop for information and repository of briefings.

- Drawing out some collective insights (consider selecting a smaller number of themes for the public service to work on collectively, rather than departments working in isolation).

- Shared vision/principles for Aotearoa New Zealand should be developed. Without it, the subject matter of the briefings will be difficult to prepare, review and assess.

- New Zealand should learn from examples of good foresight in governments (e.g., Singapore) and in companies.

- More transparency and visibility so people know it is happening and have the opportunity to participate.

- Post-briefing reviews should be made public so lessons can be learned and systems can be improved.

- A scorecard could be developed to help improve the quality of briefings (see, for example, Table 2 overleaf).

Table 2: Suggested scorecard for briefings

Criteria	Description
1. Accessibility	It is easy to find in the public arena (during the two-stage consultation process and once it is tabled in the House).
2. Consultation	It is easy to engage with. The consultation method should also be explained in the briefing (e.g., describing the broad range of voices that were sought).
3. Topic	There is a concise description of the subject matter.
4. Purpose	There is clarity over the purpose of the inquiry. This could take the form of research questions, research objectives or a problem definition. It is critical to focus on the right big-picture questions with the right time frames and for most subject matter this will be cross-cutting in nature (e.g., joint briefings).
5. Scope	The boundaries of the briefing are clear and concise – in particular, the level (or altitude) the briefing is aiming to represent (e.g., from a narrow and very specific focus to a higher-level general focus).
6. Horizon	The length of the horizon suits the subject matter (e.g., as buildings tend to be designed to last 100 years, a horizon of 100 years is appropriate for a subject related to building).
7. Method	The approach is clear and, ideally, broken up into stages or steps. It should also set out the foresight tools used and the expert information relied upon.
8. Report on the current state of play	Given briefings are prepared at a particular point in time, there must be clarity over what are the known knowns and the known unknowns, as well as an acknowledgment of unknown unknowns.
9. Observations/key messages for users of briefing	Ideally, it specifies not just the key messages but who they are for (e.g., select committees, another department, NGOs, OAGs). This should ideally include timescales for review and consideration, outlining the chief executive's expectations of the future.
10. Options	(Optional). This could be to set out a range of strategic options for consideration but should not go as far as recommending one of the options. Need to link interesting analysis to actionable outcomes.
11. Risks/Disruptions	(Optional). If risks are discussed, then these things should be discussed: (i) the magnitude (and who bears/pays that risk), (ii) the probability of that risk occurring and (iii) the time that risk exists for (e.g., whether it is irreversible or exists for a set amount of time, and if so, how long).
12. Opportunities	(Optional). If discussed, these should be examined and assessed.
13. Limitations	This could include critical information gaps or policy knots (where problems are identified but solutions are not).
14. Output	It provides decision-useful information that may lead to ongoing policy work or cancel existing policy work. This might lead to further inquiry by a select committee and/or the minister seeking the department to add to its work programme/vote. A briefing that is not useful could come about if the topic is already part of an existing workstream.
15. Outcome	It is impactful. This may not be able to be assessed until sometime in the future but they should be able to be reviewed in say ten years' time, and able to be assessed.

Appendix 1: List of survey questions

The Long-term Insights Briefings Survey read as follows:

Welcome. We would really appreciate hearing your thoughts and ideas on the Long-term Insights Briefings (the briefings), ideally building on the 1 September webinar (you can watch the webinar here). Your response will help inform a brief discussion paper that will be presented to the Parliament select committee chairs and deputy chairs in late September. Although your comments may be referred to, no names will be attributed (e.g., 'one survey participant noted...'). The paper will also be made publicly available on the McGuinness Institute website.

Background on the briefings

The Public Service Act 2020 introduces a requirement that every departmental chief executive must publish a Long-term Insights Briefing. This process should occur at least once every three years and is independent of ministers. According to the Act, the briefings should cover risks and opportunities that may affect Aotearoa New Zealand in the medium and long-term.

About this survey

Below are ten questions about the briefings and about foresight more generally.

The survey will close on Tuesday, 14 September so we can synthesise responses in time for our presentation to the Parliament select committee chairs and deputy chairs in late September.

Thank you,

Girol Karacaoglu, Roger Dennis, David Skilling and Wendy McGuinness.

Question 1: What national or global issues keep you awake at night? It would be great if you could identify three or more.

[Multiple choice, multiple answers allowed]

- Biodiversity.
- Climate change.
- COVID-19.
- Pandemic/s.
- Poverty/Inequality.
- Other (please list any other issues here, where possible please be specific).

Question 2: What 'subject matter' would you like covered in a briefing?

[Free text]

Question 3: Would you prefer to see single briefings (one per department) or joint briefings (many CEs working together on a shared subject matter of interest)? Or are you are happy for CEs to decide what is appropriate?

[Multiple choice, single answer only]

- Single briefings.
- Joint briefings.
- No preference (happy to leave to the chief executive).

Question 4: The law requires the briefings to be tabled in the House of Representatives. However, do you consider it would be good practice to have one organisation responsible for collating and making public the briefings, or should this be the sole responsibility of each CE (and placed on their website accordingly)?

[Multiple choice, single answer only]

- One organisation is responsible for publishing all briefings (e.g., Public Service Commission).
- Each department is solely responsible.
- Not worried as the briefing is being tabled in the House (and will become a Parliamentary Paper).
- Other – please expand and/or explain:

Question 5: If each of these government departments produced a briefing, which ones would you be interested in reading?

[Long list, multiple answers allowed]

- Crown Law Office.
- Department of Conservation.
- Department of Corrections.
- Department of Internal Affairs.
- Department of the Prime Minister and Cabinet.
- Education Review Office.
- Government Communications Security Bureau.
- Inland Revenue Department.

- Land Information New Zealand.
- Ministry for Culture and Heritage.
- Ministry for Pacific Peoples.
- Ministry for Primary Industries.
- Ministry for the Environment.
- Ministry for Women.
- Ministry of Business, Innovation, and Employment.
- Ministry of Defence.
- Ministry of Education.
- Ministry of Foreign Affairs and Trade.
- Ministry of Health.
- Ministry of Housing and Urban Development.
- Ministry of Justice.
- Ministry of Māori Development – Te Puni Kōkiri.
- Ministry of Social Development.
- Ministry of Transport.
- New Zealand Customs Service.
- New Zealand Security Intelligence Service.
- Oranga Tamariki – Ministry for Children.
- Public Service Commission.
- Serious Fraud Office.
- Interested.
- Not really interested.
- Undecided.

Question 6: Do you have thoughts or ideas on how the government might better embed foresight for the crises we are facing in the 21st century?

[Free text]

Question 7: Is it clear to you what Aotearoa New Zealand's long-term vision is? If yes, please briefly describe in the comment box below. If no, please briefly describe in the comment box below what you think the vision should be.

[Multiple choice, free text]

- Yes, I think there is consensus over our long-term vision.
- No, I think there is little consensus over our long-term vision.
- Please explain:

Question 8: Do you have any other thoughts for select committee chairs and deputy chairs, in particular, on how to make the Long-term Insights Briefings decision-useful for policy making?

[Free text]

Question 9: Did you watch the Long-term Insights Briefings webinar (1 September 2021)?

