

Futures Framework Prospectus

Global Futures and Foresight



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& Foresight



Why GFF?

Over the past 15 years GFF has become one of the leading futures consultancies in the UK, working for all types of organisation from multinationals to SMEs and the private to the public sector. The length and breadth of our client list is a testimony to how we combine rigorous evidenced based analysis, extraordinary wide research and creative thinking, in order to meet client requirements and improve their decision making.

The GFF Futures Framework team combines more than 65 years of futures analysis experience across technology, economics, politics, demographics, social factors and other future megatrends. GFF CEO, David Smith, is one of the world's leading authorities on global trends. GFF's Director of Economics, Professor Graeme Leach, has spent a lifetime in economics, economic policy, futures and foresight.

GFF's proven methodologies mean that clients talk about our work for years and see it as very actionable. Our futures research energises clients and helps them see the interaction between key drivers i.e. we don't just talk about future drivers such as the economy or technology in silos, we talk about the future of both and how they interact with each other – we call it fusion. Very few organisations can do this or do it well.

Public sector experience

Over many years we have undertaken many public sector related projects including:

- Directing the Legatum Institute's 2014 *Commission on Wellbeing*, chaired by former Cabinet Secretary Lord Gus O'Donnell, and including the Nobel Laureate in Economics, Angus Deaton. This project examined the future scope and possibilities of placing wellbeing at the heart of government policy.
- Contributing to the Ministry of Defence Review of Strategic Trends, examining future geopolitical, economic and demographic scenarios across the globe, and their implications for future defence strategy.
- NHS 3 Horizon exercise to identify the impact of medium and long-term trends on the health service.
- Working on a 2020 Vision project for HMRC – a PESTLE style analysis drawing out the implications of these big picture drivers for the operation of the tax system.

We have also undertaken work for private sector clients with direct public sector application:

- *The Future of Technologies* (Artificial Intelligence, the Internet of Things, 3D additive manufacturing and Blockchain etc.) – sponsored by Financial Services Forum.
- *The Future of the NHS* - for BUPA.
- *Tax in 2030* - for private client.
- *The Future of the Family* - for Barclays Bank.
- *The Future of Work* - for Kelly Services.
- *Forward Thinking: How do organisations think about the future?* - for Barclays Bank.
- *Innovation in innovation* - for FSF.

email us at: enquiry@theGFF.com or call us on: 01372 210941



As part of its ongoing research programme GFF regularly tracks and analyses futures themes and issues of direct relevance to the public sector. Amongst those being tracked at present are:

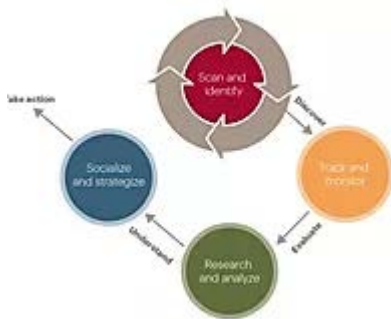
- *How could AI impact public sector productivity in people centered services such as education and health?*
- *Does existing analysis understate the economic costs of an ageing population?*
- *What are the most likely quick wins by 2025-30 for policies aimed at 'The North'?*
- *To what extent should future infrastructure investment be focussed on numerous small versus a few very big projects such as HS2 or Crossrail?*
- *What are the consequences of the cyber threat for defence policy?*
- *Preserving the union - how far will devolution, regional and local decentralisation, Parliamentary and constitutional reform go in the 2020s?*
- *What will be the future impact of smart cars and cities, electric and hydrogen cars for government policy?*
- *What will 'Borisnomics' look like? Is there such a thing?*
- *Will the employment impact of technologies such as AI be net positive or negative for employment? How realistic is the idea of a universal basic income?*
- *Real estate and housing trends, including disruptive tech such as 3D printing.*
- *Future skills and the post-digital workforce.*
- *The future of education.*
- *Smart cities as innovation hubs. Conversely, rural areas as rising drivers of innovation.*
- *Ageing, forecasts and implications.*
- *Migration, forecasts and implications.*
- *Future work environment (for public sector workers and other sectors)*
- *Sustainability in all its guises – business, environment, relationships etc.*

GFF tools

GFF employs many futures-oriented tools including:



HORIZON SCANNING



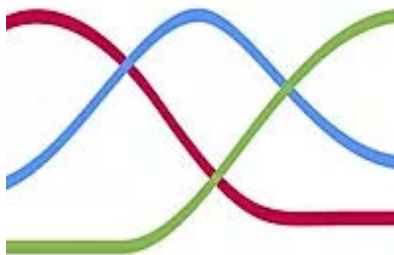
We use Horizon Scanning much like an early-warning radar; detecting early signals of potentially important change. A robust and well executed horizon scanning exercise will challenge existing assumptions surrounding continuity and change and explore how issues at the edge could be impactful in the medium to long-term. We are expert and experienced at investigating the future using horizon scanning and producing multiply referenced views of what that future might hold.

