Creating a Policy Heat Map

18 July 2015

Tier 2 Policy Leaders Workshop

The Policy Project

Responsive today,
shaping tomorrow

Our intent

We came together to build on previous work to identify longer term strategic policy questions. Our challenge: what are the 5-10 top policy questions for the next 10 years? How might we collectively and proactively respond to them?

Workshop participants

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Policy Project team

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Department of the Prime Minister and Cabinet

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Design Coach

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Unexpected changes over the last 25 years

We individually reflected on the most unexpected or unforeseen changes over the last 25 years.

Technology and the digital age

-- Use of computers in the workplace

-- Social media prevalence

-- Mobile phone/computer connectivity

Global

-- Global Integration

-- Multicultural NZ and our role in the world

Relationship with China

-- Changes in trade with China
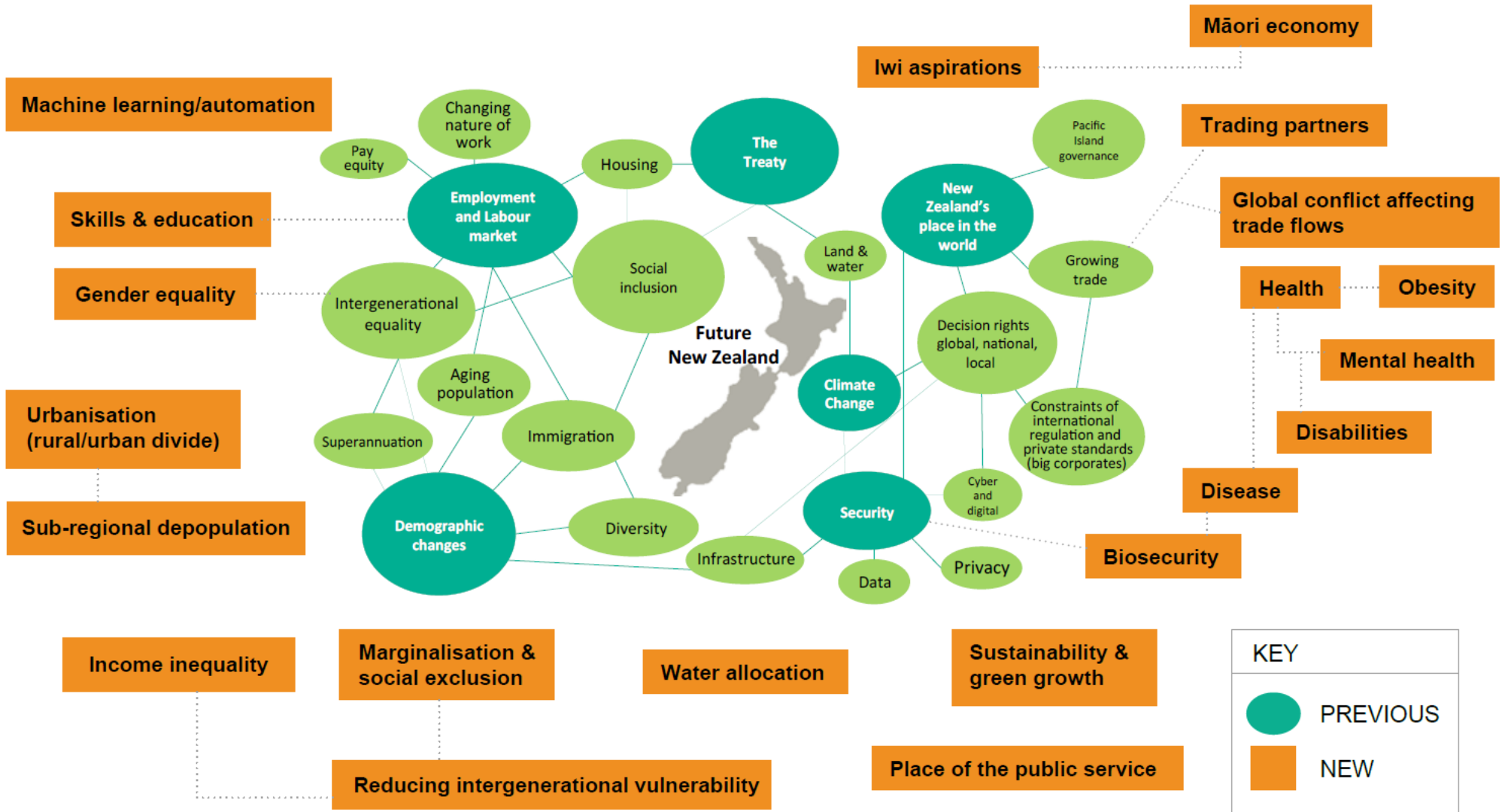
-- Rise of China in geopolitics

Some things have not changed

-- We still drive around in metal boxes.

