



Long-term Insights Briefings:

A novel policy instrument
to deal with foresight

Tuesday 21 Sep 2021, 6:00pm – 7:00pm

Development for Chairpersons and Deputies

Executive Wing, Parliament

Agenda

- | | |
|---------|------------------------------------|
| 6.00 pm | James Picker |
| 6.05 pm | Wendy McGuinness |
| 6.20 pm | Roger Dennis |
| 6.35 pm | Survey Results |
| 6.40 pm | Q&A (under the Chatham House Rule) |



Structure

1.0: Purpose

2.0: Foresight in Aotearoa New Zealand since 1976

3.0: The Long-term Insights Briefings (the Briefings)

4.0: Stress-testing the Briefings – why they might fail?

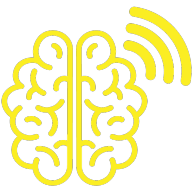
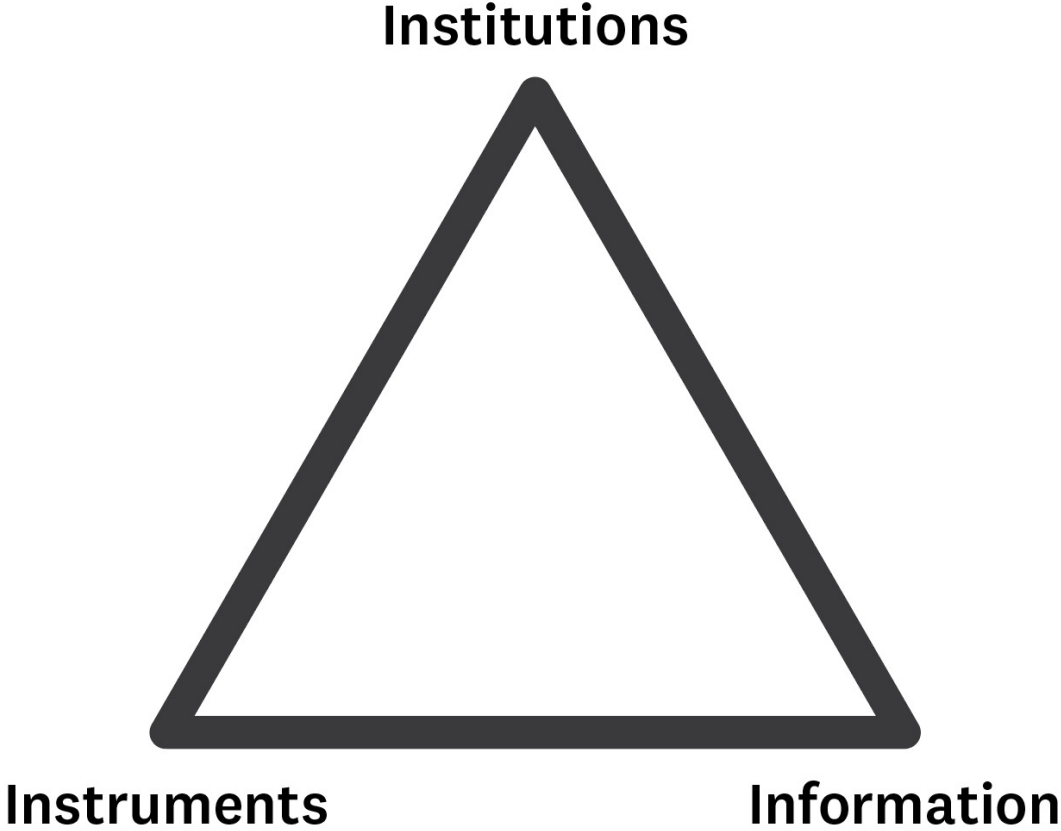
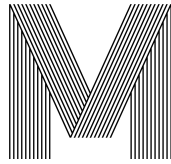
5.0: Survey Results