[Multiple choice, single answer only]

- Yes – I watched all or some of the 1 September 2021 webinar.
- No – I did not watch it at all.

Question 10: Thank you for completing this survey! If you would like to receive an email with a link to the synthesised findings from this survey, please enter your name and email address below.
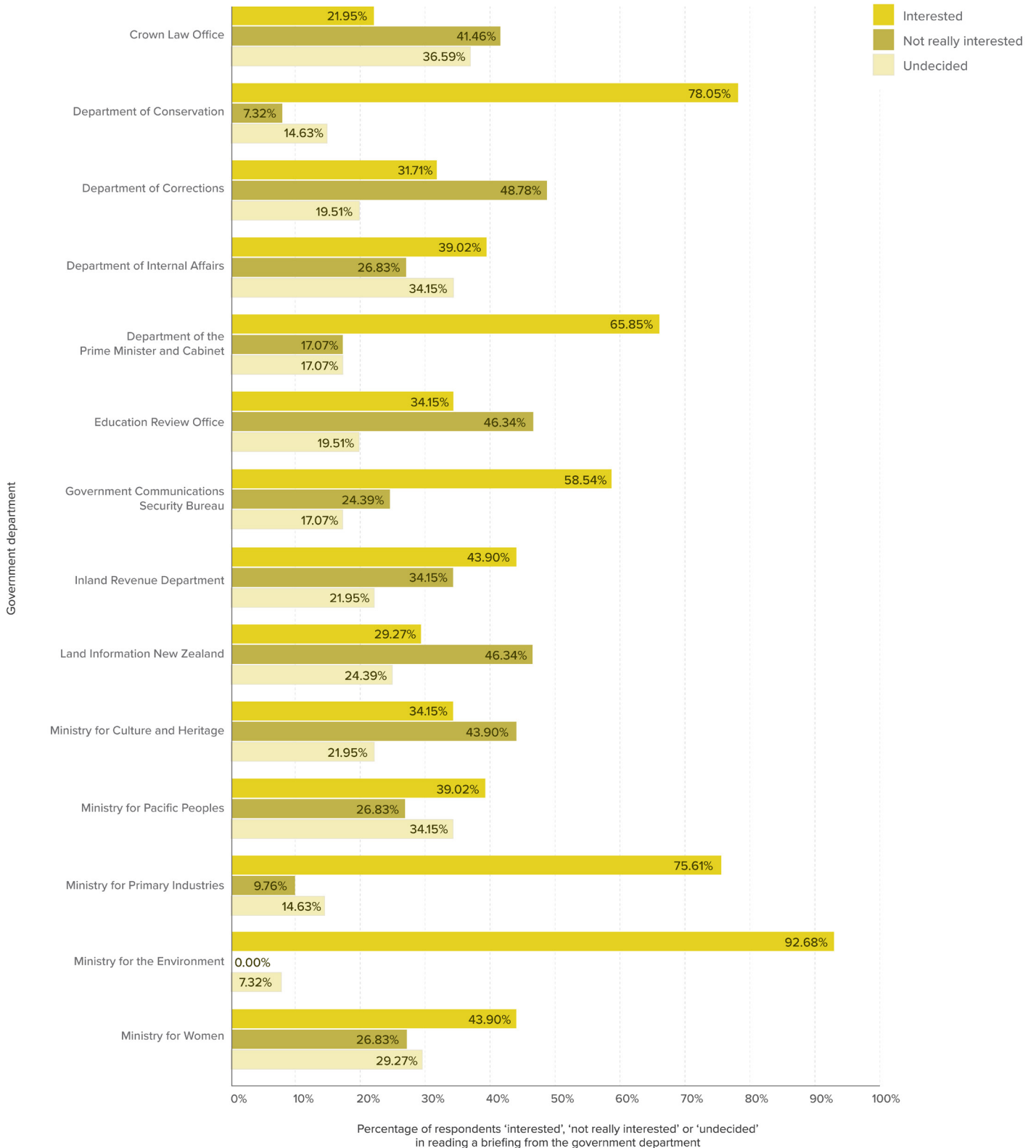
[Free text]

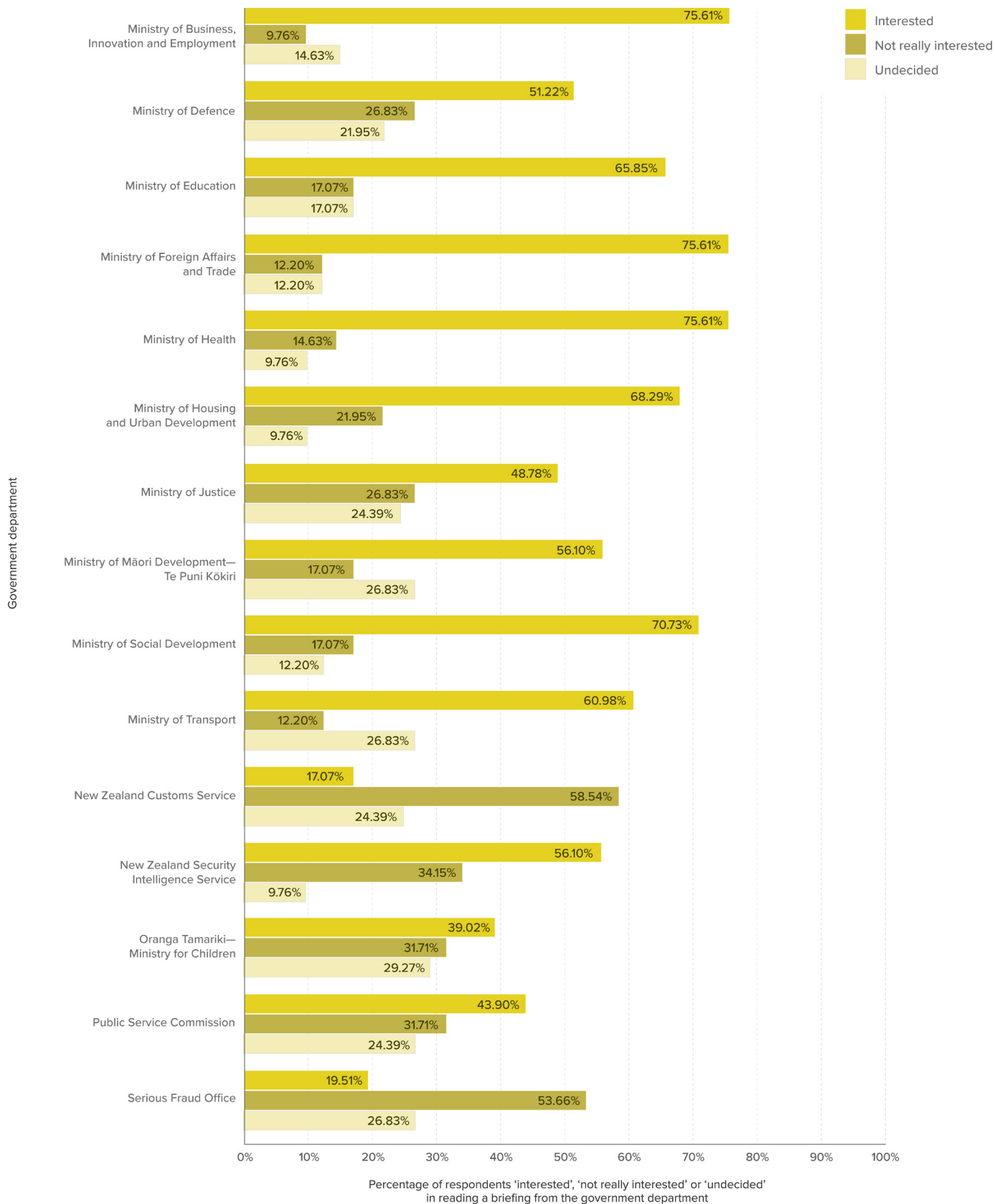# Appendix 2: Detailed responses to questions 2, 5, 6, 7, 8 and 9

Question 2: What 'subject matter' would you like covered in a briefing?

