

20 January 2010

SCOTLAND'S FUTURES FORUM: 2010 WORK PROGRAMME

Executive summary

1. On 12 January 2010, Scotland's Futures Forum's Board of Directors agreed to a work programme for 2010 as described in the attached paper. The SPCB is asked to note the programme and offer comment.

Issue

2. The SPCB will recall that the aims of the Forum are to support MSPs; act as a "forum" to extend the Scottish Parliament's principles of openness and accessibility; and stimulate public policy debate by looking beyond four-year election cycles and away from party politics.

3. The Forum's Board has agreed that, as in the past, any work undertaken by the Forum must adhere to the following criteria:

- the subject matter for the main project must be supported by MSPs;
- all work undertaken by the Forum must have the promise of unearthing new or fresh thinking;
- the outputs and outcomes of the Forum's work must add new value to public policy or political debate;
- futures methodology must be used when considering issues.

4. The Board reaffirmed this approach on 17 November 2009, agreeing that these principles and criteria should guide the Forum's activities in 2010.

5. The 2010 programme falls into 3 distinct strands: (i) supporting MSPs, (ii) futures project-work, (iii) partnership work.

Resource Implications

6. The Forum operates on a modest budget and relies on external project funding to take forward much of its project work. As is demonstrated in the attached paper, sufficient funding is in place to deliver the suggested programme of work for 2010.

Publication Scheme

7. This paper will be published in line with the SPCB's Publication Scheme.

Governance issues

8. There are no governance issues in the decisions required.

Decision

9. The SPCB is invited to note the proposed work programme and offer comment.

Scotland's Futures Forum
January 2010

SFF BOARD PAPER 001/2010 (revised)

Scotland's Futures Forum: 2010 Work Programme

Purpose

At the Form's Board meeting held on 17 November 2009, it was agreed that a detailed paper should be brought forward to the next board meeting, describing a work-programme for the Futures Forum for 2010. Directors are asked to consider the proposed programme of work set out below.

Background

The Board have always maintained that that the Forum should aim to support MSPs, act as a "forum" to extend the Scottish Parliament's principles of openness and accessibility and look beyond four-year election cycles and away from party politics.

The Board have also agreed that any work undertaken by the Forum must adhere to the following criteria:

- the subject matter for the main project must be supported by MSPs
- all work undertaken by the Forum must have the promise of unearthing new or fresh thinking
- the outputs and outcomes of the Forum's work must add new value to public policy, or political, debate
- futures methodology must be used when considering issues.

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2010 programme

The 2010 programme falls into 3 distinct strands: (i) supporting MSPs, (ii) futures project-work, (iii) partnership work.

(i) Supporting MSPs

The Board asked for further thought to be given to how the Forum might support MSPs more effectively. It was noted that due to time pressure and other commitments MSPs do not always get to consider the Forum's written reports and publications. However, the Forum is in a unique position to support MSPs in futures thinking. In 2010, the Forum will develop this role further by targeting two specific subject Committees to work with. It is hoped that by working with specific committees more MSPs will see the Forum as a useful resource.

In 2010, the Forum will also

- Ask MSP Directors to advertise the services of the Forum, and our written reports, within their parliamentary groups.
- Ask MSP Directors to promote the findings of the Forum to the media and to Parliamentary Committees as appropriate.

MSP dinners: MSPs will be invited to suggest topics for discussion dinners to be held quarterly in the Member's restaurant in 2010. The Forum will issue personal invitations to experts in the field and all MSPs. It is suggested that these dinners be facilitated by MSP Board members. The dinners will provide an opportunity to discuss topical issues, promote the Forum and allow for discussion on the emerging learning from the Forum's project and seminar work.

Sandwich debate: In 2009, the Parliament's Convenor's Group agreed to pilot 'sandwich debates'. The idea being that on the first Wednesday of every third month, the Forum will give MSPs a sandwich lunch between morning and afternoon Chamber business. Over lunch we would debate issues around emergent science and research from Scottish Universities and debate the future policy and legislative of emergent science. The Convenors Group agreed, that for the 2010 pilot, the Chair of the most relevant parliamentary subject Committee would be invited to host each 'sandwich debate'.

(ii) The Scottish Government / Skills Development Scotland:

In 2010, as part of the current 'Questioning the Future' Seminar series, the Forum will undertake two seminars around leadership,

(a) Building on the thinking in the recent IPPR report '**Opportunities in an Age of Austerity: Smart ways of dealing with the UK's fiscal deficit**', this seminar will explore progressive ideas and opportunities for savings whilst protecting Scottish public services in the future. This seminar will look at a range of themes relevant to Scottish policy makers but particularly demographics and health.