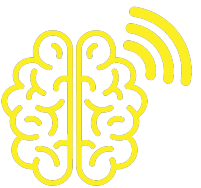
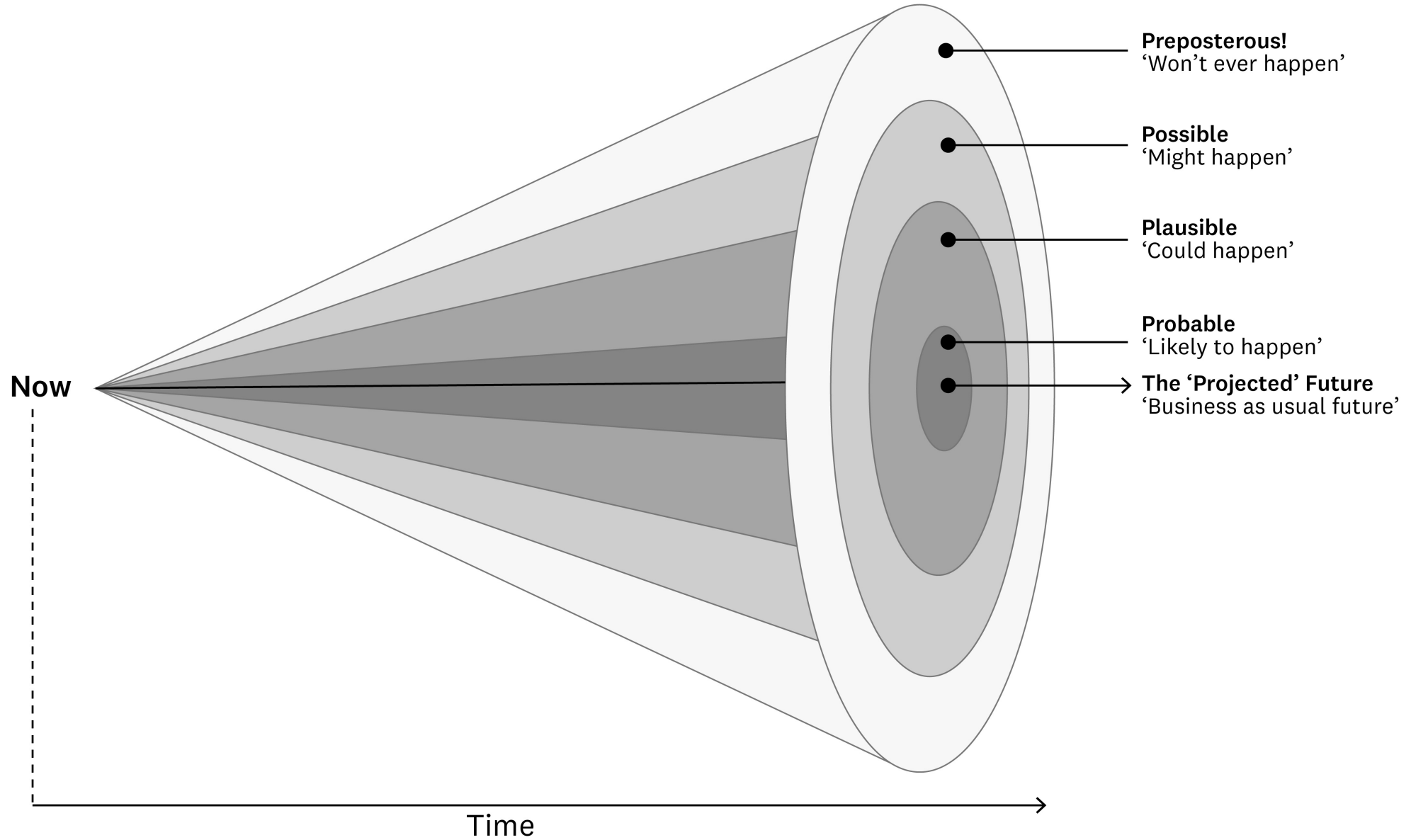
Wendy McGuinness

Wendy McGuinness is the founder and chief executive of the McGuinness Institute Te Hononga Waka. The Institute is a non-partisan think tank working towards a sustainable future for Aotearoa New Zealand using the tools of hindsight, insight and foresight.

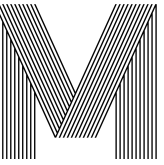
Foresight: Two types of analytical thinking



1.0 Purpose – 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

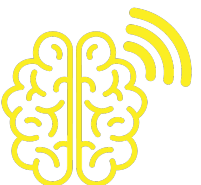
Crown Research Institutes established (Crown Research Institute Act 1992)

1991

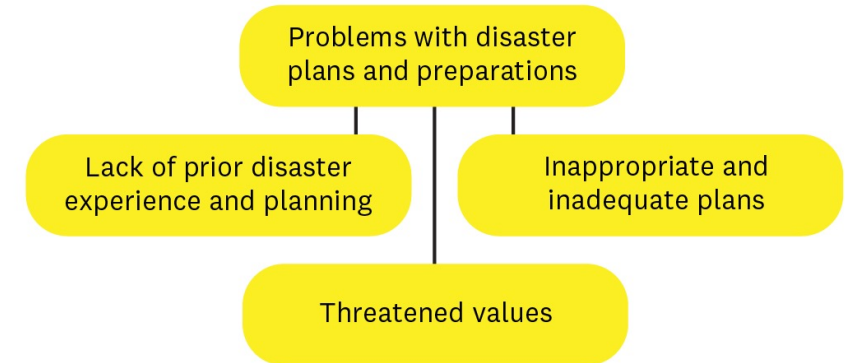
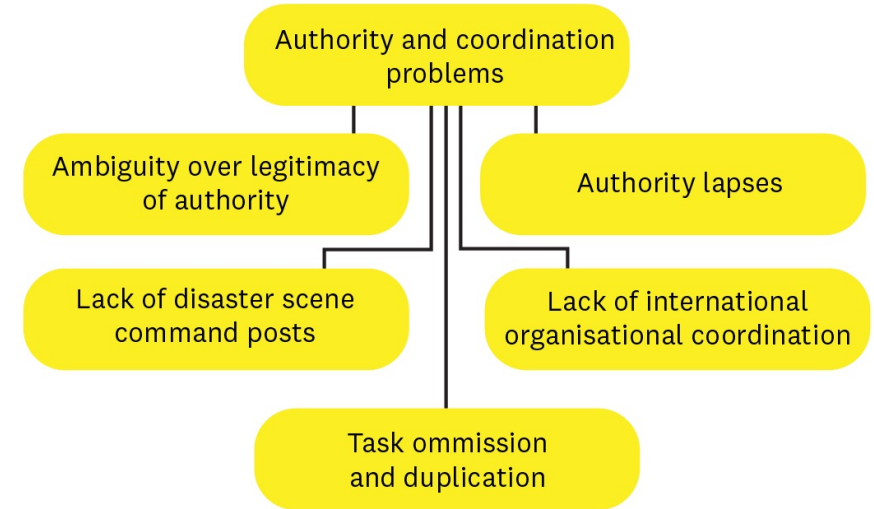
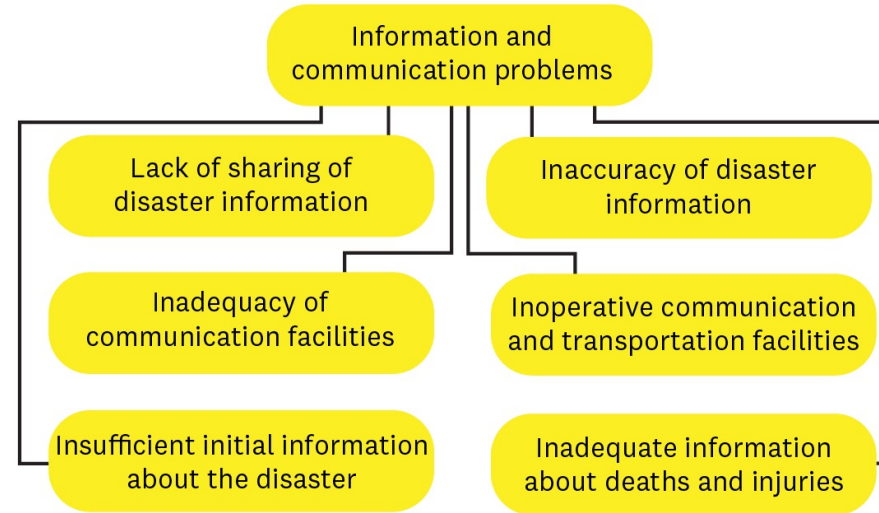
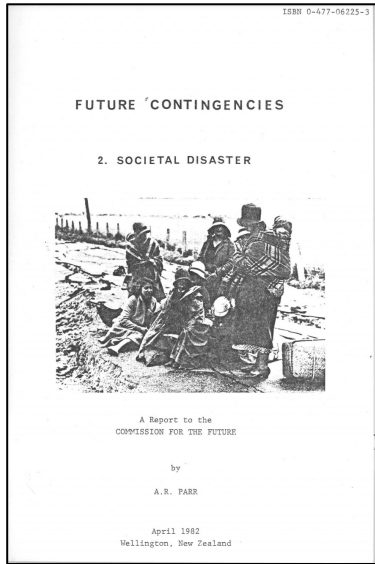
New Zealand Planning Council disestablished (after 15 years)