- 'Technology and AI, Natural hazard and climate change risk management (investment in proactive management), Anti-fragile communities and systems.'

- 'Climate change mitigation, carbon markets, voluntary carbon market, climate change resilience and adaptation.'

- 'Social equity and new threats to security- to include all the issues I have indicated that keep me awake at night.'

- 'Nature of the threats/trends, scenarios, risk and opportunities analysis.'

- 'The problem of risk aversion in the public service.'

- 'I would like to see agencies explicitly identify the potential uses and utility of the LTIBs. Why do they think they've been tasked with doing this? What should we hope to get out of this process?'

- 'This would vary from briefing to briefing surely.'

- 'A range of scenarios (rather than objectives) with high level (perhaps only conceptual/qualitative) benefits of action and costs of inaction analysis. Some consideration of NZ's connection to global issues (rather than a purely domestic assessment).'

- 'The above topics.'

- 'All of the above.'

- 'What are we going to do with petrol cars?'

- 'In order for it to be decision useful, I would like to see the subject matter linked closely to the purpose of the entity the CEO is leading. In order for them to be focussed sufficiently long-term, I would like to see them using something along the lines of the futures cone - to enable projected, probable, plausible and possible scenarios to be mapped out using key drivers for their sector/purpose. The subject matter of the briefing could then focus on the key drivers that may lead to undesirable futures and/or key issues that would be present in those futures. It would also be good to have a list of 'the subject matter we considered but excluded from scope and why'. And, at the end of each briefing, an indication of the direction of travel/what the next briefing may focus on.'

- 'Housing.'

- 'Sustainability, next generation policy planning and Indigenous peoples rights and perspectives.'

- 'Bold conversations about how we manage the adverse impacts of growing human populations on biodiversity, climate change, pollution - hard conversations about trade-offs in where we will live and what lifestyles / freedoms we can expect (e.g. higher density living, reduced intensity farming, returning land to nature, post-consumerism / post-growth society).'

- 'Climate change, housing crisis, NZ's role in the future world.'

- '1. Existential risks (including AI and future pandemics). 2. NZ's education system.'

- 'Entrepreneurship, turning NZ into a world leading digital economy, and how government sees NZ 20 years into the future not just during their political cycles.'

- 'NZ housing crisis.'

- 'Energy transition planning - how this will be effected given the current generator market which dictates current practice.'

- 'How will government change how it works as it moves from direct provision to being a broker, facilitator, catalyst and partner in public problem solving and meeting the needs of current and future New Zealanders.'

- 'The risks of future pandemics associated with synthetic biology - and border control options for NZ. The risks of nuclear war (& impacts on NZ) and the risks of artificial intelligence getting out of control.'

- 'Intergenerational transmission of wealth and climate change. Issues in the 30 year horizon.'

- 'A map of various important subject matter could be published (perhaps by the Public Service Commission) well before the briefings are required, and departments are assigned to each subject matter(s). Departments then write then briefings (jointly where relevant/applicable) based on this allocation.'

- 'Future-proofing Government structures and democracy. Climate Change. Learning to live with COVID - returning to normal. Addressing increasing power of private corporations and rising inequity. Intersectional policy addressing inequity.'

- 'Threats and opportunities, innovations projected, frank failures and successes, a keen focus on future improvements.'

- 'Development of capability and capacity in emergency sector to face the 3 crises and beyond - we know that Defense has already said they would struggle to deploy to a big emergency given they are using a great deal of their capacity at MIQ. '

- 'Te Tiriti engagement and foresight of Māori and crown engagement.'

- 'Emission reductions.'

- 'System Collaboration.'

- 'More effective public input into policy, reformulating our social contract.'

- 'How to create de-politicized institutions and processes that work cohesively with data and knowledge, not doctrine, theory and short-term expedience.'

- '1. The importance of foresight generally. 2. How foresight and insight briefings should become a local govt requirement also.'

Appendix 2

- 'A balanced view of both risks and opportunities across a century. Some say a century is too long, but some changes, e.g. proposed superannuation measures if implemented incrementally may take literal decades to re-align. Focus on risks and opportunities beyond the siloed remit and historical inertia of departments. E.g. radical transformative possibilities such as UBI, phasing out of retail banking in favour of distributed finance tools or personalised precision medicine scaffolded by emerging tech, ideas for radical reshaping of core public sector functioning and the potential benefits of this. Big picture blue skies possibilities. But also, a specific focus on the risks that harbour almost all the threat. Rather than getting caught up in endless tweaks to threats such as gun laws or terrorism protections (which kill a few people here and there) more focus and channelling these massive resources into risks such as pandemics, foreign interference, artificial intelligence, extreme volcanism, etc. Things that left unaddressed threaten millions of lives (through harm or influence). Many government approaches currently misaligned between resource investment and magnitude of threat. So let's see more speculative cost-effectiveness analyses, that make values and normative assumptions explicit. The briefings should also each include a horizon scan and lists of e.g. '10 emerging themes' in the relevant domain. They should also include an appendix listing things that were considered, but not detailed in the briefing (so a reader can see the totality of the thinking, and not be left speculating whether departments are even aware of an issue or not. [Re Q3 below: I think we need to see single briefings at first, and then to pool together themes of interest, either by causal mechanisms, or impact effects, and then see joint briefings where these themes align. But to pre-empt which topics should be covered by joint briefings, I think is premature].'

- 'How can we go on the journey from symptom to cause in the places we are, with the people who are there, to get to actions by those who are, for the benefit of those that are?'

- 'Our planet at risk is top priority there is much that flows from this including protection of the vulnerable, inclusion, poverty. The global order and how we navigate.'

- 'National aspiration (i.e. a preferred future vision) for New Zealand at H3…something equivalent to the España 2050 initiative.'

- 'Macro economic, social and environmental implications.'

- 'All the briefings should take as a point of departure a unified, high level assessment of future opportunities, risks and uncertainties.'

- 'As above - I feel the above would be useful and interesting to me. Re: 3 below - as there is no text box. I would prefer to see a first round briefing - one per department, and then a round of presentation and connection making between CEs calling out the interdependences which then leads to a joint briefing. Not happy for CEs to decide. Would like to see that the CEs were aware how important this exercise is from a taxpayer, business and Aotearoa perspective.'

Question 5: If each of these government departments produced a briefing, which ones would you be interested in reading?