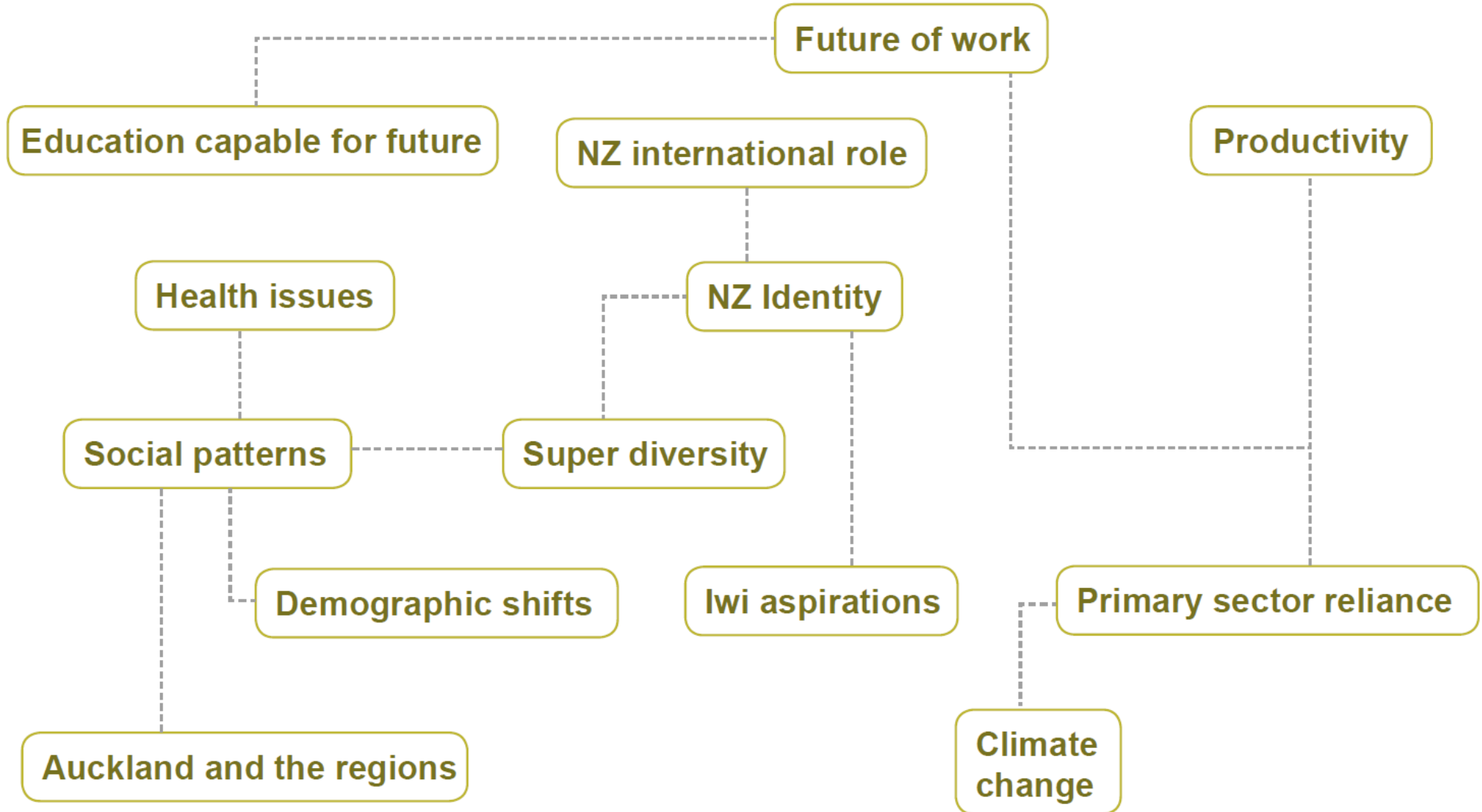-- Gender inequality has not significantly shifted.

Topics of importance

We added additional topics of importance to the original heat map we produced in April.