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 JOLANES

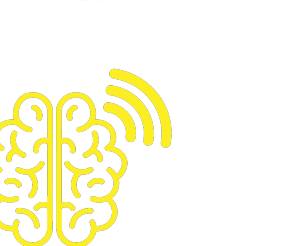
There was a special occasion in 1977 when the Planning Council was established. It was a landmark event in the history of New Zealand. The Council was set up to advise the Government on the future of the country. It was a bold move at the time, and it has since become a model for other countries.

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

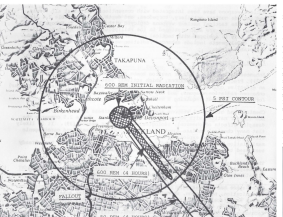
The Commission for the Future and the New Zealand Planning Council were established in 1977. They were set up to advise the Government on the future of the country. The Commission for the Future was a high-level advisory body, while the Planning Council was a more operational body. Both were instrumental in shaping the future of New Zealand.

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 chance to look back at the work that was done in 1977 and to see how it has shaped the country today. It is a project that is being led by the Planning Council and the Commission for the Future.



DEFINING MOMENTS



Future Contingencies: Nuclear Disaster (1981)

The primary purpose of this document was to provide a framework for the Commission for the Future to consider the implications of a nuclear disaster. It was a landmark document in the history of New Zealand's nuclear policy. It was a bold move at the time, and it has since become a model for other countries.



Health Issues

Health issues were a major concern of the Commission for the Future. It was a landmark document in the history of New Zealand's health policy. It was a bold move at the time, and it has since become a model for other countries.

Towards a Strategy for New Zealand Agriculture (1981)

The Commission for the Future published this report in 1981. It was a landmark document in the history of New Zealand's agricultural policy. It was a bold move at the time, and it has since become a model for other countries.

Future Contingencies: Natural Disaster (1982) A focus on climate change

This document focused on the implications of natural disasters, particularly climate change. It was a landmark document in the history of New Zealand's disaster preparedness. It was a bold move at the time, and it has since become a model for other countries.



Network New Zealand Communications in the Future (1981)

This document explored the future of network communications in New Zealand. It was a landmark document in the history of New Zealand's telecommunications policy. It was a bold move at the time, and it has since become a model for other countries.

From Birth to Death (1985)

This document explored the issues of birth and death in New Zealand. It was a landmark document in the history of New Zealand's social policy. It was a bold move at the time, and it has since become a model for other countries.

Perspectives

This section provides a summary of the key findings and recommendations of the Commission for the Future. It was a landmark document in the history of New Zealand's policy-making. It was a bold move at the time, and it has since become a model for other countries.

NETWORK NEW ZEALAND 2010 AD VISION

This document outlined the vision for New Zealand's network infrastructure in 2010. It was a landmark document in the history of New Zealand's telecommunications policy. It was a bold move at the time, and it has since become a model for other countries.

Can we plan for the year 2000?

By SAM PEITROTT

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Commission failing in its objectives

By SAM PEITROTT

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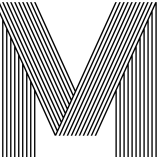
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3.0. The Long-term Insights Briefings (the Briefings)



948 *New Zealand Planning* 1977, No. 76



ANALYSIS

Title	14. Work programme of Council
1. Short Title	15. Work programme of Commission
2. Interpretation	
3. Act to bind the Crown	

PART I
NEW ZEALAND PLANNING COUNCIL

4. Establishment of New Zealand Planning Council	PART IV GENERAL PROVISIONS RELATING TO COUNCIL AND COMMISSION
5. Functions and powers of Council	16. Temporary Chairman of Council or Commission
6. Membership of Council	17. Deputies of official members
7. Terms of office of members of Council	18. Extraordinary vacancies
	19. Meetings
	20. Committees