Legend:
- Interested
- Not really interested
- Undecided

Government department (y-axis)

Crown Law Office
- Interested: 21.95%
- Not really interested: 41.46%
- Undecided: 36.59%

Department of Conservation
- Interested: 78.05%
- Not really interested: 7.32%
- Undecided: 14.63%

Department of Corrections
- Interested: 31.71%
- Not really interested: 48.78%
- Undecided: 19.51%

Department of Internal Affairs
- Interested: 39.02%
- Not really interested: 26.83%
- Undecided: 34.15%

Department of the Prime Minister and Cabinet
- Interested: 65.85%
- Not really interested: 17.07%
- Undecided: 17.07%

Education Review Office
- Interested: 34.15%
- Not really interested: 46.34%
- Undecided: 19.51%

Government Communications Security Bureau
- Interested: 58.54%
- Not really interested: 24.39%
- Undecided: 17.07%

Inland Revenue Department
- Interested: 43.90%
- Not really interested: 34.15%
- Undecided: 21.95%

Land Information New Zealand
- Interested: 29.27%
- Not really interested: 46.34%
- Undecided: 24.39%

Ministry for Culture and Heritage
- Interested: 34.15%
- Not really interested: 43.90%
- Undecided: 21.95%

Ministry for Pacific Peoples
- Interested: 39.02%
- Not really interested: 26.83%
- Undecided: 34.15%

Ministry for Primary Industries
- Interested: 75.61%
- Not really interested: 9.76%
- Undecided: 14.63%

Ministry for the Environment
- Interested: 92.68%
- Not really interested: 0.00%
- Undecided: 7.32%

Ministry for Women
- Interested: 43.90%
- Not really interested: 26.83%
- Undecided: 29.27%

Percentage of respondents 'interested', 'not really interested' or 'undecided' in reading a briefing from the government department

Government department

Percentage of respondents 'interested', 'not really interested' or 'undecided'
in reading a briefing from the government department

Legend:
- Interested
- Not really interested
- Undecided

Ministry of Business, Innovation and Employment: 75.61%, 9.76%, 14.63%
Ministry of Defence: 51.22%, 26.83%, 21.95%
Ministry of Education: 65.85%, 17.07%, 17.07%
Ministry of Foreign Affairs and Trade: 75.61%, 12.20%, 12.20%
Ministry of Health: 75.61%, 14.63%, 9.76%
Ministry of Housing and Urban Development: 68.29%, 21.95%, 9.76%
Ministry of Justice: 48.78%, 26.83%, 24.39%
Ministry of Māori Development—Te Puni Kōkiri: 56.10%, 17.07%, 26.83%
Ministry of Social Development: 70.73%, 17.07%, 12.20%
Ministry of Transport: 60.98%, 12.20%, 26.83%
New Zealand Customs Service: 17.07%, 58.54%, 24.39%
New Zealand Security Intelligence Service: 56.10%, 34.15%, 9.76%
Oranga Tamariki—Ministry for Children: 39.02%, 31.71%, 29.27%
Public Service Commission: 43.90%, 31.71%, 24.39%
Serious Fraud Office: 19.51%, 53.66%, 26.83%

Question 6: Do you have thoughts or ideas on how the government might better embed foresight for the crises we are facing in the 21st century?

- 'Invest in building foresight capacity and capability in public service, encourage solidarity/relationships between private and public sectors on the importance of foresight and shared understandings.'

- 'I think an independent group reporting to the Prime Minister would be more likely to speak foresightful truth to power than CEs who, by definition, are invested in the status quo. I am concerned this may drive a mass of further public consultation, possibly of poor quality, and definitely contribute to the consultation fatigue already very evident in our communities.'

- 'Important for cross departmental alignment and synergies with these issues rather than siloed approaches.'

- 'Policy makers (emerging and experienced) need to acknowledge the geopolitical realities of the 21st century. This means going beyond the very Anglophone orientation of policy. Being aware and cognisant of its Asia-Pacific and Indo-Pacific realities and challenges requires NZ to engage with an intent to contribute with stakeholders who look, sound and seem very different. There is an urgent need for policy makers to educate themselves. This means abandoning the current practice of being Wellington-centric, referring to best practices from international contexts such as Japan, Singapore, Norway, Netherlands and South Korea; creating collaboration across agencies and departments; and taking up international commitments such as SDGs and using these for domestic policies. Agencies such as GCSB and NZSIS need to establish processes that have long-term strategies to promote intelligence sharing and counter the threats, such as cyber warfare and digital terrorism, to stay ahead and pre-empt threats to security.'

- 'My preference is for a dedicated agency where the skills and capability are developed and shared across the system. Foresight concepts need to be built into our policy and regulatory frameworks.'

- 'By training and professional development of a cadre of officials.'

- 'A Minister for the Future.'

- 'We need to think about the incentives facing civil service CEs and civil servants more generally. The former are currently strongly incentivised to focus on meeting short-term communications goals and firefighting, while the latter are not encouraged to stay in one place and build up area-specific expertise.'

- 'Somewhat counterintuitively, I wonder whether the government could encourage better foresight by better recording and reporting on the history of public service leadership. For example, if the legacy work of public service CEOs were systematically reviewed ten years after they leave office (as a matter of public record), it may give these leaders even more reason to undertake long-term thinking (rather than simply trying to juggle immediate problems).'

- 'Set up a Ministry for the Future.'

- 'Providing support for the LTIBs.'

- 'Is this a wish list? I wish for high speed electric rail; don't build on productive land; affordable rental; ban sugary drinks; broadband for everyone; don't sell off water; clean water for everyone; print money but don't pay it back, social credit essentially – not such a bad idea now.'

- 'Foster a network (or virtual department) of strategic foresight practitioners including those employed in departments, consultants and academics. It would be good if this included pathways for the likes of university students and people at different career stages that wanted to develop in the area – perhaps using internships and rotations through departments. It would also be good to grow recognised and accredited qualifications at a tertiary institute. This could be combined with a CORE or similar research centre hosted at a university. It might be worthwhile having someone explicitly accountable for lifting the capability across the sector – like a Commissioner for Futures or Minister for Futures. Finally, there could be value in having an advisory council similar to the Digital Council for Aotearoa set up that can advise the CEs in the development of the LTIB and advise the ministers on the interpretation and policy applications of them.'

- 'Need to reach some consensus on bigger issues we face as a society and as a country. The short-term political focus of government is costing us dearly.'

- 'Get God and the belief in the gospel back into the guiding documents of this country.'

- 'Units within agencies given the mandate/requirement to perform this function with a requirement to inform ministers, but not be directed by them.'

- 'Increasing the degree to which futures thinking and foresight is embedded into policy professionals'/officials' training and development.'

- 'Tetlock/IARPA prediction tournaments that could be extended to consider 'clusters' of issues around themes, such as pandemics and NZ–China relations, to improve policy and project management.'

- 'Publish regular key trends, threats, and assessments. More introspection and actions shared publicly. Focus all agencies not just execution of today's business as usual, but based on those key trends/predictions, focus them also on tomorrow's business. Embed a chief entrepreneurship at same level as CEs with same level of accountability, mandate, and budget, but focused on the future whilst the CE is focused on today and managing the people organisation.'