KEY

- 🟢 PREVIOUS
- 🟧 NEW

Topics of interest – top picks

Below are the topics that participants felt deserved the most focus.

Testing the heat map

Taking a citizen-centred approach, we tested the heat maps by applying different citizen perspectives as well as using the Treasury Living Standards Framework.

Living Standards

$ **Financial and physical capital:** Individual assets, business, community assets, financial stability

Natural capital: Environment, natural & physical resources, sustainability

Social capital: Social interactions, social and political institutions, fairness and equity, resilience

Human capital: Education, skills and qualifications, employment opportunities, health

Testing the Heat map from different perspectives

Ollie

A 17-year-old about to enrol in an apprenticeship

Sam

A 27-year-old wanting to buy a home with his partner and have a family

Charlotte

Aspiring to move from poverty to increased independence

Melissa

A small business owner, wanting to grow her business and export her organic products (leveraging clean NZ brand)

Jenny

A 75-year-old grandparent, thinking about the NZ her grandchildren will live in

Kamal

A 43-year-old Bangalore migrant who came to NZ on an IT contract with KPMG. He is now a permanent resident living in Auckland.

Heat map | Team one

Questions

- How do we get national populations to consider climate change as a global issue? It can't be done without collective action

- How can we focus on investing in young people now to generate future equity or fix current inequities?

- Where are people living? Do we need to intervene in population shifts? Can we? How?

- Skills and learning: how do you match expectations of young people to future skill needs?

- What do NZers want from their engagement with the world?

- How will our international obligations impact on NZ and our decision rights (sovereignty)?

- How do we enable public participation, partnerships and investment, co-delivery and co-decision making?

- What role does government have in the future – facilitator, broker, enabler, partner not just 'do-er' or service provider? How do we socialise these new roles for government? How do we share responsibility without losing control?

- What is the future of work (not less work but different types and in different places)? What are the implications of always being 'connected'?