PART II
COMMISSION FOR THE FUTURE

8. Establishment of Commission for the Future	21. Remuneration and expenses of members of Council, Commission, and committees
9. Functions of Commission	22. Officers and employees of Council and Commission
10. Membership of Commission	23. State Services Act 1962 amended
11. Term of office of members of Commission	24. Employment of experts
	25. Superannuation or retiring allowances

PART III
RELATIONSHIPS BETWEEN COUNCIL AND COMMISSION

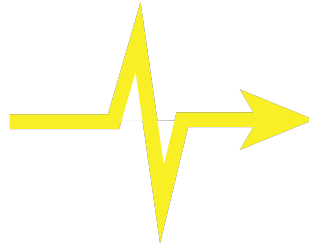
12. Co-ordination of activities	26. Annual reports
13. Work programmes generally	27. Money to be appropriated by Parliament for purposes of this Act
	28. Members not personally liable

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

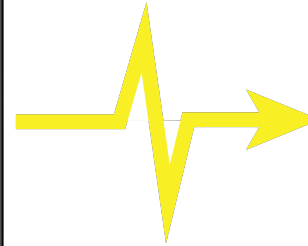
Public Act 1992 No 47
Date of assent 15 June 1992
Commencement see section 1(2)

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8 Appointment of chief executives [Repealed]	8
9 Collective agreements	8
10 Treaty of Waitangi	8
Part 2 Formation and ownership of Crown Research Institutes	
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.

1



Reprint
as at 1 July 2021



Public Service Act 2020

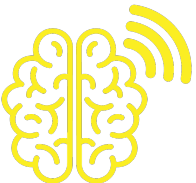
Public Act 2020 No 40
Date of assent 6 August 2020
Commencement see section 2

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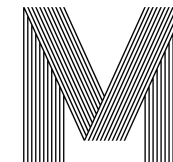
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<i>Public service defined</i>	
10 Public service defined	14

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1



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

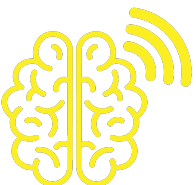
Public Act 2020 No 40
Date of assent 6 August 2020
Commencement see section 2

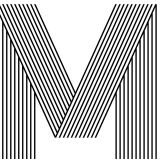
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Cabinet Paper: A Unified Public Service (26 June 2019)

‘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.

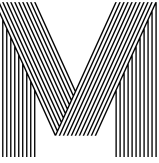
The requirement to publish a Briefing is a statutory **duty on departmental chief executives**, independent of ministers. They differ from the advice that the public service provides ministers, or the accountability and planning documents prepared for Parliament.

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.’



Briefings in progress:



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 LTIB¹ 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.

¹ For background about the Long-Term Insights Briefing please refer to Appendix One

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
HIKINA 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 Kaitiaki Take Kōwhiri
THE TREASURY

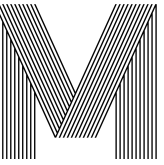
LOOKING TO THE FUTURE

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

Long-term Insights Briefings in progress



Department	Subject	Single or joint briefing?	Time horizon (Year)	Altitude (see Fig. 5) (McGuinness Inst. assessment)	Consultation document link	Consultation		Briefing due in House
						Phase 1 (subject matter)	Phase 2 (content)	
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 2021 – 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 2021 – 30 Sep 2021 (34 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 2021 – 20 Aug 2021 (31 days)	Early 2022	Mid 2022
4. Ministry of Education, Ministry of Business, Employment, Innovation and Employment, Ministry of Social Development	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 2021 – 1 Aug 2021 (31 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 2021 – 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 2021 – 20 Sep 2021 (31 days)	Not specified	Mid 2022
7. The New Zealand Treasury	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 2021 – 26 Mar 2021 (28 days)	Mid 2021	Late Sep 2021



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



CEs might not deliver for the following reasons:

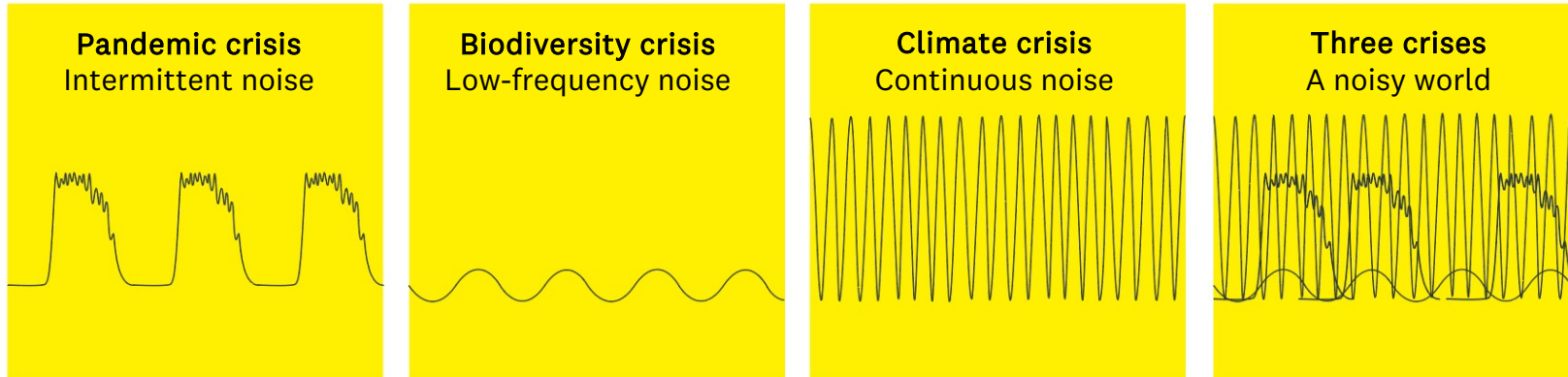
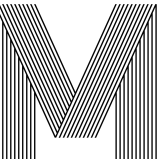
- Busy; overworked and suffering policy burnout (it has been a long 20 months).
- Introverted; does not like being in the public arena.
- Humble; does not think they have anything to offer.
- Uncertain; lacks a clear understanding of what success looks like.
- Lack foresight skills; do not have the necessary tools or skills to confidently write the briefings.
- 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.



