



# **Long-term Insights Briefings:**

A novel policy instrument  
to deal with foresight

Wednesday 1 Sep 2021, 5:30pm – 7:30pm



## **Long-term Insights Briefings:**

A novel policy instrument  
to deal with foresight



**Girol Karacaoglu**

## Agenda

- |         |                  |
|---------|------------------|
| 5.45 pm | Wendy McGuinness |
| 6.00 pm | Roger Dennis     |
| 6.15 pm | David Skilling   |
| 6.30 pm | Q&A              |
| 7.30 pm | Close and Survey |



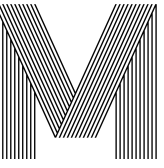


## **Long-term Insights Briefings:**

A novel policy instrument  
to deal with foresight



**Wendy McGuinness**

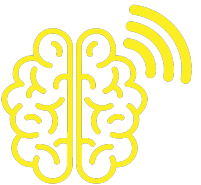


**Part 1: Purpose**

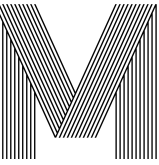
**Part 2: Foresight in Aotearoa New Zealand since 1976**

**Part 3: The Long-term Insights Briefings (the Briefings)**

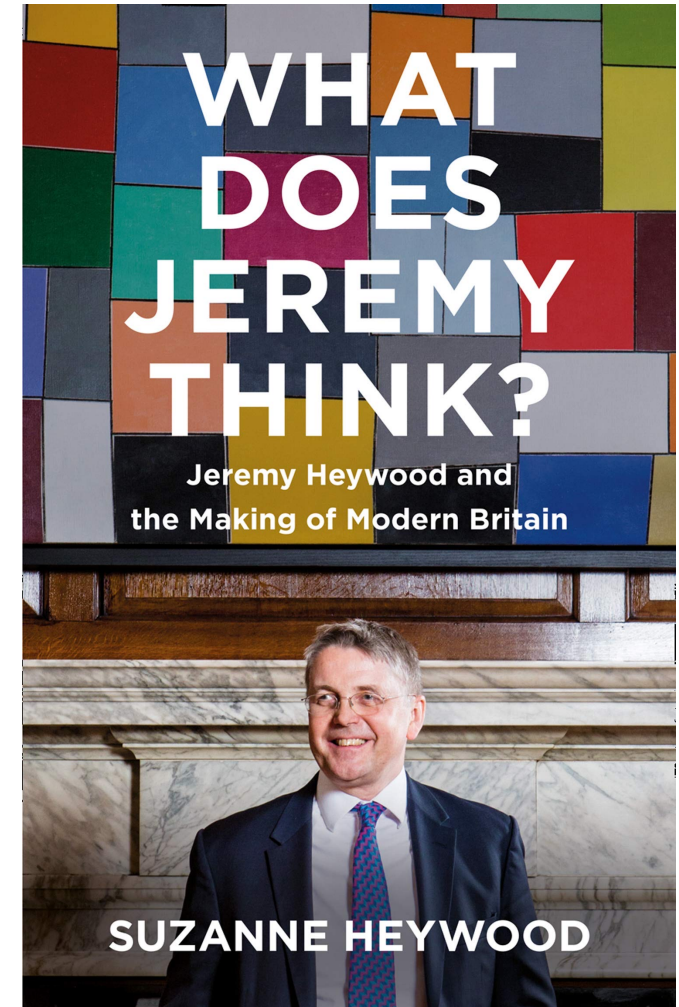
**Part 4: Stress-testing the Briefings – why they might fail?**