Heat map | Team two
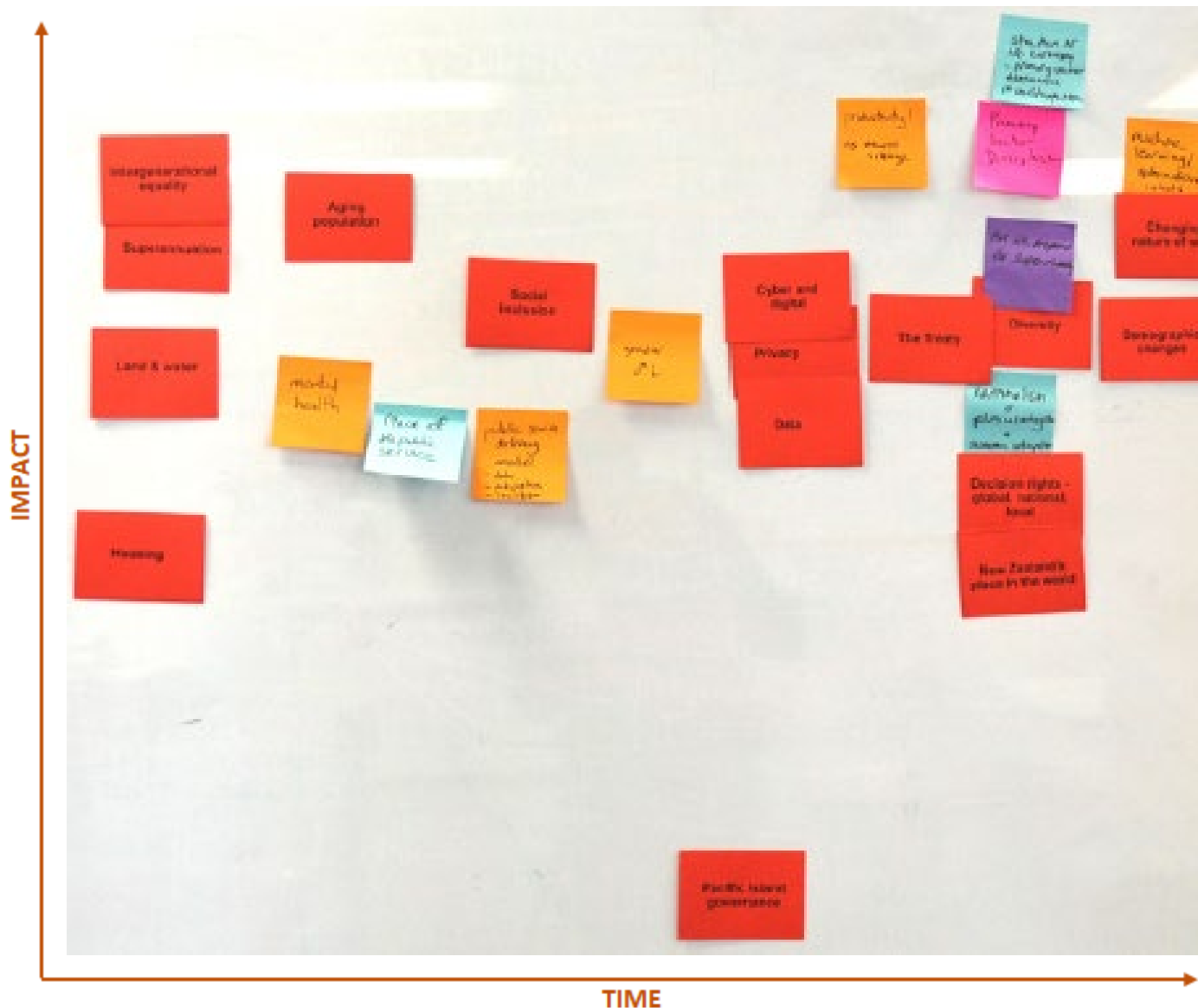
Questions

- How might we preserve NZ's identity and use that to protect our place internationally?

- How might we create a quality of life that means people stay in NZ?

- How do we ensure that our thinking is based on a real-world cross-sectorial perspective that reflects New Zealander's views?

- How will we address super-diversity?

- How much influence does Australia have over our identity (sovereignty)?