Three crises – three different types of noise



We suggest a new institution, independent of government, is set up to bring all the current foresight work together and manage new and emerging instruments and information.

The institution terms of reference could include, to:

- Co-ordinate the Long-term Insights Briefings,
- Prepare a generational plan,
- Support the long-term aspects of the existing resource management reform,
- Facilitate and/or create reference climate scenarios,
- Produce a risk assessment for New Zealand, and
- Facilitate foresight education and tools across the public service.



V.U.C.A.



Roger Dennis

Roger has worked for more than two decades with organisations around the world, to help leaders make sense of a fast-changing world. He is a Senior Fellow at the Atlantic Council in Washington and an Edmund Hillary Fellow.

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

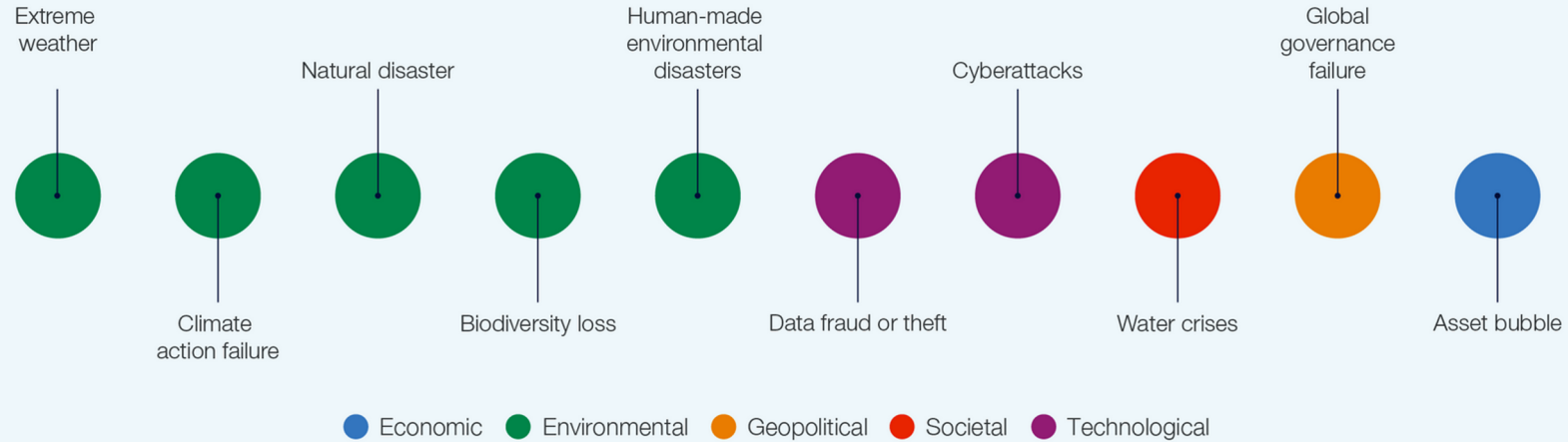
Mental Models

TOP 10 RISKS OVER THE NEXT 10 YEARS

Long-Term Risk Outlook: Likelihood



Multistakeholders

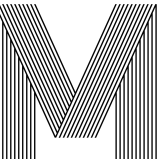


Why think about
the **future**?

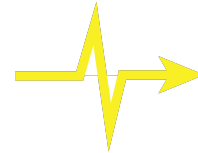
“The trouble with the future is that it usually arrives before we’re ready for it.”



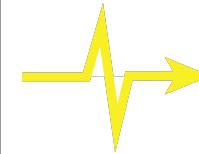
Survey Insights paper



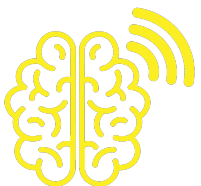
1 September 2021 webinar



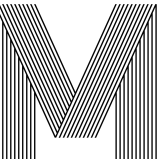
Survey Insights: An analysis of the 2021 Long-term Insights Briefings Survey



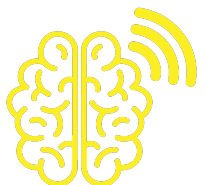
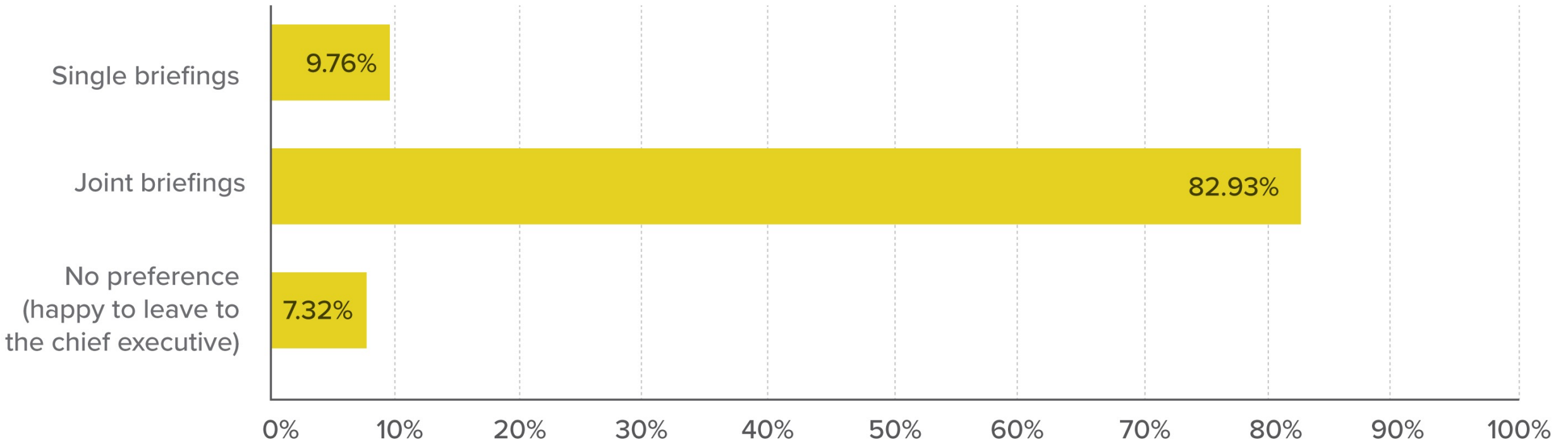
**Select Committee
21 September 2021**