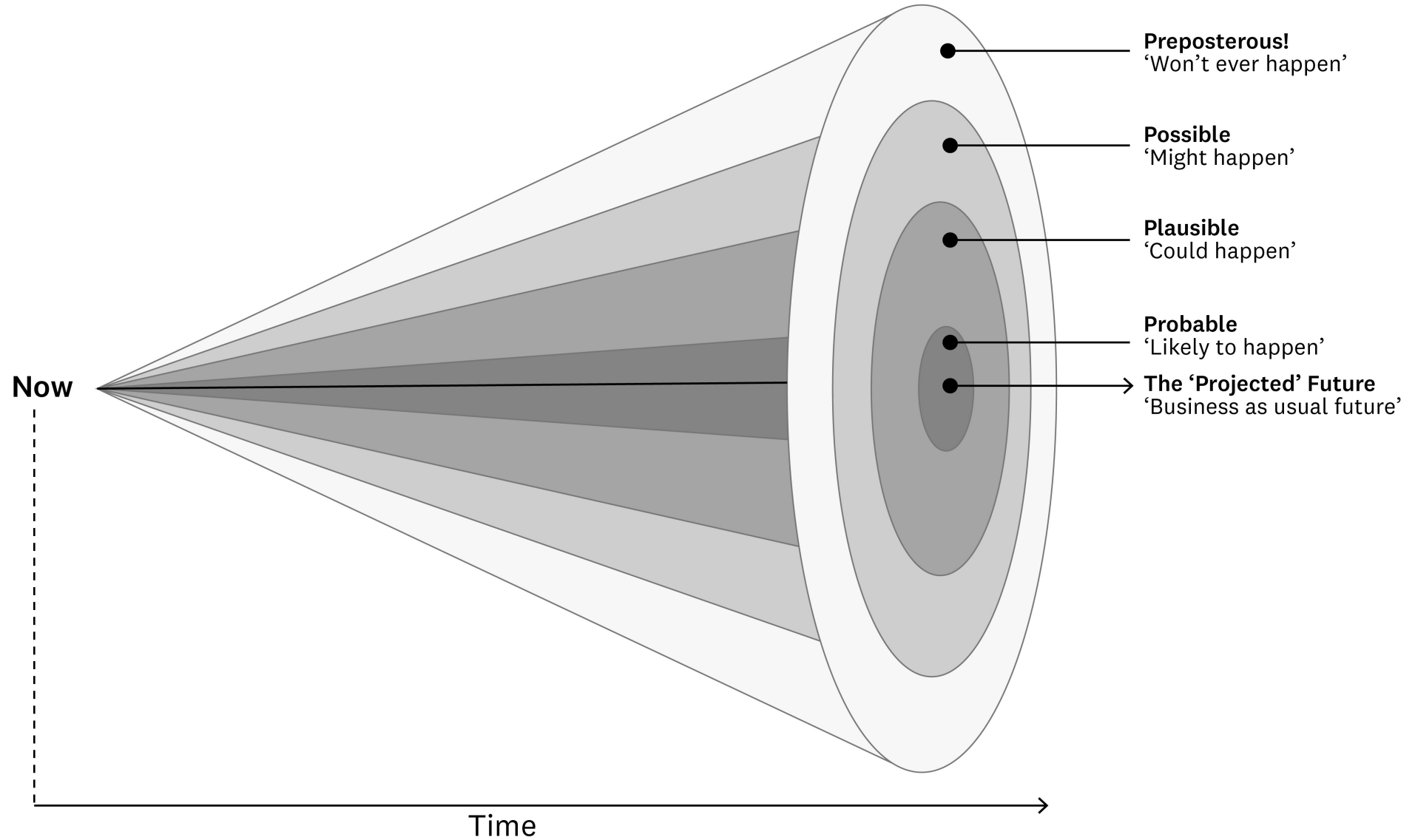
# 1.0 Purpose



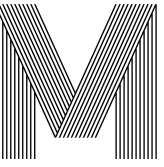
- The logo – what it means
- Long-term + Insights = Foresight
- What keeps you awake at night?
- Everyone is a futurist. Curiosity is key!
- Three sights: hindsight, insight and foresight
- Good public policy has always been long-term
- Question the status quo! (Jeremy Heywood)



# The cone of plausibility



## 2.0 Foresight in Aotearoa New Zealand since 1976



1976

Commission for the Future & New Zealand Planning Council established

1982

Commission for the Future disestablished (after six years)

1992

Crown Research Institutes established (Crown Research Institute Act 1992)

1991

New Zealand Planning Council disestablished (after 15 years)

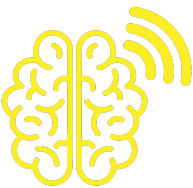
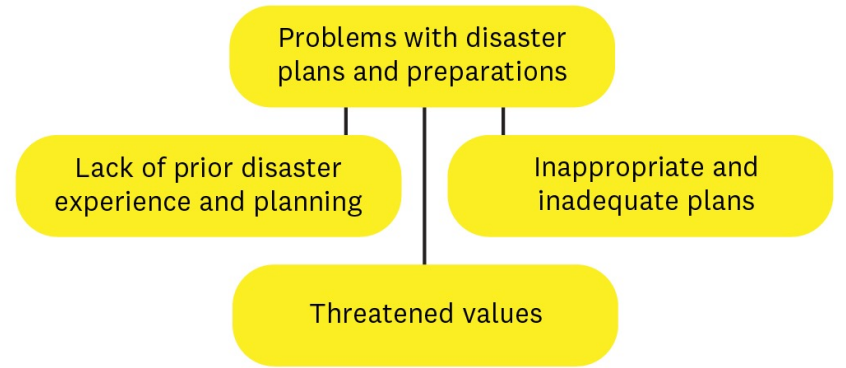
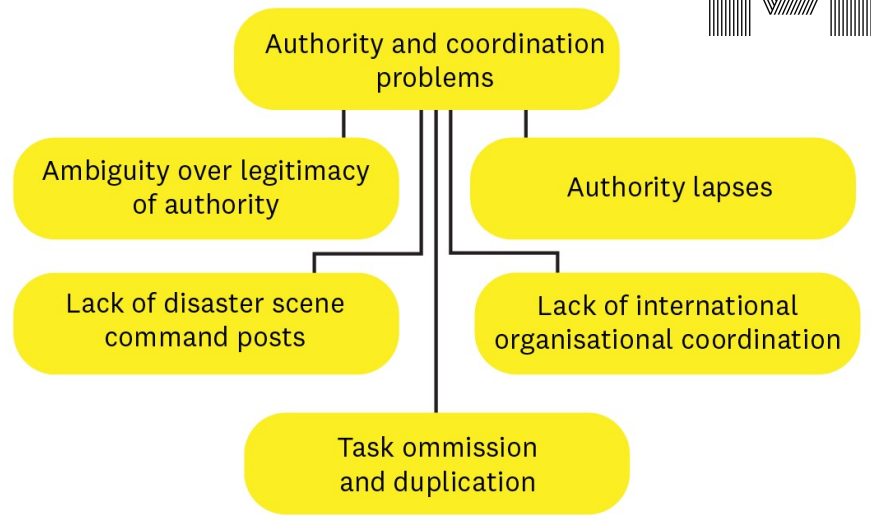
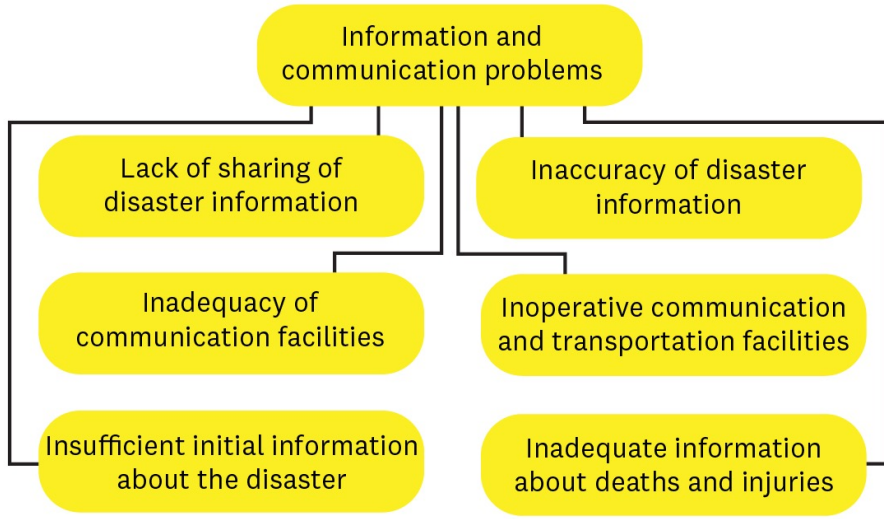
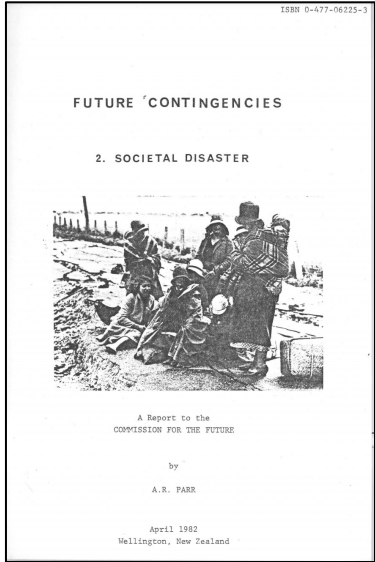
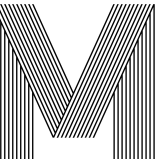
2020