Heat map | Team three
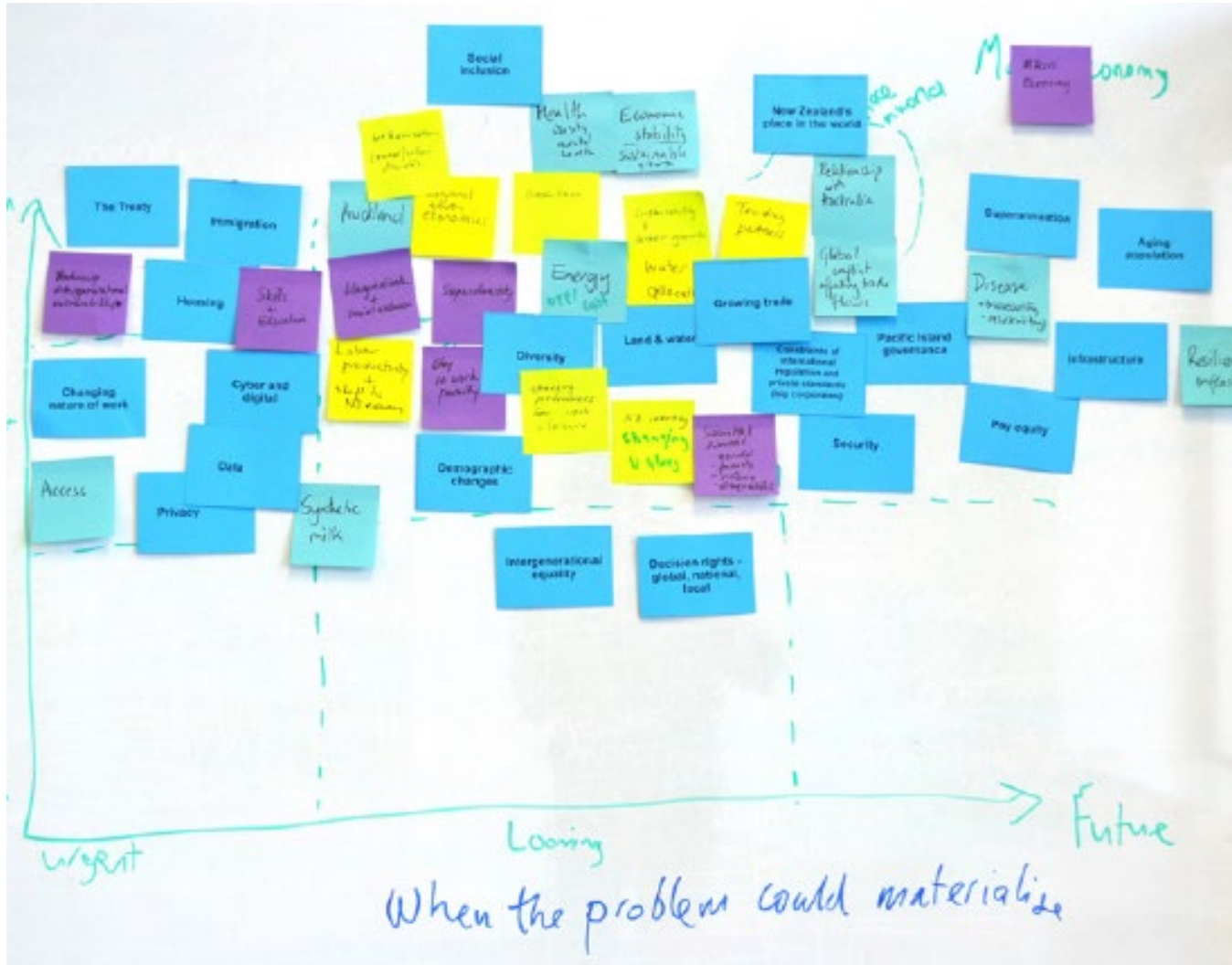
Questions

- How do we create a NZ that achieves sustainable outcomes without undermining economic growth?

- What would it take to break cycles of intergenerational disadvantage?

- What future do we want for the regions in NZ?

- How do we grow, attract and retain emerging talent?

- How will climate change impact us if we remain a primary production economy?

Combining the three perspectives

Strategic Policy Questions

These questions emerged from the session as needing collective and proactive attention.

Growth – International, national and regional

- What would NZ success in the global economy look like?
- International connectedness – how do we reap opportunities but deal with risks?
- What does Auckland's projected growth mean for Central and Auckland governance? What needs to shift in the local government model?
- What future do we want for our regions (incl. Māori Economic Development)?
- How might we match the supply and demand of skills in Auckland and other regions?
- Where are people living now, and where are they going to be living in the future? Can we intervene? How might we?
- How do we create growth from a healthy natural environment? Can we capitalise on our natural resources while protecting them?

Capability for the future

- How might we deliberately build cohesiveness through engagement (in different forms) to reduce dislocation of citizens from each other and government?
- How do we achieve deep and embedded citizen-centric policy capability?
- How do we ensure that our thinking is based on the real-world experience of users?
- What does the future NZ voter look like in 2025 and how are they likely to shape political aspirations?
- How can we grow, attract and retain talent in NZ?

Breaking cycles of inequity

- What would it take to break cycles of intergenerational disadvantage?
- What are the best mechanisms (frameworks) to arrest divergence between different population groups? How might we improve equity (income, wealth and other forms of capital)?