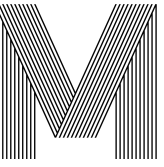
Question 3



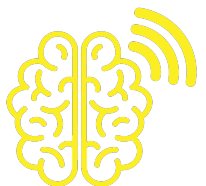
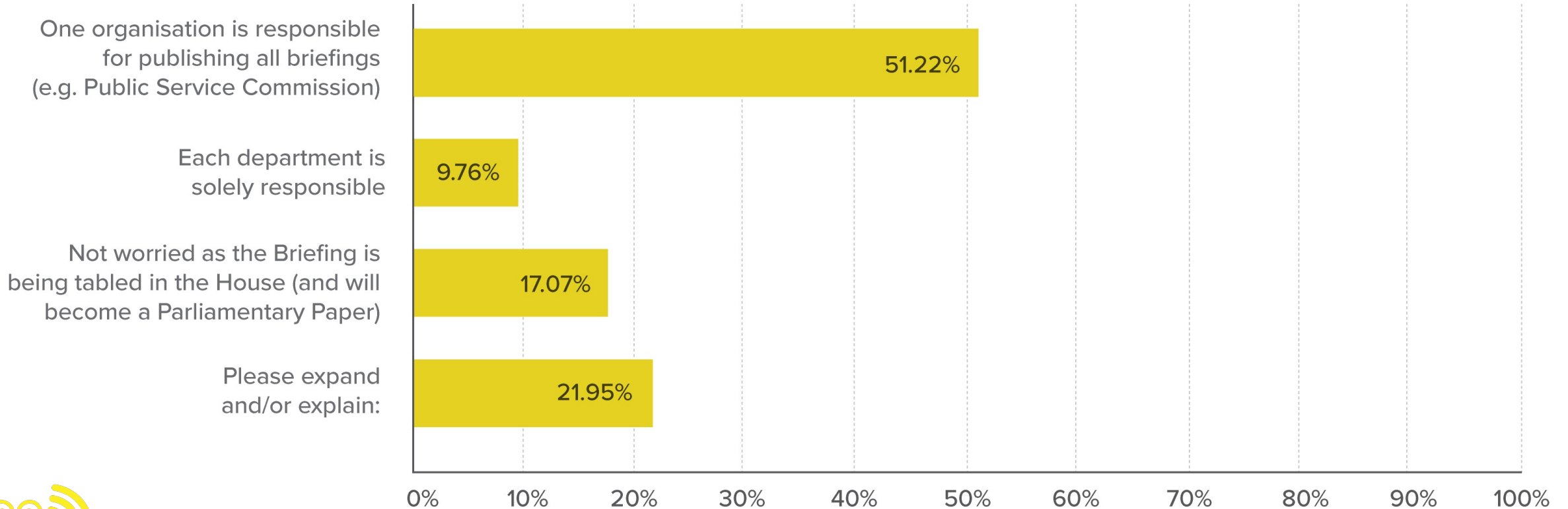
Would you prefer to see single briefings (one per department) or joint briefings (many CEs working together on a shared subject matter of interest)? Or are you are happy for CEs to decide what is appropriate?