Long-term Insights Briefings





# 1982: Commission for the Future's 'Future Contingencies'



# Revisiting Tomorrow: Navigating with Foresight event (30 Oct 2019)



## REVISITING TOMORROW

1977 - 1991

### NEW ZEALAND AT THE TURNING POINT



**Putting a new product on the market**

**FRANK JULIANS**

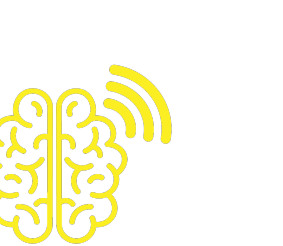
There was a special occasion in 1977 when the Planning Council was formed. It was the first time that a group of people had gathered to discuss the future of New Zealand. The Council was set up to advise the Government on the future of the country. It was a landmark event in the history of New Zealand.

### About the Commission for the Future and the New Zealand Planning Council

The Commission for the Future and the New Zealand Planning Council were established in 1977. They were set up to advise the Government on the future of the country. The Commission for the Future was responsible for the long-term future of the country, while the Planning Council was responsible for the short-term future.

### About Revisiting Tomorrow

Revisiting Tomorrow is a project that aims to revisit the work of the Commission for the Future and the New Zealand Planning Council. It is a project that aims to revisit the work of the Commission for the Future and the New Zealand Planning Council. It is a project that aims to revisit the work of the Commission for the Future and the New Zealand Planning Council.



## DEFINING MOMENTS



### Future Contingencies: Nuclear Disaster (1981)

The primary purpose of this document is to provide a framework for the future of New Zealand. It is a document that provides a framework for the future of New Zealand. It is a document that provides a framework for the future of New Zealand.

### The Agenda

The agenda of the Planning Council was to discuss the future of New Zealand. It was a document that discussed the future of New Zealand. It was a document that discussed the future of New Zealand.

### Not sufficient

The Commission for the Future was not sufficient. It was a document that was not sufficient. It was a document that was not sufficient.

### From Birth to Death (1985)

The Commission for the Future was established in 1977. It was a document that was established in 1977. It was a document that was established in 1977.

### Network New Zealand Communications in the Future (1981)

The Network New Zealand Communications in the Future was established in 1981. It was a document that was established in 1981. It was a document that was established in 1981.

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### Can we plan for the year 2000?

By SAM PEITROTT

The Commission for the Future has been established to advise the Government on the future of New Zealand. It is a document that has been established to advise the Government on the future of New Zealand. It is a document that has been established to advise the Government on the future of New Zealand.

### Commission failing in its objectives

The Commission for the Future has failed in its objectives. It is a document that has failed in its objectives. It is a document that has failed in its objectives.

### Planning Council belt-tightening worries planners

The Planning Council has implemented belt-tightening measures. It is a document that has implemented belt-tightening measures. It is a document that has implemented belt-tightening measures.

### Future group demises surprises

The Future group has demised. It is a document that has demised. It is a document that has demised.

### Director lays blame for axe

The Director has laid blame for the axe. It is a document that has laid blame for the axe. It is a document that has laid blame for the axe.

### WIN TO GO TO PROUDLY CIRCUS MATHE!



### Commission may not have future

The Commission may not have a future. It is a document that may not have a future. It is a document that may not have a future.