Additional questions from discussion

National identity and embracing diversity

- New Zealand is one of a few countries with some choice over pace and depth of its internationalisation. How might a stronger NZ identity, create more economic and social opportunities?
- In an increasingly diverse NZ, Wellington is less relevant. Is there a need to shift the paradigm to national 'direction', but sub-national 'decision making'?
- How do we preserve New Zealand's growing sense of national/collective identity AND value growing diversity AND use this to everyone's advantage?
- How do we move beyond the NZ identity 'myths' to create a new narrative that will bring us together?
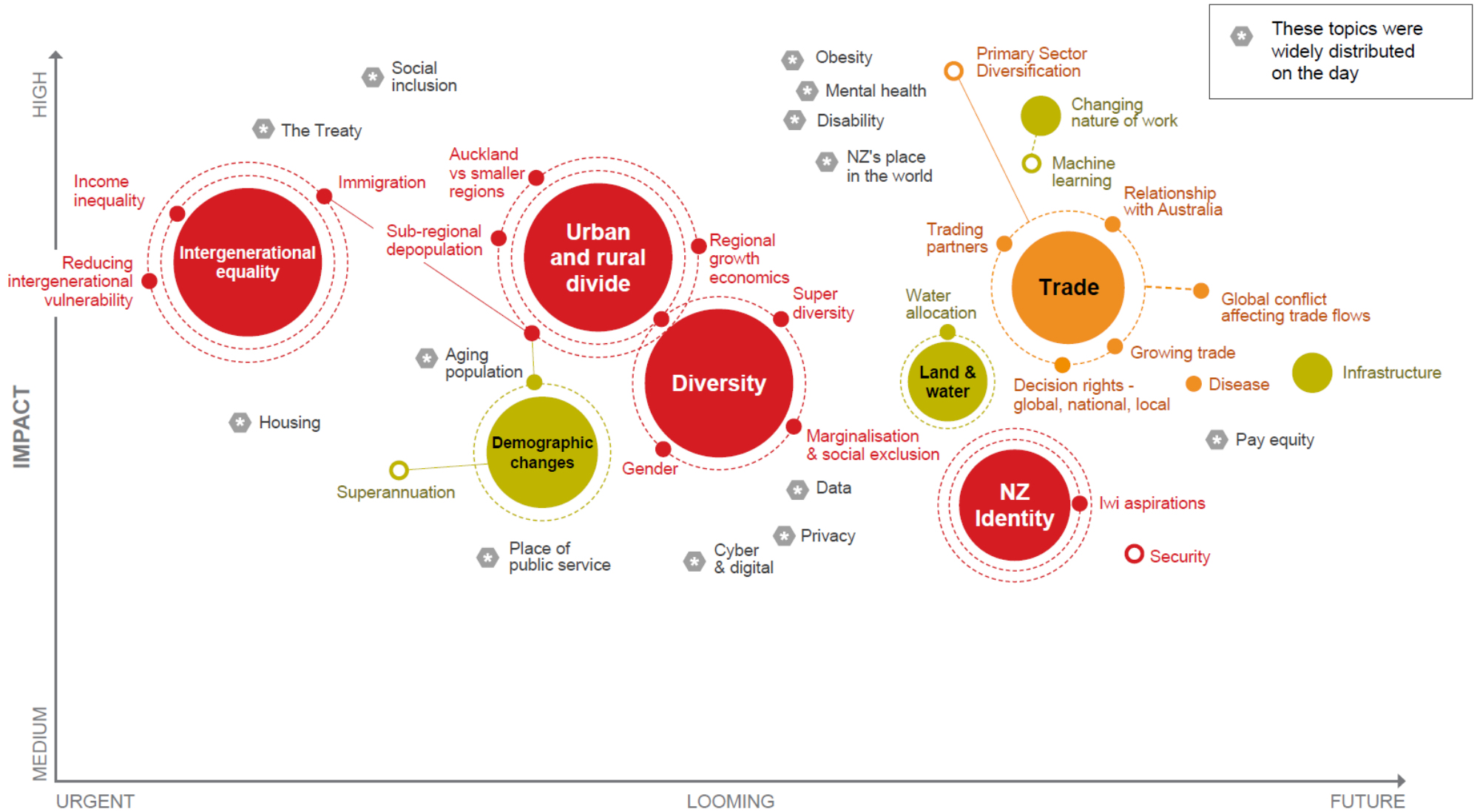- What happens when Treaty Settlements are completed?