(b) **Getting innovative in delivering Scotland's public services of the future.** This seminar will explore how a renewed culture of innovation must be created in service delivery, redrawing the line between service user and service provider. This seminar will build on the work of NESTA's Public Service Innovation Lab and could tie into NESTA Age Unlimited programme in Scotland (innovative service design and delivery by, and for, older people in Scotland).

2010 'Leadership Roundtable'

After summer recess in 2010, the Forum would like to develop the seminar series into its second year, looking specifically at Leadership. We have started to think about how this might work and begun to discuss a proposal with potential funding partners. In summary, the new series will be called 'Scotland's Futures Forum Leadership Roundtable'. This would ideally meet

quarterly for a half day and would focus on:

- Sharing good practice examples of leadership development from public , private and voluntary sectors in Scotland
- Mapping key connections and professionals working in the OD and leadership development field in Scotland
- Mapping key cross governmental leadership development activities to enable rapid sharing of projects underway in Scotland
- Seminars from 'Thought Leaders' on topics related to the future of developing leaders .Example seminars could include:
- **'The Challenge of Creating Public Value.'** Harvard Kennedy School of Government: **Prof Mark Moore**
- **'New Lenses on Leadership Development.'** Lancaster University Management School: **Prof Henry Mintzberg** and **Prof Rick Crawley.**
- **'The Future of Management.'** Glasgow University: **Prof Graeme Martin.**
- Build knowledge of thought leaders and academics that are visiting Scotland via Government or NHS initiatives and invite as guest speakers to SFF Leadership Roundtable or one off dinner discussions
- Paper publishing and distribution on relevant leadership development topics.
- Third party presentations .E.g. The Work Foundation on 'The Future of Work and the Implications for Leadership.'

Completing 2009/10 Main Project:

In early 2010 the Forum will publish its Sustainable Communities Scenarios. The Board were keen to develop a new futures project for 2010 based on the learning and challenges emerging from this Sustainable Communities project.

It is proposed that the main project for 2010 will comprise a series of futures-based interactions with key public, private and voluntary sector organisations. Methods such as appreciative inquiries, backcasting sessions and wind tunnelling will be utilised in order to explore and capture lessons for the wider Public Sector in Scotland on how to innovate through the downturn. The project will highlight the following:

- (i) What skills and practices are needed to survive the recession
- (ii) How can these be used in different settings

(iii) What case studies are there of innovation in delivering public services during the recession.

To be published in December 2010.

(iii) Partnerships in 2010:

- *Kings Fund:*

The Kings Fund have again asked the Forum to run a module in Scotland for their Top Managers Programme (TMP). The TMP is a highly regarded programme, which involves top managers and clinicians from the health field around the UK coming together over 6 weeks to consider the future of leadership, health inequalities, systems thinking in the health field and process consulting.

The Forum would host the Group for a week in August 2010 and work with partners in Government and NHS Scotland to develop the module. The Forum will ensure mutual learning between TMP and partner organisations, and involve the Health Committee and other MSPs with an interest in health.

- *NESTA*

NESTA have asked the Forum to help them design and deliver their Age Unlimited Programme in Scotland, under their **Public Sector Innovation Lab**. In effect, NESTA have asked the Forum to act as consultants in Scotland, particularly to help promote innovative prototype projects and services, developed by older people in Scotland.

- *Edinburgh Beltane* (University of Edinburgh) and the *Institute of Advanced Studies* (Strathclyde University):

The Forum has gained agreement in principle from Edinburgh Beltane and the Institute of Advanced Studies to run a series of 10 events to highlight the learning to emerge from academic research and consider the future public policy implications of new science. These events will be run for policy makers and Forum members at Holyrood. The series will start in September 2010.

- *The Festival of Politics: the Future of Scottish Football*

In November 2009, the Board discussed the possibility of undertaking a piece of work exploring the future of Scottish football. We propose to run an event in the Main Chamber called 'Scotland's Political Football' which will work in partnership with the Festival of Politics in August 2010. The event will hopefully be run in conjunction with a media partner, possibly the Real Radio Football Phone-in Show. The idea is that the radio show be broadcast live from the Chamber and delegates made up from listeners of the show, invited through a competition.

The Real Radio Football Phone-in show is hugely popular with football fans across the country and the show has won several awards. This event would bring to the Parliament a large number of people who may be less likely to engage with the Parliament through normal channels. This event would be a powerful way to engage a new community-of-interest with the Scottish Parliament.

The audience would be free to pose questions to a high profile panel drawn from the world of football. In order to ensure questioning remains relevant, topics for discussion could be announced during the event.

Satellite events

While this proposal only considers one event, there would be scope to build satellite events, during the festival, on themes such as sectarianism, health inequalities, youth development etc.

Parliamentary staff are currently giving consideration to this proposal. No contact has yet been made with the producers of the Real Radio Football show.