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## CLASSIFIEDS

**New Zealand Planning, 1977**

**1977**

**1978**

**1979**

**1980**

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**2019**



ANALYSIS

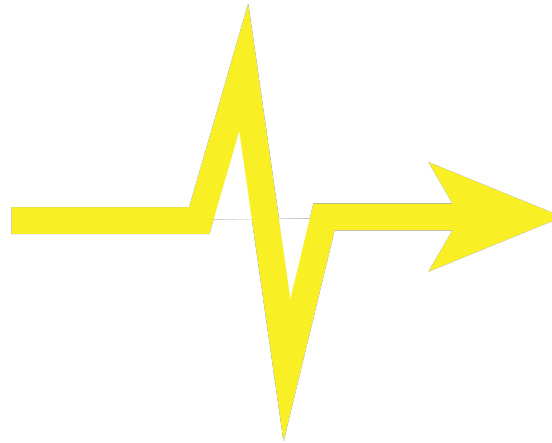
Title	14. Work programme of Council
1. Short Title	15. Work programme of Commission
2. Interpretation	
3. Act to bind the Crown	
<b>PART I</b>	
<b>NEW ZEALAND PLANNING COUNCIL</b>	
4. Establishment of New Zealand Planning Council	<b>PART IV</b>
5. Functions and powers of Council	<b>GENERAL PROVISIONS RELATING TO COUNCIL AND COMMISSION</b>
6. Membership of Council	16. Temporary Chairman of Council or Commission
7. Terms of office of members of Council	17. Deputies of official members
<b>PART II</b>	
<b>COMMISSION FOR THE FUTURE</b>	
8. Establishment of Commission for the Future	18. Extraordinary vacancies
9. Functions of Commission	19. Meetings
10. Membership of Commission	20. Committees
11. Term of office of members of Commission	21. Remuneration and expenses of members of Council, Commission, and committees
<b>PART III</b>	
<b>RELATIONSHIPS BETWEEN COUNCIL AND COMMISSION</b>	
12. Co-ordination of activities	22. Officers and employees of Council and Commission
13. Work programmes generally	23. State Services Act 1962 amended
	24. Employment of experts
	25. Superannuation or retiring allowances
	26. Annual reports
	27. Money to be appropriated by Parliament for purposes of this Act
	28. Members not personally liable

1977, No. 76

**An Act to make better provision for national planning in New Zealand by establishing a New Zealand Planning Council and a Commission for the Future**

[1 December 1977

**BE IT ENACTED** by the General Assembly of New Zealand in Parliament assembled, and by the authority of the same, as follows:



Reprint  
as at 1 December 2020



**Crown Research Institutes Act 1992**

Public Act 1992 No 47  
Date of assent 15 June 1992  
Commencement see section 1(2)

**Contents**

	Page
Title	3
1 Short Title and commencement	3
2 Interpretation	3
3 Act to bind the Crown	5
<b>Part 1</b>	
<b>Principles</b>	
4 Purpose of Crown Research Institutes	5
5 Principles of operation	5
6 Ministers and their role	6
7 Directors and their role	6
8 Appointment of chief executives [Repealed]	8
9 Collective agreements	8
10 Treaty of Waitangi	8
<b>Part 2</b>	
<b>Formation and ownership of Crown Research Institutes</b>	
10A Application of Crown Entities Act 2004 to Crown Research Institutes	8

**Note**

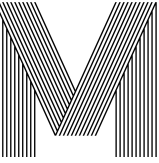
Changes authorised by subpart 2 of Part 2 of the Legislation Act 2012 have been made in this official reprint.

Note 4 at the end of this reprint provides a list of the amendments incorporated.

This Act is administered by the Ministry of Business, Innovation, and Employment.



# 3.0 The long-term insights briefings



## *Long-term insights briefings*


### 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.

### 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.

Reprint  
as at 1 July 2021



**Public Service Act 2020**

Public Act    2020 No 40  
Date of assent    6 August 2020  
Commencement    see section 2

**Contents**

	Page
1    Title	8
2    Commencement	8
<b>Part 1</b>	
<b>Preliminary provisions</b>	
Subpart 1—Provisions for operation of Act	
3    Purposes of this Act	8
4    Guide to this Act	9
5    Interpretation	10
6    References to departments in enactments	13
7    Circumstances where section 6 does not apply	14
8    Transitional, savings, and related provisions	14
9    Act binds the Crown	14
Subpart 2—Public service defined, purpose, public service principles, and spirit of service to community	
<i>Public service defined</i>	
10    Public service defined	14

**Note**  
Changes authorised by subpart 2 of Part 2 of the Legislation Act 2012 have been made in this official reprint.  
Note 4 at the end of this reprint provides a list of the amendments incorporated.  
This Act is administered by the Public Service Commission.

1



# Cabinet Paper: A Unified Public Service (26 June 2019)



‘The legislative requirement to produce these reports will address the perceived lack of priority given to long-term thinking. This reporting requirement does not directly address the capability of the public service to think about the long term, but this capability is best addressed through non-legislative proposals.’

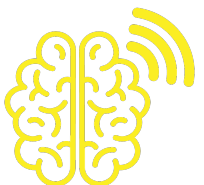
Hon Chris Hipkins  
Minister of State Services

Public Service Legislation: Paper 2 - A Unified Public Service  
Date of issue: 26 June 2019

**Date:** 26 June 2019  
**Title:** Cabinet Paper: Public Service Legislation: Paper 2 - A Unified Public Service  
CPC-19-SUB-0007 Summary  
CPC-19-MIN-0007 Minute  
GOV-19-SUB-0018 Summary  
GOV-19-MIN-0018 Minute  
CAB-19-SUB-0249 Summary  
CAB-19-MIN-0249 Minute  
**Author:** State Services Commission

These documents are released by the Hon Chris Hipkins, Minister of State Services.