Question 4

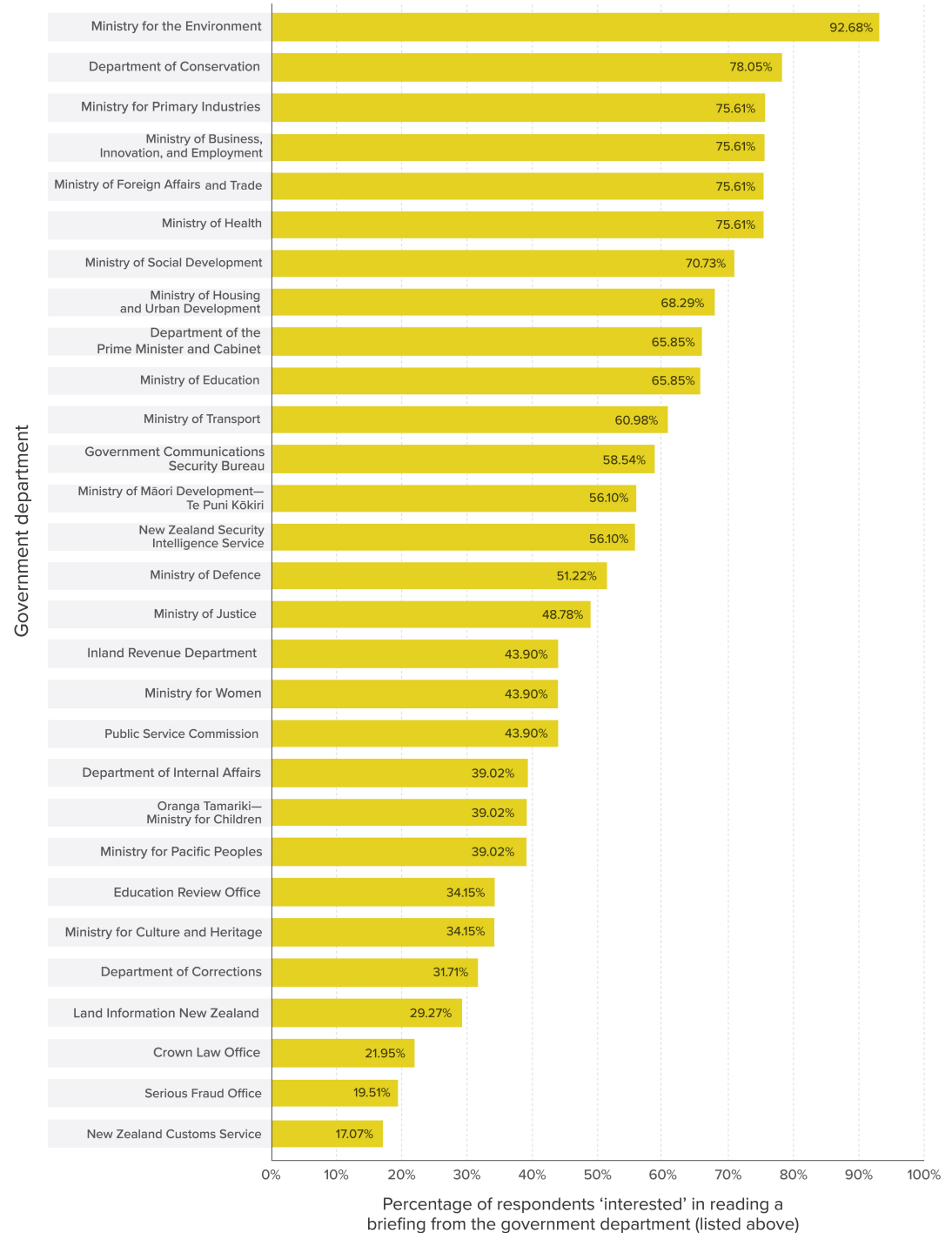
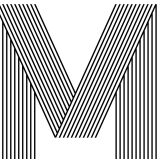


The law requires the Briefings to be tabled in the House of Representatives. However, do you consider it would be good practice to have one organisation responsible for collating and making public the Briefings, or should this be the sole responsibility of each CEO (and placed on their website accordingly)?



Question 5

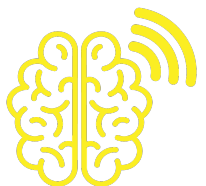
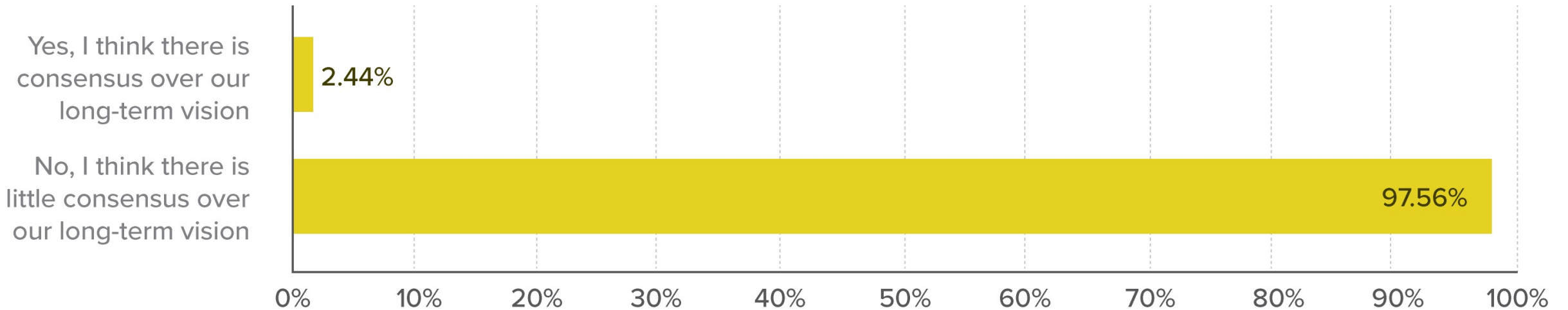
If each of these government departments produced a briefing, which ones would you be interested in reading?



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.



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.
- Ensure proceedings in the House (the debate) are made public and accessible through a designated Parliamentary website page.