- 'Anonymised data sharing, clear metrics and outcomes, with target states as objectives for foresight approach.'

- 'An all-party approach and regulation, for starters.'

- 'Have dedicated capability for foresight with a mandate to build capability across the public sector, akin to a system leader or functional leader. They could design and disseminate tools and frameworks to ensure all policy reflects stewardship and futures considerations. They could ensure that future considerations are embedded into current guidelines and policy frameworks e.g. Policy quality guidelines, regulatory impact requirements, Cabinet paper templates etc.'

- 'See an 'in press' paper in the journal Policy Quarterly by Boyd and Wilson. They argue for an 'Independent Parliamentary Commissioner for Extreme Risks' along with other structural changes, e.g., a 'Parliamentary Select Committee for Extreme Risk'.'

- 'The issue is with tier two and tier three capabilities. They don't understand the need, and they don't have the mindset to deliver. Long-term insights are necessarily beyond the electoral cycle and consider issues that may have political implications; it can be necessary to criticise, indirectly, current policy as part of a full insights briefing. This is not behaviour the public service rewards when it happens in a public setting or in a private setting that is not endorsed by senior leaders.'

- 'Spend less time on ministerial and other administrative issues. Work across election cycles on strategic work – improve efficiency by removing political influence (e.g. new govt resulting in 're-branding' and overhaul of existing work – to produce effectively the same results …).'

- 'Listening to more experts, and less politicians.'

- 'Joint LTIBs per sector. Per agency seems a waste of time to me – wicked issues need us to think of the future context in a systemic way which is beyond one agency's purview.'

- 'Recognition of the multiplicity of concerns New Zealanders have and publicly acknowledge them.'

- 'A funded and facilitated system collaborative approach with input from the variety of diverse and potentially conflicting voices (e.g. specialists, public, end-user/ customer/citizen, iwi, ethnic minorities, local perspectives etc.) from early in the discussion process. There are international frameworks, examples and options for system collaboration we could draw on and use.'

- 'Establish a permanent forum, including representatives of the public at large, charged with producing long-term insights on a range of topics: children, education, health, work, old age, intergenerational justice.'

- 'Become able to look outward to learn from those outside New Zealand. Many of our problems have been confronted by others already: how can we learn from the successful responses?'

- 'Make a mandatory role within each dept, reporting directly to CEO.'

- '1. A central body tasked with governance of foresight activities so that there is comparable attention and method across departments, and so that expertise can be offered to assist departments in their foresight work.
  2. More engagement with experts across the board, not the same go-to people that provide input again and again. We need to break groupthink and vested interests.
  3. More public engagement, but in an informed way, e.g., citizen juries, hui, and values research, to make sure that government normative judgments are aligned with those of society at large including value of future generations.
  4. Disconnect foresight activities from the election cycle.'

- 'You yourself have ideas about this as does OPSI from the UK. Cannot add to this.'

- 'Embrace an external think tank that could bring together public, private, iwi and academic perspectives to support foresight enriched policy making across all agencies. Look to Singapore, Finland and Slovenia for examples of building national foresight capability building. Train upcoming cohorts of public service leaders in foresight techniques via LDC.'

- 'Investing in the pre-conditions (i.e., capability building, policy innovation, agile and adaptation frameworks and tools), making a commitment to agreeing a 20–50 year non-partisan macroeconomic plan for NZ, and establishing an independent think tank for NZ.'

- 'The LTIBs need to be separately resourced (they are currently to be funded out of baselines) and an element of coordination is required.'

- 'Yes, embed it as a core capability and function in and across the sector.'

Question 7: Is it clear to you what Aotearoa New Zealand's long-term vision is? If yes, please briefly describe in the comment box below. If no, please briefly describe in the comment box below what you think the vision should be.

• 'Wow that's a big question! Should be something about a beacon of hope for the planet in relation to climate change and equity. Unafraid to stick out from the crowd and take a stand on solving hard issues. (I think this latter is one area where there is consensus though – nuclear weapons and COVID-19 are examples). A bicultural future that embraces diversity. Thriving communities where people are empowered to take action to lead lives meaningful to them while contributing to the well-being of all.'

• 'The lack of cross-party consensus on climate change is a major barrier to effective long-term vision on how to approach this issue strategically as a nation. I have not seen an effective evaluation by government of the contingent liability risk to the economy arising from (a) climate change impacts (e.g., extreme weather events, particularly extended drought impact on agriculture; ocean acidification; sea level rise), and (b) NZ emission reduction obligations under international agreements (e.g., Paris Agreement target). I do not see sufficient government policy collaboration with the private sector, particularly given the role the latter must play in this strategic future.'

• 'The current ecosystem of governance and policy is extremely reactive and inward looking. Short-term victories are important and need to be celebrated. However, the conversation on long-term vision is ambiguous and often underwhelming. Climate change and biodiversity are often hotly debated within the borders, but there is no link to the 17 SDGs at any level. The conversation around housing is yet another area which lacks foresight and is often addressed by a band aid approach. There is no in-depth discussion to understand the current housing, health or infrastructure crisis. The current situation is almost completely politically driven with very little forthcoming from the policy makers. The housing situation, in particular, can be read in political colours of blue and red with shades of green. It is critical for long-term insights to be included if some of the most pressing problems are to be addressed.'

• 'Our vision needs to articulate what our preferred new 'good life' looks like after taking into account the scale, scope and convergence of disruption (climate, ageing, technology, biodiversity etc.) we are facing. Ultimately that will be a life where we use less energy and materials, produce less waste, are more digital (i.e., intangibles make up a greater share of our lifestyles) and where we have more equitable jobs. It should be a vision where we draw on NZ's comparative strengths to turn our social and environmental problems into economic solutions and where Te Tiriti meaningfully underpins everything we do. Some core elements could include:

  – warm, dry, sustainable, safe and affordable housing.

  – a healthy regenerating natural environment where circular principles are well embedded.

  – nutritious sustainably produced food.

  – access to low cost sustainable energy and low-carbon transport.

  – access to healthcare that can prevent as well as treat.'

• 'Governments appear to be uncomfortable about thinking long term, preferring to be reactive with a focus on tactics rather than strategy.'

• 'I do think there is emerging alignment on a vision for New Zealand as clean, fair, sustainable, connected, and focused on well-being over raw productivity. I don't know how enduring this vision will be once the moment of national unity brought on by COVID-19 fades, but if there's an effort to seize and crystalise the moment, maybe we can make it last.'

• 'Not convinced developing a 'long-term vision' is the best way to address the key challenges that face NZ.'

• 'I have heard various visions of New Zealand being 'a place where talent wants to live' or being 'the best place in the world to bring up children'. While I think these have strong merits, I don't think there is consensus on these visions. I also worry that they are (in a typically Kiwi way) quite inward looking. In my view, the vision needs to also acknowledge our interactions with the rest of the world. I would like to see something like 'New Zealand is a place where people lead fulfilling lives and that helps people to live fulfilling lives elsewhere'.'

• 'Can't think of anything. It's all reaction.'

• 'If I take the examples of He Puapua, our lack of population policy, our globally embarrassing methane targets, the responses to our current housing situation, I think we have a lot of work to do to create a consensus about the future we want for our grandkids growing up in Aotearoa.'