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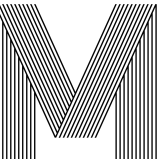
‘The Briefings are **think pieces on the future**, not government policy. The requirement to publish a Briefing is a statutory **duty on departmental chief executives**, independent of ministers. They differ from the advice that the public service provides ministers, or the accountability and planning documents prepared for Parliament.

They provide an opportunity to **enhance public debate** on **long-term issues** and usefully **contribute to future decision making** – not only by government but also by Māori, business, academia, not-for-profit organisations, and the wider public.

The Briefings are a **new and untested instrument and process**. There will be lessons learned from the first round of Briefings to inform and improve the next, including helping refine the contents of the guidance.’



## 4.0 Stress-testing the briefings – why they might fail?



### **CEOs might not deliver for the following reasons:**

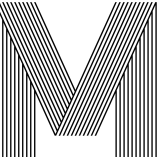
- Busy; overworked and suffering policy burnout (it has been a long 20 months)
- Shy; does not like being in the public arena
- Humble; does not think they have anything to offer
- Uncertain; lacks a clear understanding of what success looks like
- Lacks foresight skills; does not have skills
- Risk adverse; does not want to show faults in their systems/management or selects less controversial topics
- Political safety; does not want to tarnish their existing working relationship with ministers and therefore does not cover topics that might go against current government policy

### **Symptoms:**

- Delegates down, postpones and rushes it out, becomes operational, follows the checklist and fails to think strategically, does not consult, fails to seek out a diverse range of views or to ask difficult questions of staff/collaborators, does not collaborate/discuss Briefings with other CEs, and key collaborators do not know the Briefings exist.



# Existing briefings



## Tax, investment and productivity

Consultation on the scope of Inland Revenue's long-term insights briefing

August 2021

Prepared by Policy and Regulatory Stewardship, Inland Revenue

## Manatū Taonga Ministry for Culture & Heritage

### Consultation to develop a Long-Term Insights Briefing: the components of an impactful and sustainable cultural sector into the future

#### Why are we doing this?

Manatū Taonga is developing a Long-Term Insights Briefing (LTIB) which looks to understand what are the components of an impactful and sustainable cultural sector into the future?

The LTIB<sup>1</sup> is a way for the public to contribute meaningfully on what matters the most for the future of New Zealand, and provides an opportunity to enhance public debate on long-term issues and usefully contribute to future decision making.

The LTIB work will help us collectively to think about and plan for the future, and will identify and explore the long-term issues that matter for the future wellbeing of people in New Zealand.

The final briefing will be available to the public to be used as a resource and evidence base.

#### The purpose of this document

The focus of the first Manatū Taonga LTIB is on the topic of cultural sector infrastructure – the physical, social, and dynamic components of the cultural sector that enable delivery and outcomes.

The purpose of this consultation document is to seek your insight and input on this subject and to seek your feedback on several key questions.

While the LTIB is not Government policy, the future focus of this work is intended to help Manatū Taonga identify and test assumptions that are influencing how policy issues are being considered, explore beyond the assumed future to consider a much wider range of possible contexts, generate new insights into possible future developments, and reduce risk by developing policy that is more resilient to changing conditions and takes advantage of new opportunities.

The LTIBs help us as a country to start thinking about the future and what will matter most for the long-term wellbeing of people in New Zealand and will help all of us to make decisions about the future.

<sup>1</sup> For background about the Long-Term Insights Briefing please refer to Appendix One  
Page 1 of 8 | Consultation Document Cultural Sector Infrastructure

## The future of business for Aotearoa New Zealand: Opportunities and implications for productivity and wellbeing

Consultation on a subject for a Long-term Insights Briefing

July 2021

MINISTRY OF SOCIAL DEVELOPMENT  
TE Kaitiaki Take Kōwhiri  
MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

## Consultation to develop a Long-Term Insights Briefing:

### Youth at risk of limited employment

**We are seeking your input and insights**

The Ministry of Social Development, Ministry of Business, Innovation and Employment and Ministry of Education are developing a Long-Term Insights Briefing on youth at risk of limited employment.

Long-Term Insights Briefings are public documents with information, analysis and a range of policy options on important topics, trends, risks and opportunities that affect New Zealand.

The final Briefing will be available to the public to be used as a resource and evidence base. It will be a source of knowledge to help Government to respond more effectively in the future for youth at risk of limited employment.

**The purpose of this document**

The purpose of this consultation document is to seek your insight and input on the proposed subject and scope of the Briefing. Your feedback will help develop the Long-Term Insights Briefing and ensure we:

- reflect the challenges facing youth at risk of limited employment
- prioritise the most important areas of focus
- highlight the right options to achieve better results for young people.

This document outlines:

- what we know about youth at risk of limited employment
- why this subject needs further attention and response
- future trends that will affect young people's opportunities
- current interventions and what we know about what works
- the proposed scope of the Briefing
- the proposed focus areas
- next steps for the development of the Briefing.

**We are seeking your feedback on several key questions, including:**

- Do you agree that youth at risk of limited employment is an important issue to address in the Long-Term Insights Briefing?
- What kind of initiatives, programmes or approaches do you think are most successful?
- Do you agree with the proposed scope of the Long-Term Insights Briefing?