Examination

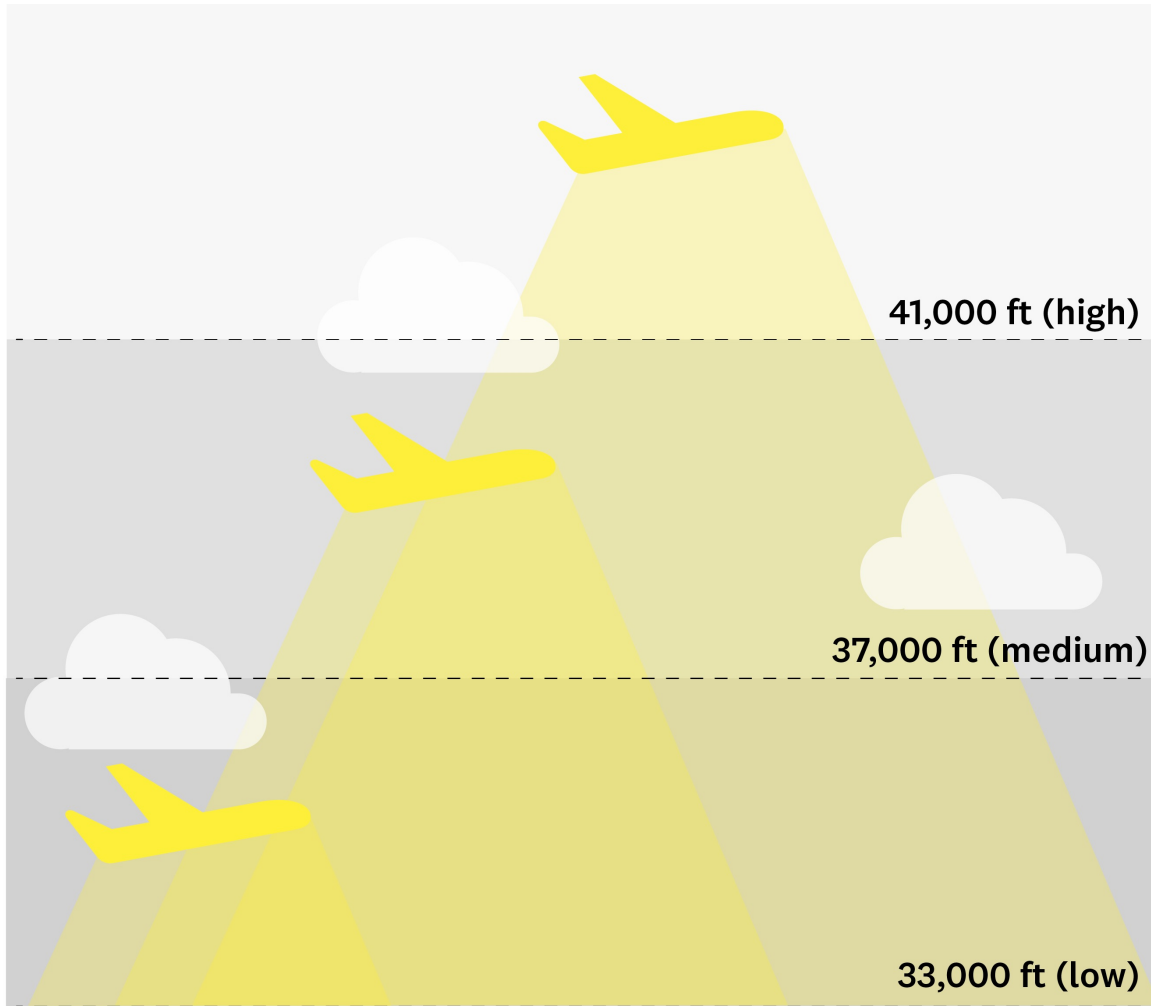
- Examine briefings and provide feedback to each chief executive as to what was useful (and what was not). Critical feedback early will ensure briefings improve significantly over subsequent briefings. For example, why did you select this topic? Who did you consult with? What time horizon/s did you choose 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 synthesizing 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).

Illustration of the concept of altitude



Case Study: Climate Change

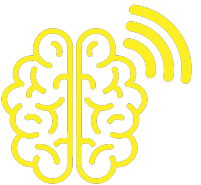
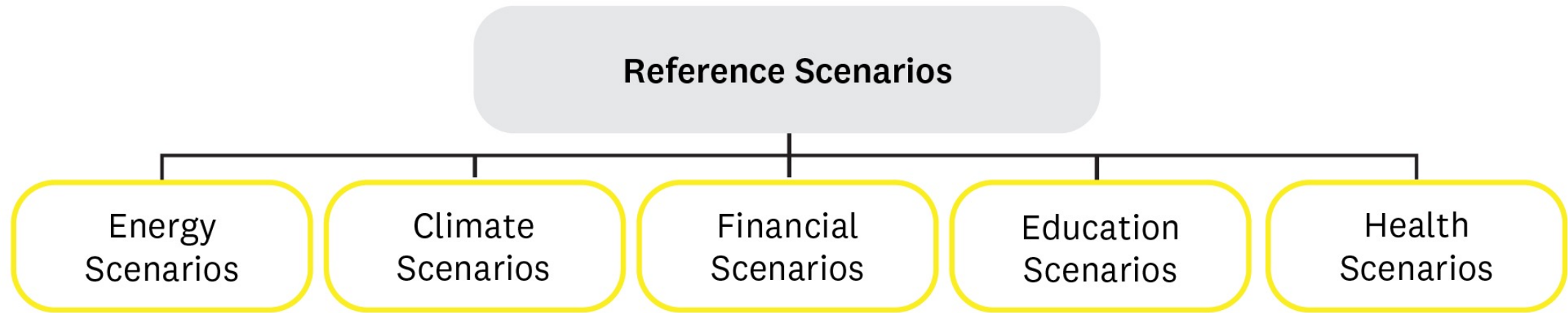
Within 5 years, the narrative has rapidly changed from:

1. Is it happening?
2. What is happening?
3. What do we do about it?

The House has declared a climate emergency (high altitude), but now we need Reference Climate Scenarios (medium altitude) and science funding to meet the growing guidance gap (low altitude).



New Zealand Reference Scenarios framework



Key points

1. New Zealand should learn from examples of good foresight in governments (e.g Singapore) and in companies.
2. It's critical to focus on the right big-picture questions with the right timeframes.
3. Need to link interesting analysis to actionable outcomes.
4. Recruit the right people and train others, so that government agencies have the right capability.



Dr David Skilling

David is the founding director of Landfall Strategy Group, an economic and policy advisory firm based in the Netherlands and Singapore. David advises governments, companies and financial institutions in Asia, the Middle East and Europe on the impact of global macro, globalisation and geopolitics, from a small advanced economy perspective.

View David's presentation slides [here](#).
Watch David's presentation [here](#).

Selected small economy examples of foresight

- **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

- **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

- **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).

Wendy McGuinness

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