• 'We are pandering to the rich at the expense of the less advantaged. Whāia te tika, te pono me te māramatanga – see that which is right, honest and enlightened.'

• 'While I think agencies have long-term visions, they are very high level and siloed in different agencies. Agencies should be working together on Aotearoa's long-term vision. I think there are a lot of conversations the public service is not bold enough to have with the public. We need to mature as a society if we want to be able to collectively come up with a long-term vision and have people believe in it. Many of the hard conversations about our future quickly deteriorate to click-bait, dog-whistle style arguments – e.g. Look at the way He Puapua was covered in the media.'

• 'There appears to be very little national consensus on a vision for the country long-term. Things like transport and infrastructure in other countries such as Singapore and Australia (at the state level) have a clear view as to what the government is working towards, and the public are brought along on the journey. In NZ, major infrastructure projects like

Transmission Gully and better three waters infrastructure – we still seem to be arguing about whether it's even necessary and the case for change, let along getting on with it.'

• 'Increase productivity and living standards in an environmentally sustainable way; Transition to a net-zero carbon economy; Provide an adequate supply of healthy homes; Eliminate child poverty; Make our cities more liveable; Leverage the above, in conjunction with our beautiful environment, to attract foreign talent to live here.'

• 'No idea. Not clearly expressed or unified across government communications. If I take a lead from successful high-growth CEOs, this message is constantly and reinforced weekly to their entire workforce through weekly checking and all comms. How do we be more like that and unified as a country on direction?'

• 'An equitable and fair society with access to affordable housing for future generations.'

• 'There is no coherent vision for the future state of Aotearoa. There are many strategies and visions but they sit in portfolio silos so there is no coherence. The flag referendum was a missed opportunity to build a collective view of the country we want to be and the values we aspire to in future.'

• 'Virtually all discourse by politicians and officials in NZ suggests that they are 'prisoners of the proximal' and nearly completely focus only on the short term. There is very little indication that they appreciate global catastrophic risks or existential risks. Their approach to climate change has been extremely slow – shockingly poor actually. They never discuss risks associated with nuclear war, AI or synthetic biology. They do virtually nothing to address growing inequality (e.g., taxation reform). They can't even do relatively simple things such as adjust the age of superannuation – despite life expectancy going up each year.'

• 'A Treaty-based society that regenerates nature, that gives everyone the opportunity to prosper according to their labour and merit, and that guarantees a minimum standard of living for all (that gets better every year).'

• 'There are key visions, such as decarbonisation of the transport industry, mining, agriculture, etc. However, there is no clear long-term vision for New Zealand as a whole. It could be beneficial to have an all-of-New Zealand roadmap/strategy which sets out the key long-term visions for each sector. This strategy could include how government ministries, the private sector and community groups could be engaged and involved in the vision. It will be important that this vision is taken through government party changes, and adapted as necessary. However, it would be ideal if there are bi-partisan agreements that are carried through.'

• 'Lack of civic education and thinking in this space. It's all very short term.'

• 'There seems to be such little discussion about where we need to move as a country without spurring negative and polar discourse. You're a conservative or a liberal. You're National or Labour. It's simply not a way to move forward, and our politicians stoke the flames of divisive politics constantly.'

• 'I think, as a nation, we do not share a vision. Our economy is based on large-scale farming and housing, one of which needs transformation to align with our purported values of 'clean and green' and the other of which should not be a way of accumulating wealth (and which draws investment away from more productive enterprise). Socially, we are more cohesive than some other developed nations, but there is a long way to go here. Our health system is fragile and we don't seem to have a plan to address this (or the two-tier system we have with MOH and ACC), or how to include growing numbers of disabled people (one in four according to Disability Commission).'

• 'There is not enough from each ministry publicly available to people who don't go looking for it, AKA 'the average Joe'.'

• 'No, this is partly the result of having a complex multi-cultural society – as well as having significant inequalities.'

• 'There are themes in discussion and probably some consensus as to the 'big issues'. We need to invest in an inclusive participatory process that gives space for the variety of voices and perspectives, to enable the emergence of a collective vision.'

• 'There is little consensus full stop because, despite introducing MMP, the House of Representatives still operates on a 'winner takes all' basis. Possibly a wider use of representative deliberative processes might provide the basis for consensus on a long-term vision and show the way towards a more consensus-driven policy framework. It would need to be tried out. Whether any of our elected representatives are up for this is unknown. Whether any of our public servants are up for this is also unknown.'

• 'We have a disparate, fragmenting and polarising society, as do many other Western democracies, where voluble assertions of anecdotal experience, theory, doctrine and other matters of taste and opinion seem to take precedence over fact and knowledge in long-term planning. An environment where fact is trampled by stampeding hobby horses makes logical foresight very difficult – and perilous for those who may express opinions contrary to political policy.'

• 'A vision requires both hindsight and foresight and an extended parliamentary term. I am not convinced that any of these 'insights' are taken seriously or given the weight in decision-making that they deserve.'

• 'I think there are two broad schools of thought on a vision, there is the 'everything now – immediate flourishing (short-term)' view and there is the 'guardians of the land – protect and respect, sustainability (long-term)' view. One favours near-term prosperity and freedoms, and one favours sustainability and cooperation. Both are important in their own way. We cannot promise jam tomorrow forever, and we cannot steal from the future either. But governments exist to provide what cannot be provided by individuals, and there is a sense in which governments are obliged to override immediate desires of the people in order to protect the longer term that transcends the individual. Present governments are too focused on satisfying individuals rather than protecting generations. BUT, the more important point

is that this is nuanced, and to try to provide a vision from hobbling together disparate responses on a web survey risks offering that amalgam as the vision. This circumvents the real need for government-initiated deep engagement on societal values, which then bind policy choices moving forward. The vision needs to include respect for the past, and for future generations. 'Everything now' is not the appropriate vision. Governments have a track record of offering false choices: A and B are offered, often both short-term solutions, but C is not, even though if asked in an informed way, the public may well prefer C. But C does not pay dividends within a three-year term, so the government can't point to their achievements. Again, long-termist action needs to be divorced from near-term political processes.'
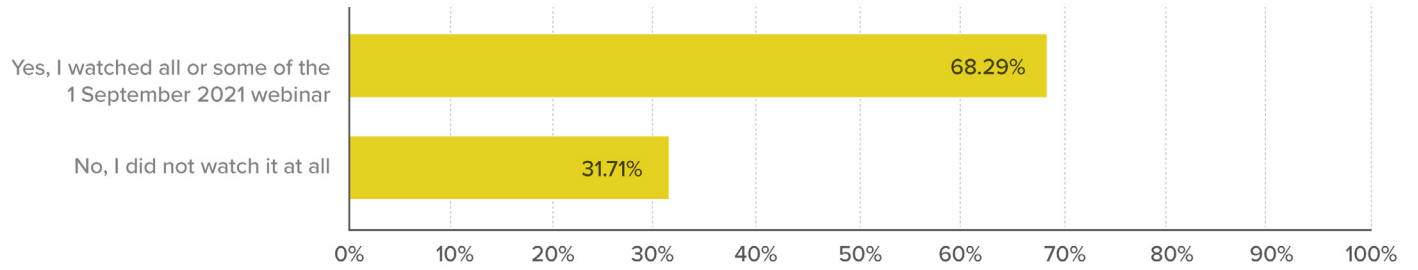
- 'Have we gone on this journey to produce such? Yet, is there any other option than 'ubiquitous well-being'?'

