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Developments in Scenario
Planning – Central Government
and the Public Sector

Robert Fitzroy, 1805-65

The First UK Government
Futurist:

Founder of the Met Office
(1854)



Andrew Miller, MP

**Commons Science &
Technology Committee**

"Horizon scanning is currently trendy in Whitehall, but, as it stands, the new programme is little more than an echo chamber for Government views. The new bodies that have been created consist entirely of Civil Servants, effectively excluding the vast pool of expertise that exists outside of government."



Bernard Jenkin, MP

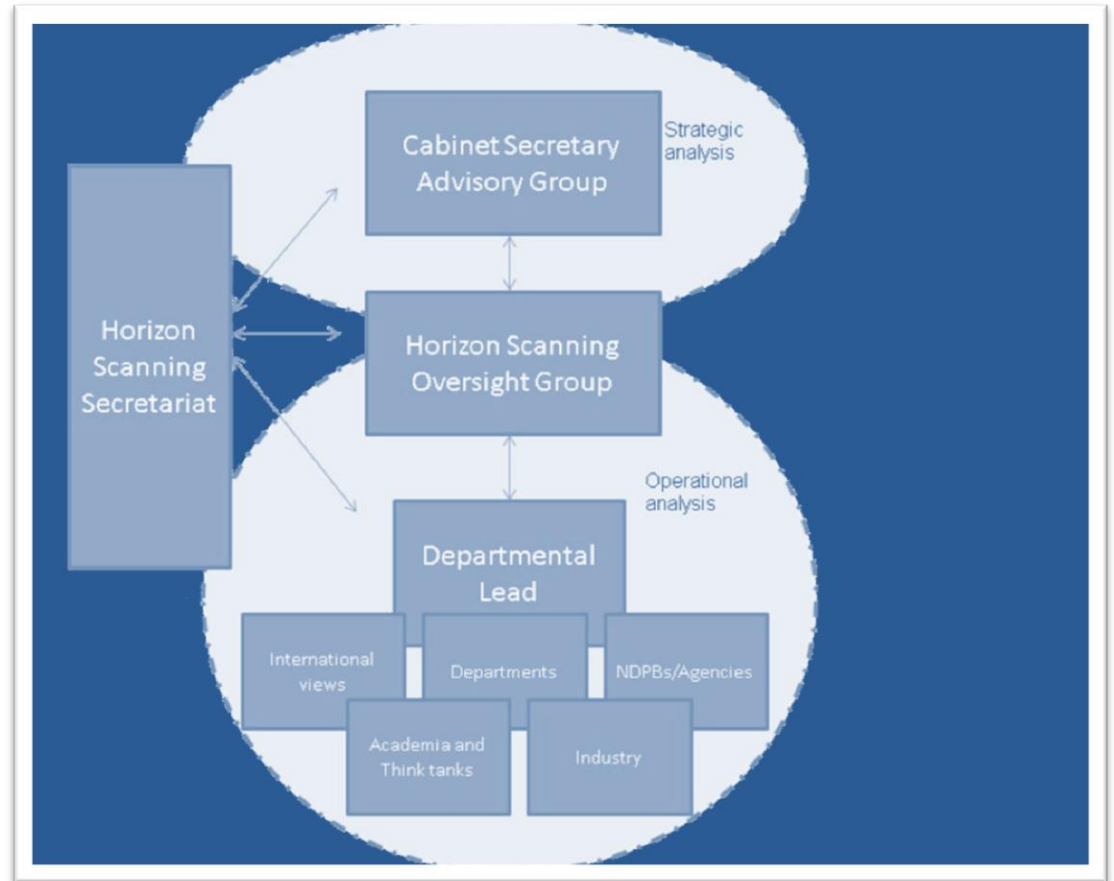
**Public Administration Select
Committee**

“We have found a lot of assessment and planning for the future, which is key to maximising opportunity as well as managing risks, but we need better co-ordinated, systematic and imaginative analysis of trends, risks and possibilities across the whole of government.”



The New Horizon Scanning System

The Day Review of
Horizon Scanning, 2013



Reviewing Government

Canada

Expenditure Management System

- **Increase efficiencies and effectiveness:** Programs deliver real results for Canadians and provide value for money;
- **Focus on core roles:** Programs and services are aligned with the federal role and must be delivered by those best positioned to do so; and
- **Meet the priorities of Canadians:** Programs focus on the needs and priorities of Canadians.

Sweden

Public Sector Reforms

- Diversity of **Provision** – 27% of health care via private sector
- **Empowered** Citizens – people control their own pension accounts
- **Responsibility** as well as rights. Small charges for GP & hospital visits (with protection for poor) have reduced growth in attendances

Different Approaches to Horizon Scanning

Australia

- Australian Joint Agencies Scanning Network (AJASN)
- 22 Agencies at National and State levels....
- Plus New Zealand Government

The Netherlands

- Metafore – The Hague Centre for Strategic Studies
- Web-crawling and text-mining to supplement the judgment of experts

The UK Government Machine – Time to Reboot?

Haldane Report (1918)

- Recommended a Departmental Structure
- Recognised the danger of overlaps
- But saw no realistic alternative

Science & Technology Select Committee (2012)

- *“We consider the siloed nature of the Civil Service to be a fundamental issue which should be explored in a Parliamentary Commission into its future, as recommended by the Public Administration Select Committee.”*

If Whitehall were the High Street

Shopping in Haldane's Day

- 5½ days 9-5
- Butcher
- Fishmonger
- Baker
- Greengrocer
- Dairy
- Haberdasher
- Ironmonger, Pharmacy...
- Etc, etc, etc
- *Segmentation*

Shopping Today

- 24/7/365
- The Supermarket
- Click & Collect
- Ocado Delivery
- Rewards & Special Offers
- The Farmer's Market....
- *Choice and Convenience*

Conclusions

- Icebergs and Opportunities Ahead:
 - Technology, IOT, AI, Big Data
 - Fiscal Squeeze: global competition & virtual business
 - Major opportunities and threats in energy
 - Shifts in global power and global population
 - Demography – the aging population
 - Devolution – upwards and downwards
 - Empowered Citizens
 - The Pace of Change will only get quicker

Strategy cycle



Robust decisions in uncertain times