- *Save the Children: **museum of poverty***

In March 2010, the Forum, in collaboration with Save the Children, will host an exhibition at Holyrood to explore the questions, 'If Poverty were to end tomorrow what items would be consigned forever to the archives of history?' and 'What would future generations look back on and shake their heads in shame at and wonder how we let families live in such conditions'.

This event stemmed from the Forum's conference on poverty and inequality, held at Holyrood in 2009. Save the Children staff have worked with 4 groups across Glasgow to explore their ideas of poverty, enabling them to express their feelings and suggest an object they would like to consign to the archives. Ideas are likely to include pre paid electricity meters, MPs expenses forms, excessive bank charges etc.

The exhibition

Art work will consist of 20 objects or photos of poverty items, 20 photographs of participants and their own reasons for the item's inclusion in the museum. The launch of the exhibition would be held at the Scottish Parliament but the exhibition materials would be available for future SCUK events.

- *National Trust Scotland: **Driver workshops***

The National Trust for Scotland have asked the Forum to run a short piece of work to help them think through some of the key drivers of change in relation to the cultures sector. This will involve a base research paper, and three driver selection workshops. The outcome will be a short paper to give back to

the NTS and will help inform their current review. This work will be completed by March 2010.

- *Tomorrow Project: Social Impact Bonds*

The Forum has been asked to co-host an event at Holyrood in March 2010 looking at the concept of 'Social impact bonds'. This event will be run in conjunction with the Tomorrow Project and Social Finance.

The concept is being developed as a new way of bringing private capital into public services to tackle longstanding problems. It involves identifying savings government would make from achieving positive social outcomes, such as fewer people turning to crime. Capital is raised from social investors in anticipation of these savings. The capital is used to fund services that would deliver a positive social outcome. If the outcome is achieved, investors receive a portion of the saving the government makes.

Funding: For 2010 the Forum's finances look in good shape. Although, within a climate of budgetary restraints, we cannot be sure if our funders will continue to back us after 2010/11, in short, the Forum has enough funding to undertake the above programme of work and will develop a new funding strategy in 2010 to enable it to take forward work in 2011 and beyond.

Associate members – The Forum's current Associate Members stands at 10. Subscription renewal notices have been issued in December 2009 (£2,500). The Associate Membership scheme is expected to bring **£25,000** to support the Forum's work in 2010. This money will be used to support the Forum's main project for 2010, ad hoc events and small projects undertaken with Associate Members.

Champions – The Forum's current funding champions are Schering Plough, Scottish and Southern Energy, SEPA and NESTA (Carnegie UK Trust, Alliance Boots and Scottish Widows Champion support has now ended). The Champions scheme is expected to bring **£25,000** to support the Forum's work in 2010. (NESTA have agreed to pay £10,000 in 2009/10 and £5,000 in the following two years. This money will be used to support the Forum's 'SFF Leadership Roundtable' and some staff costs of the Forum.

SPCB funding: In addition to covering the staff costs of the Forum Director, the SPCB has agreed to extend its financial support into 2010/11, committing **£18,500** to support the core costs of the organisation, for example, stationery, printing etc.

Partnership Funders – Both IAS and Edinburgh Beltane have agreed in principle to commit £12,000 each to support the 'emerging science and policy: The Future' series. This will cover costs relating to the design and delivery of this series of 10 sessions and some staff costs.

Scottish Government / Skills Development Scotland: The Scottish Government and Skills Development Scotland are yet to agree to renew their

subscription of £12,000 each, to take the seminar series into a second year. The series will only go ahead if that funding is secured. This **£24,000** will be used to cover the costs relating to the design and delivery of the 10 sessions.

Staffing:

Staff: The Forum is run by a team of two. Donald Jarvie is an invaluable member of staff. He oversees the company finances and cash book system and acts as the Forum's Business and Events Manager. Donald is self-employed and works for the Forum through a rolling service contract. Donald has been with SFF for 3 years. Through changes to HMRC it is less cost effective for Donald to remain on a service contract. Therefore, I would ask the Board to consider allowing Donald to become a part time member of staff of the Forum. This will involve the Forum applying for an employers number and running a pay roll through a factoring company, at a small fee. There is adequate funds to offer Donald a one year employment contract, which could be extended if funding is secured for 2011. In regard to the Forum's constitution, the Parliament's lawyers are content that the Forum can employ a member of staff. **The Board are asked to consider employing Donald on an initial one year contract.**

Conclusion

I believe the above programme of work will continue to develop the Futures Forum in 2010, it will stimulate public policy and political debate about the future and will generate quality outcomes and outputs. The programme is substantial for a small team and, with agreement, I recommend the Forum does not undertake any additional work in 2010, beyond the set programme.

Directors are asked to consider this paper and agree to the programme for 2010.

Robert Rae
Scotland's Futures Forum
December 2010