TE MANATŪ WAKA  
MINISTRY OF TRANSPORT

## Te Manatū Waka Ministry of Transport Long-Term Insights Briefing

### The impact of autonomous vehicles operating on New Zealand roads

consultation document  
27 August 2021

NOT GOVERNMENT POLICY

Page 1 of 17

Te Kawa Mataaho  
Public Service Commission

## 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?

Te whakawhiti whakaaro mō ngā kaupapa o tā Te Kawa Mataaho Puka Whakamārama i te Pae Tawhiti

Consultation on the topics for Te Kawa Mataaho Public Service Commission's Long-term Insights Briefing

We want your input on topics for our 2022 Long-term Insights Briefing, which will cover trends, risks and opportunities facing our Public Service.

TE KŌWHIRI  
THE TREASURY

## LOOKING TO THE FUTURE

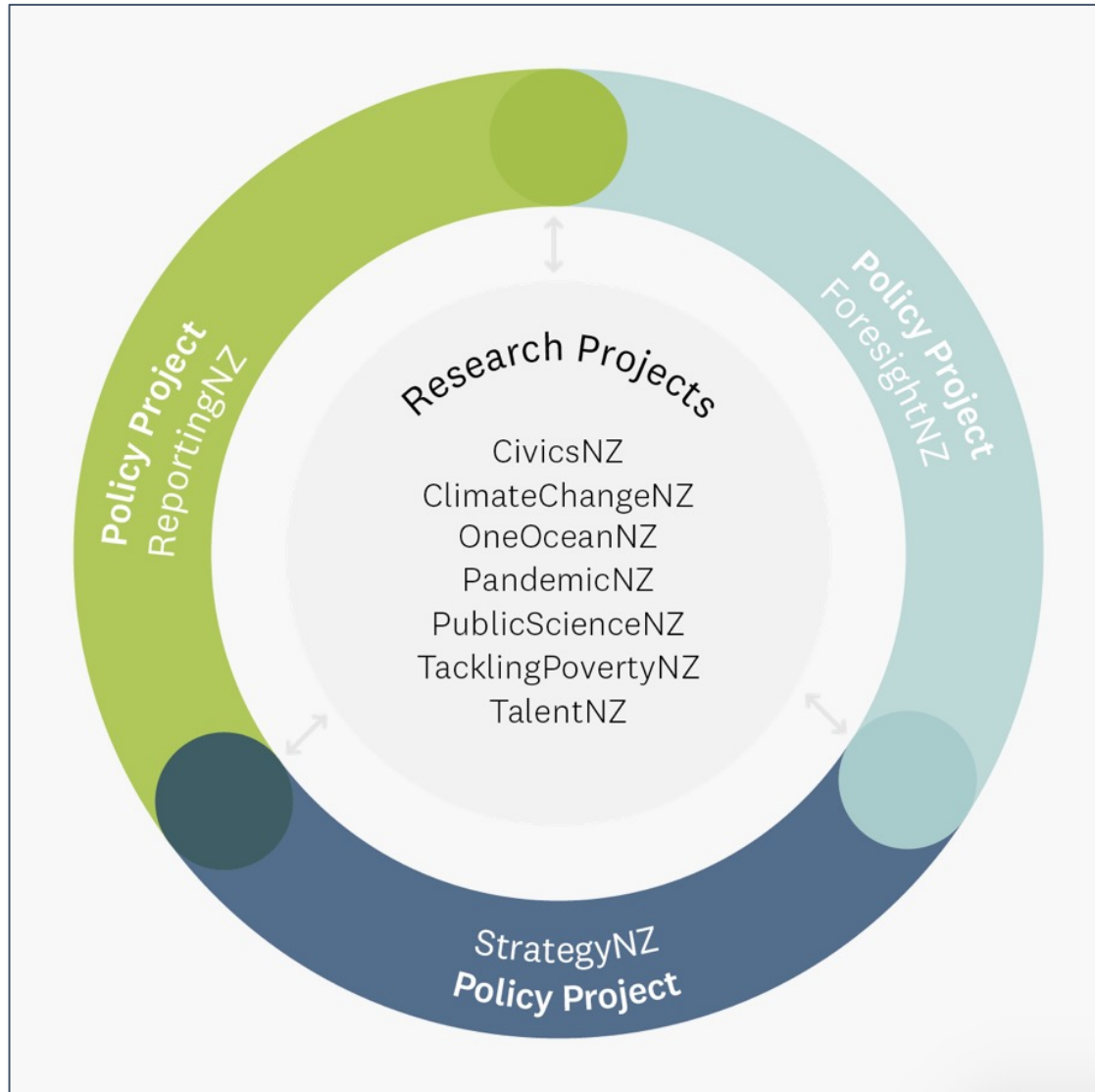
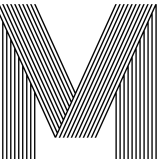
# New Zealand's long-term fiscal challenges

Consultation on the scope of the Treasury's combined Statement on the long-term fiscal position and Long-term Insights Briefing

New Zealand Government



# Image of our latest discussion paper



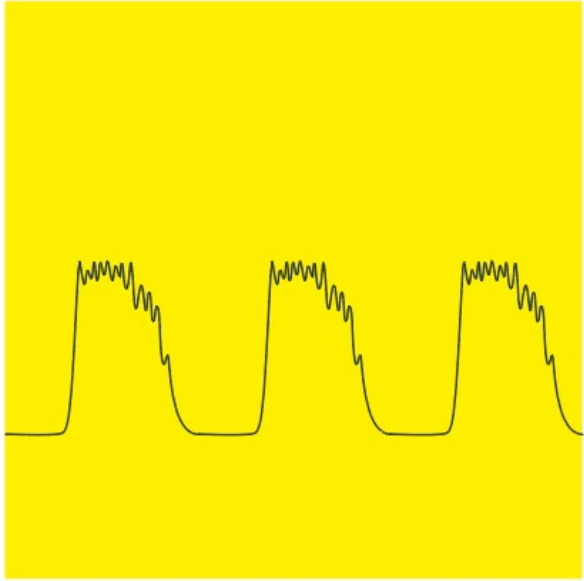
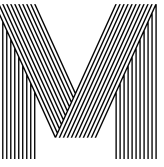
A COVID-19 Situational Report:  
Beyond Aotearoa  
New Zealand's Fortress