- 'There is far too little emphasis on long-term vision. It would have to include partnerships in the world order, avoiding deeply damaging inequities whilst maintaining economic strength, and influence throughout the world and internally on reducing environmental damage.'

- 'Lots of ad hoc competing objectives that change in every political cycle.'

- 'Lack of mature public discourse; lack of common assumptions for government strategy work (cf. McGuinness Institute GDS work); short termism is rife in political decision making; lack of structured foresight processes in central agency strategic intent (cf. Statements of Intent [SOI] dating back over the last 20 years!)'

- 'It is a fantasy to think we can determine a unitary vision for New Zealand. Vision is multi-faceted, diverse and expressed in many different ways.'

- '– Where's our stated vision as a country? E.g. to be good ancestors. Where's our purpose as a country? E.g. to be the world's first economy of mana. Where's our mission?

  – Where's our five key moves? What things are we going to do as a country to bring this vision, purpose and mission to life? What are the key 'missions of impact' that sit under the key moves?

  – What have we achieved for our people and what do we want to have done in the world by 2040 – a significant date in Aotearoa New Zealand's calendar (200 years since the signing of Te Tiriti o Waitangi).

  – Who are our key stakeholders, what are our key allies and who can we partner with to bring our 2040+ vision to life?

  – What do we want to have done in the world to show we were good ancestors (tūpuna pono)?'

Question 8: Do you have any other thoughts for select committee chairs and deputy chairs, in particular, on how to make the LTIBs decision-useful for policy making?

- 'Include how to make sure policy and decision making is resilient to the pull of short-termism and political economy.'

- 'There certainly needs to be some triangulation across LTIBs. Some triangulation advice for them to consider, across the top of the LTIBs, would help them. They will need some education on how to use these, interpret them and respond in select committee review processes. There will be a risk they could be mined for 'gotcha' moments for political ends, rather than to inform the quality of debates and deliberation and build consensus. I'm not sure if this is actually possible.'

- 'They need to be accessible to entities outside government.'

- 'Like the annual estimates, LTIB estimates need to be presented to the relevant select committees. MPs across the spectrum should be encouraged to read and engage with these LTIBs. During the 2020 lockdown, a special committee was convened under Simon Bridges to keep track of the Government decisions. The future select committee should keep track of the CEs' commitments. The relevant select committee (much like the Petitions Select Committee) needs to be responsible for seeking accountability from the Public Service Commission (or whichever agency takes the lead) on the progress made. Ideally, setup like the OAG should be eventually mandated to take up this role.'

- 'Senior officials in the public service need to see the LTIBs as more than just a compliance document. That means they need dedicated resourcing which as yet hasn't been established. Even before that though, there is a capability build required. Most people don't understand what the benefits are that can be gained by foresight tools and techniques. They see it as big blue-skies thinking that is just a distraction.'

- 'I think it is critical that the chairs are regularly briefed on the LTIBs relevant to their mandates.'

- 'An LTIB roadshow/conference once they're all done? Present the findings in one place; paint a unified picture using the findings.'

- 'Much of the value will be in how the need to produce the LTIBs shapes what policy analysts do to produce them. If the LTIBs require substantive engagement with evidence, and encourage policy-problem-focused research/inquiry processes, this will help build the skills and mindset needed in the civil service to address long-term and immediate challenges.'

- 'Ensure that the main points of the LTIBs are developed and communicated primarily in a report form, but disseminated in a range of different forms for different audiences (presentations, brochures, infographics, public addresses etc.). I also wonder whether requiring CEs to present the high-level results to all year 9 and 10 high school students in the country would be useful. This would ensure that the students can consider the CEs' thoughts on the future they will inherit (and that the CEs feel the pressure to consider this future seriously).'

- 'Reports will simply get shelved and ignored.'

- 'Prioritise time and focus. Ensure that proceedings are publicly broadcast and reports are freely accessible.'

- 'Throw out some extreme ideas for people to think about, not platitudes.'

- 'While I see the benefit in collaboration on interdependent issues across departments, I think having each CEO accountable for their report, and fronting up to present it, would help raise it up the strategic agenda and therefore increase the cognitive investment they make and ensure the thinking is at the right altitude. My preference would be for there to be additional investment in creating synthesis reports (potentially by external consultants or a commission) to pull the LTIBs together and also to provide advice on improving the process. For example:
  - Year 0: First LTIB published.
  - Year 1: All LTIBs synthesised and a report published.
  - Year 2: Targeted LTIB improvement programme undertaken across each department.
  - Year 3: Next iteration of LTIBs developed and published.'

- 'Information about these LTIBs has been almost non-existent. I was unaware of these until receiving an email about the webinar. I work for a national NGO peak body and am fairly well informed, but had never heard about these.'

- 'Have a majority of iwi (Māori) speaking to the decision-useful policy making. For too long we (tangata whenua) have been locked out and locked up – let our people go!'

- 'Have fewer of them so LTIBs can go deeper. The public will not be able to sufficiently engage with the number of LTIBs being proposed, especially at this time with so much other 'noise'. I would be more interested to read how several (or all) agencies will contribute to a significant long-term problem (e.g. climate change, intergenerational poverty, biodiversity crisis etc.), rather than trying to engage with many smaller issues.'

- 'Ensuring adequate resources and 'buy-in' from MPs, departments, officials, etc. will increase the value the LTIBs add and how much weight they hold in public conversations.'

- 'They need to be incentivised to make sure they're thinking about the future. Align their KPIs and policy with a proportion of their results coming from new initiatives or pushing towards identified key future trends. That's the only way you'll get them to give that focus and weight.'

- 'Clear risk ratings across all crisis-related findings to enable prioritisation.'

- 'They must address the issues in the New Zealand context, including the roadblocks, and overcome party politics.'

- 'Ensure that there is a synthesis of the LTIBs so that there are some collective all-of-government insights to underpin or inform future policy (including party manifestos).'

- 'They should encourage public debate on the draft versions of the briefings.'

- 'Use parliamentary processes, especially PQs and inquiries, to pressure departments to consider them, but not to do so in a way which discourages frank assessments.'

- 'Make it more accessible to everyone – use plain English, visuals, one-pagers. Nobody wants to read a 50-page document with no white space in technical language they don't understand.'

- 'Talk to people and find out what they really want to know, not what politicians want to propagate and push. What do I care about?'

- 'Sector-wide LTIBs.'

- 'Make sure everyone at the table is listened to before making a final decision, and the voices of the people this will affect need to be present.'

- 'Taking an H1/H2/H3 perspective (or similar) … 'Why is this important?' and 'So what?'. And if we are working towards participatory policy development, 'Who needs to be involved/ for how long/when?''

- 'They could have a read of Enabling National Initiatives to Take Democracy Beyond Elections, a joint project of the UN Democracy Fund and the newDemocracy Foundation. The manual can be viewed online (http://online.flipbuilder.com/lkyh/yqik/) or downloaded (https://www.newdemocracy.com.au/wp-content/uploads/2018/10/newDemocracy-UNDEF-Handbook.pdf). After a general introduction, the manual is presented in chapters, each addressed to a different audience within government: politicians, department heads, project owners, project teams and facilitators. There is also a final chapter on evidence from around the world.'