Environment and Growth

- How do we create a system which achieves sustainable outcomes without stifling economic growth?
- With changes in climate, what will be the pressures on our infrastructure?
- Where will people live and what will happen to our Pacific neighbours? How will this impact our primary sector?
- How do we get the national population to consider climate change as a global issue? It can't be solved without national and international collaboration.
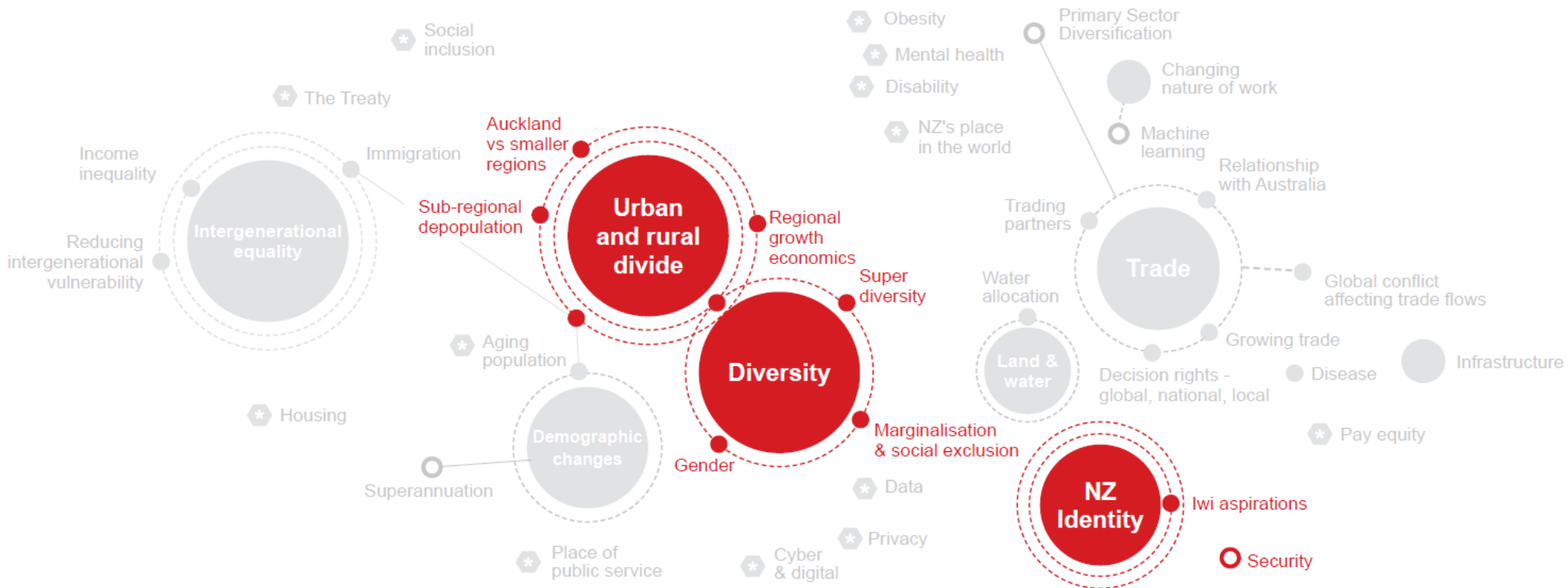
How can we work together and own these issues in a cross cutting way over the medium to longer term?

Heatmap synthesis

These topics were widely distributed on the day

IMPACT (vertical axis: MEDIUM to HIGH)

Horizontal axis: URGENT — LOOMING — FUTURE

Labels appearing in the heatmap:

- Social inclusion
- The Treaty
- Income inequality
- Immigration
- Auckland vs smaller regions
- Reducing intergenerational vulnerability
- Sub-regional depopulation
- **Intergenerational equality**
- **Urban and rural divide**
- Regional growth economics
- Obesity
- Mental health
- Disability
- NZ's place in the world
- Primary Sector Diversification
- Changing nature of work
- Machine learning
- Relationship with Australia
- Trading partners
- **Trade**
- Global conflict affecting trade flows
- Super diversity
- Water allocation
- Growing trade
- **Diversity**
- **Land & water**
- Decision rights - global, national, local
- Disease
- Infrastructure
- Aging population
- Housing
- **Demographic changes**
- Superannuation
- Gender
- Marginalisation & social exclusion
- Data
- Pay equity
- **NZ Identity**
- Iwi aspirations
- Place of public service
- Cyber & digital
- Privacy
- Security

Critical issue areas

Following the session a small group (representing each of the three groups) met to review the initial Heat Map. The choice to highlight the areas in red was based on the criteria listed below, and our collective knowledge of strategic policy work occurring in other parts of the system (with a shorter time frame).

Criteria
- Long-term ten year horizon
- Multi-dimensional and complex – where the questions, let alone the answers, are not clear
- No associated accountability – there is no existing work programme and no agency currently responsible for the area.

Next steps

Struan Little has agreed to lead this work going forward, on behalf of the Tier 2 Policy Leaders Network. He will call on the wider group for input.

Next steps are:

- Draw up an initial approach and project plan (see box for some initial questions)
- Discuss that approach with the Head of Policy Profession and the Policy Project CE Sponsor Group (7 September)
- Produce a discussion piece for chief executives (potentially for Brackenridge in March 2016)

Please indicate to Struan if you have relevant foresight/futures work or capability in your agency that can be shared, and your interest in supporting him with this work.

1. Global megatrends – do they apply to New Zealand?

2. Gaps – where are the gaps in our focus, what's not being addressed?

3. Adequacy – where are we not going far or deep enough (skimming the surface)?

4. Principles/criteria – where should we concentrate/triage our efforts to choose the few big long term areas we think matter most?

5. Leadership and capability – how do we allocate leadership for these issues (agency leaders for new long term cross-agency work)? Do we need to develop some specific capability?

6. Strategic conversations – how might we start a strategic conversation with chief executives and ministers about them?

Thank you to everyone who participated in the session with such energy and insight.