Discussion Paper 2021/03  
1 September 2021

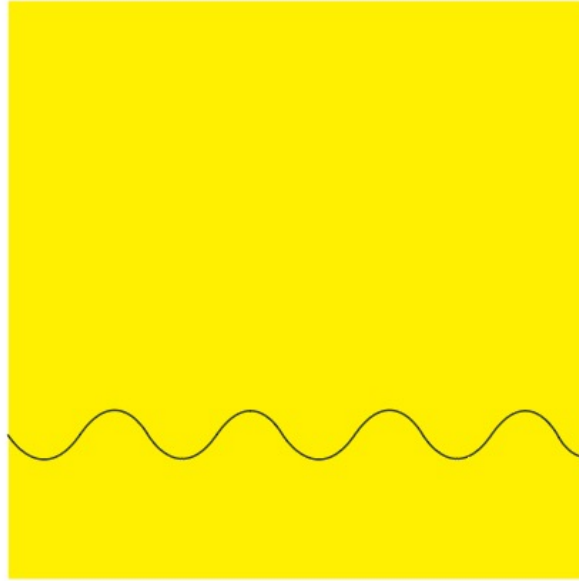
**MCGUINNESS INSTITUTE**  
TE HONONGA WAKA



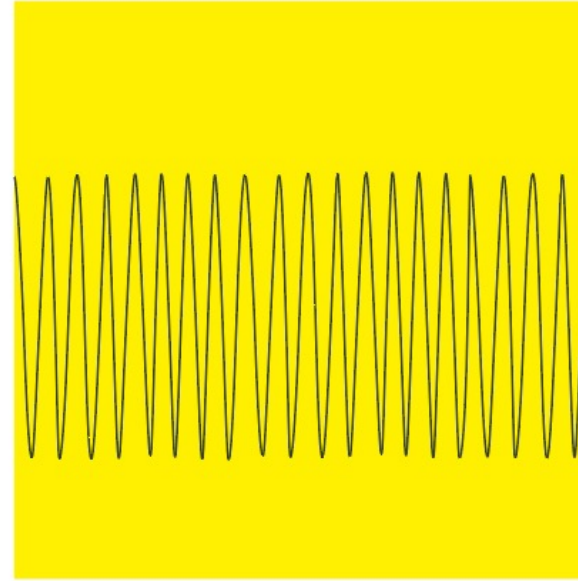
# Three crises – three different types of noise



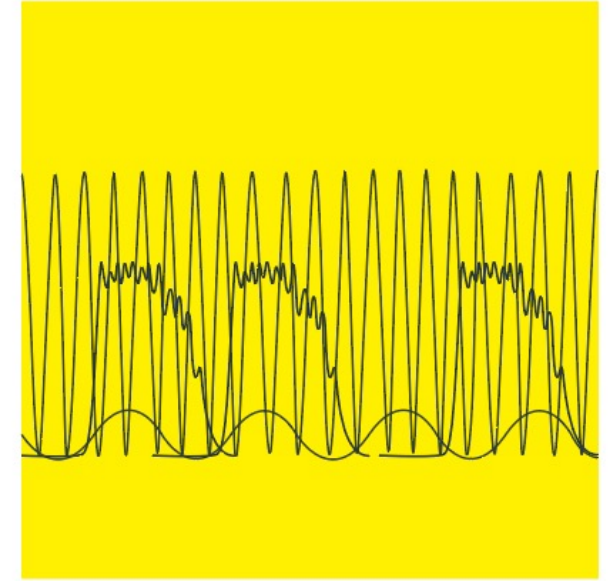
**Pandemic crisis**  
Intermittent noise



**Biodiversity crisis**  
Low-frequency noise



**Climate crisis**  
Continuous noise



**Three crises**  
A noisy world





## **Long-term Insights Briefings:**

A novel policy instrument  
to deal with foresight



**Roger Dennis**

**V.U.C.A.**

## NEWS

Home | Coronavirus | Video | World | Asia | UK | Business | Tech | Science | Stories | Entertainment & Arts | Health | World News TV | In Pictures | More

## Blast-off for Nasa mission to detect life on Mars

The Perseverance robot launches from Florida on a seven-month flight to the Red Planet.

7h | Science & Environment



00:43

► Watch Perseverance launch to Mars



### US economy suffers sharpest contraction in decades

The impact of the pandemic meant the annual rate of growth in the second quarter collapsed by 33%.



### Cases surge in Victoria despite Melbourne lockdown

Fears lockdown is not working as the Australian state reports its highest number of cases and deaths.



### England highest level of excess deaths in Europe

Office for National Statistics analysis shows how countries compared in the first six months of the year



### Hong Kong bars pro-democracy figures from election

Opposition candidates had hoped to capitalise on anger over a controversial security law.

6h | China



### Trump suggests delay to 2020 US election

The US president cites concern over mail-in voting, despite little evidence of widespread fraud.