- 'Make the body responsible for collecting, collating and cohering the information and knowledge for foresight independent of the political process.'

- 'Make a mandatory role within each department reporting directly to CEO.'

- 'Some kind of impact-assessment-in-aggregate process so that the most impactful opportunities and risks can be floated to the surface. Also, a strong public marketing campaign to raise the findings of the LTIBs (and the assumptions upon which they rest, which may be open to debate) to the national awareness.'

- 'This sounds like a bunch of busy work that avoids the real work: building awareness of the causal problems that disallow, because of their presence, or do not allow, because of their absence, the aspiration/long-term vision, giving attention to these discoveries, and taking action from this place of understanding.'

- 'Ministers MUST demand foresight. Government, parliament and everyone else must engage the public in understanding the importance with willingness to favour the future beyond short time. Choose a few vital areas across all departments and focus on them, not a lot of rats and mice.'

- 'Publish summarised committee responses and reactions to LTIBs on www site. Establish open public forums to share and discuss these.'

- 'Demonstrating what success looks like, increasing accountability to use LTIB findings to improve strategy and budget bid processes.'

- 'The LTIBs inform policy making and strategic planning, they are not an integral part of those processes.'

- 'I defer to those who know more about this area than I.'

Question 9: Did you watch the Long-term Insights Briefings webinar (1 September 2021)?

Yes, I watched all or some of the 1 September 2021 webinar — 68.29%

No, I did not watch it at all — 31.71%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Appendix 3: Overview of system leadership roles

OVERVIEW OF SYSTEM LEADERSHIP ROLES
AS AT 24 SEPTEMBER 2019

System lead		Purpose	Mandate	Decision rights	Scope	Funding source
Govt Chief Digital Officer (CE DIA – Paul James) (formerly GCIO)	https://www.digital.govt.nz/digital-government/leadership-and-governance/government-chief-digital-officer-gcdo/	Digital transformation	Cab mandate 2012/14/17	Yes – standards, processes, concurrence on investment	Departments and large Crown agents	Dedicated funding
Govt Chief Data Steward (CE Stats – Liz MacPherson)	https://www.stats.govt.nz/about-us/data-leadership/	Support the use of data by government to help deliver better services while maintaining trust and confidence	Cab mandate 2018	Yes – standards, guidance, adoption of common capability	Public Service Departments and Departmental Agencies	Dedicated funding
Property (CE MBIE – Carolyn Tremain)	https://www.procurement.govt.nz/about-us/	Deliver long term outcomes and effectiveness improvements by taking a single government property portfolio approach	Cab mandate 2012, revised 2018	Yes – standards, guidance, participation in combined planning process	Office accommodation (back office and public facing) for departments and Crown agents	Dedicated funding and agency contributions
Procurement (CE MBIE – Carolyn Tremain)	https://www.procurement.govt.nz/about-us/	Ensure probity and good practice for government procurement and leverage aggregated buying power	Cab mandate 2012, updated 2018	Yes – good practice framework & guidance (procurement principles and rules); use of all-of-government contracts	Public Sector	Dedicated funding and agency contributions
Health and Safety (Ray Smith)	https://www.healthandsafety.govt.nz/	Build sector H&S capability, performance and maturity. Focus on harm reduction	SSC	No	Departments plus some large Crown agents	Agency contributions
Govt Chief Information Security Officer (CE GCSB – Andrew Hampton)	https://www.gcsb.govt.nz/our-work/government-chief-information-security-officer-gciso/	Information security across NZ	SSC, some provisions from Cab mandate for PSR 2014	Not yet but working on possible areas	Departments, large Crown agents, Reserve Bank and some Parliamentary services	Lead agency baseline funding
Government Protective Security Lead (CE NZSIS – Rebecca Kitteridge)	N/A	Formal, system-level, functional leadership for government protective security	SSC, some provisions from Cab mandate for PSR 2014	None that override CE responsibility	Departments, potential to extend to some Crown entities in future	Lead agency baseline funding
Govt Legal Network (Solicitor-General – Una Jagose)	http://www.gln.govt.nz/	Develop system view of and response to legal risk. Advance the quality and value of legal services delivered to the Crown	Law officers' oversight role	Yes – AG and SG have decision rights in line with oversight role under cabinet directions	Public Service and Crown Entities	Dedicated funding
Human Resources (SSC – Peter Hughes)	N/A	Improve system capability, lift consistency and quality of delivery and reduce duplication of effort	SSC	No, but mandates consistent system-wide processes	Departments plus some large Crown agents	Lead agency baseline funding
Policy (CE DPMC – Brook Barrington)	https://dpmc.govt.nz/our-programmes/policy-project/policy-community/policy-leaders	Improve the policy system	SSC/SSLT	No	Public Service agencies with policy function	Agency contributions
Finance (Treasury – Caralee McLiesh)	https://treasury.govt.nz/information-and-services/state-sector-leadership/office-government-accountant	Lift strategic financial management	None	None	Public Service	Lead agency baseline funding and agency contributions
Communications (SSC - Inactive)	N/A	Lift consistency and quality of government communications	SSC	None	Public Service	N/A

Additional Resources

Useful links on briefings

Legislation

Public Service Act 2020 (see Schedule 6, clauses 8 and 9), see here.

Standing Orders

Standing Orders Committee, Review of Standing Orders 2020 (see pages 23–24), see here.

Department of the Prime Minister and Cabinet

Long-term Insights Briefings: High-level overview, see here.

Long-term Insights Briefings, see here.

Stewardship, see here.

Public Service Commission

He Puka Whakamārama i te Pae Tawhiti | Long-term Insights Briefings - Public Consultations, see here.

Overview of system leadership roles (Appendix 3), see here.

McGuinness Institute

Long-term Insights Briefings webinar event page, see here.

Long-term Insights Briefings webinar on YouTube, see here.

Long-term Insights Briefings slideshow presentations, see here.

Reading list

Below is a suggested reading list from the panellists of the 1 September 2021 webinar:

Professor Girol Karacaoglu (moderator)

Read Girol's latest book *Love you: public policy for intergenerational wellbeing,* see here.

Dr David Skilling

Landfall Strategy Group
www.landfallstrategy.com
david.skilling@landfallstrategy.com

Read David's newsletter, see here.

David also suggested reading a wide range of international publications (e.g., *Financial Times*, *Wall Street Journal*, *New York Times*, *The Economist*, *Australian Financial Review* and *Straits Times*).

Roger Dennis

Innovation Matters
www.rogerdennis.com
now@rogerdennis.com

Wendy McGuinness

McGuinness Institute
www.mcguinnessinstitute.org
wmcg@mcguinnessinstitute.org

Watch the 2012 YouTube clip where Hon Hugh Templeton shares his reflections on the reasons for the demise of the Commission for the Future, see here.

Read Malcolm Menzies's 2018 article 'A Partial History of Futures Thinking in New Zealand', see here.

Read *Mission Aotearoa: Mapping our future*, see here.

See the *ForesightNZ Playing Cards*, see here.