4h | US & Canada

### UK and China relationship 'seriously poisoned'

4h | UK Politics

### Domino's Pizza drops 'free pizza for Karen' offer

15h | Asia

### Hackers post fake stories on real news sites

5h | Technology

### Ex-presidential candidate with

### ► The security law feared by Hong Kong activists

4h | World

### In pictures: Iraqis struggle to stay cool in 51C heat

5h | Middle East

### Italy's Salvini to face new trial over migrants

2h | Europe

### Fifa president faces legal

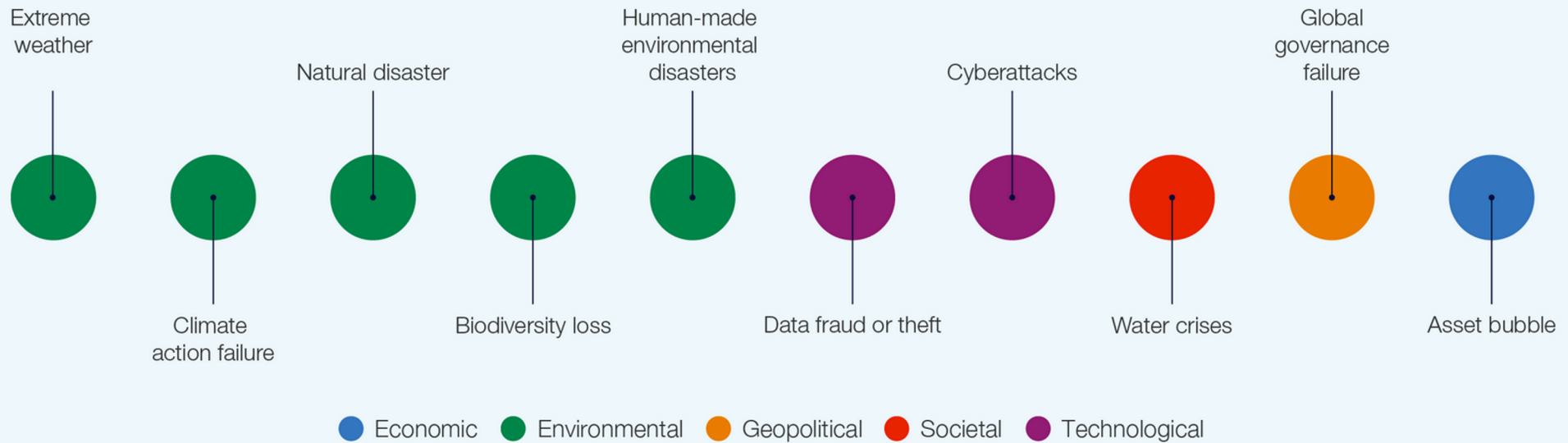
# Mental Models

TOP 10 RISKS OVER THE NEXT 10 YEARS

# Long-Term Risk Outlook: Likelihood



## Multistakeholders



Why think about  
the future?



*“The trouble with the future is that it usually arrives before we’re ready for it.”*





## **Long-term Insights Briefings:**

A novel policy instrument  
to deal with foresight



**David Skilling**

## Selected small economy examples of foresight

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- **Several other jurisdictions have developed strong capabilities around foresight. Consider the following selected small economy examples:**
- **Singapore**
  - **Centre for Strategic Futures, PMO Strategy Unit, agency foresight units**
  - **Regular strategic review processes (Committee for the Future Economy, Economic Strategies Committee); ongoing engagement with MNCs, thinkers, etc**
- **Finland**
  - **Once every legislative term, the Government submits a report on the future to Parliament on a strategic policy topic (the 2018 report looked at the future of work)**
  - **Government agencies also prepared futures reports, coordinated by the PMO**
- **Denmark**
  - **Production Council, Globalisation Council**
- **Other countries produce national strategy documents that rest on a view of the future (Dubai, Ireland, etc.)**

## Key elements of successful foresight processes in government

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- **Importance of framing the right policy questions**
  - **Contribute to answering key questions that are/should be on the strategic policy agenda**
- **Clear link to policy decision-making and resource allocation processes (the ‘so what’)**
  - **These are strategic policy processes rather than intellectual exercises**
  - **Distinguish between time horizons (H1 v H2 v H3)**
- **Demand from ministers/senior decision-makers**
  - **There is a broadly-shared understanding that this work is important for good policy-making**
  - **Foresight is embedded into the ongoing work of policy agencies**
- **Strong role for central agencies/whole of government machinery**
  - **Most of the important issues are cross-cutting in nature**
  - **Sustained investments in capability in agencies and across the system**
- **Involve the private sector and others; governments don’t have a monopoly on wisdom,**

## Thoughts on implications for New Zealand

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- **Select the right issues/questions that need to be on the strategic agenda – issues need to have the right level of altitude**
  - **Big ‘grey rhino’ issues have not been picked up (population policy, risks of climate change)**
  - **Covid has caused major disruption (tourism, migration) as well as accelerating existing dynamics (technology, climate change response)**
  
- **Build senior (ministers/CEs) demand for strategic foresight by demonstrating the value from these exercises (foreign or local examples) – and by creating public demand**
  - **If not, these initiatives will not lead to change – as has been the case historically**
  
- **Build strategic capability across government agencies, develop role of central agencies in cross-cutting foresight work, reward agencies that do this well**
  - **Strengthen coordination of the Insight Briefings across agencies**
  - **There is a tendency to outsource strategic issues to commissions and others**
  
- **Approach this exercise in an internationally oriented way, build offshore networks**
  - **Small economies are deeply exposed to external dynamics, are facing many similar issues to New Zealand, and have invested heavily in understanding the world around them**

**Thank you so much for joining us.**

We will email you a survey. The results will be synthesised for the panel to discuss with the Committee of Chairpersons and Deputies (21 September 2021).

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