SCENARIO PLANNING



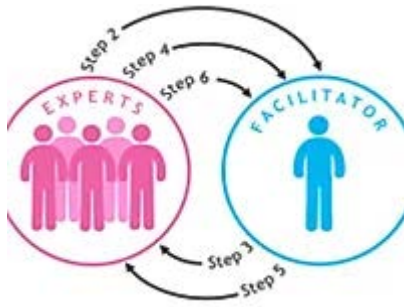
In using Scenario Planning we've observed how well potential futures can be described and implications for actions and policies emerge. It is a process to structure, think about, and plan for key future uncertainties. The aim is to improve strategic planning and policy processes and outcomes. Typically, four scenarios are crafted – none of which are meant to predict the future but rather provide the means to consider key drivers and impacts of possible future developments.

3 HORIZON



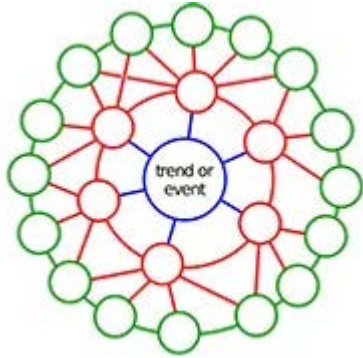
The primary benefit of the 3H framework is to give a structure for you to assess future directions, shifts and opportunities, in the short, medium, and longer-term. It is an excellent means to gather opinion about the influences that will impact you, your goal or policy and put their impact in a timescale context. Participants have often been astonished by the range of potential impacts on their organisation or policy.

DELPHI



Delphi is a qualitative method that runs as a consultation process involving a wide group of participants. The questions that are required to be answered are predefined and seek participant opinion as to when events are most likely to happen as well as what their underlying influences are. The multiple iterations of the process aim to smooth out outlier opinions and build consensus.

FUTURES WHEEL



When we use this there is a high engagement with participants. Sometimes referred to as Consequence Wheels or Impact Wheels which are a structured brainstorming process that can be used to help document, develop and display thinking around future events, trends or issues. This can help you in mapping complex relationships and even identifying possible consequences of a given strategic direction or policy. It is not unusual for unimagined consequences to be identified through this process.

Key Personnel

David A. Smith CEO

David is one of the world's leading futurologists and strategic thinkers, having founded GFF (Global Futures & Foresight) in 2006. Before founding GFF David held numerous strategic roles including strategic marketing director for Unisys \$2 billion global financial services business. Whilst at Unisys he co-created the Global Futures Forum.

He is widely sought after as a professional futurist, author and speaker, having delivered keynote addresses at over 450 conferences and events in 42 countries across 5 continents. Over the past decade he has produced over 40 reports on futures topics for clients.

Peer review by Patrick Dixon, Chairman of Global Change, and perhaps the world's number 1 ranked futurist, says of David that he is: *"One of the world's leading authorities on global trends. He leads a powerful research team and is a fascinating speaker. He has helped some of the largest multinationals identify and respond to significant trends and is much sought after for his advice"*.

GFF works with big consulting firms such as PwC, EY, Deloitte and KPMG, helping them lead their client engagements looking at the future. David has also helped academic institutions and industry associations to embrace change and prepare innovative strategies to renew themselves and generate new growth. He helps organisations think about key issues of the near future and stimulate out of the box thinking.

Key skills: Communication, Horizon Scanning, 3 Horizon, Scenario planning, Strategy.

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Professor Graeme M. Leach Director of Economics

One of Britain's leading economists and a former Chief Economist and Director of Policy at the Institute of Directors (IoD), where he was also a member of the Board. Graeme represented the IoD in economic discussions with the Chancellor and 10 Downing Street. Graeme founded macronomics in 2016, which is a macroeconomic, geopolitical and future megatrends research consultancy. He also works as Director of Economics at GFF. Graeme is a visiting professor of economic policy and a senior fellow of the Legatum Institute in London. He is also a member of the IEA Shadow Monetary Policy Committee (SMPC).

Graeme has recently finished his new book: *The Great Race - Who will win the battle for economic supremacy in the 21st century*, to be published in 2020.

Over recent decades he has made 100s of speeches on the future economy and megatrends, in more than 25 countries across the globe.

Graeme has undertaken 100s of live television and radio interviews on BBC News, Sky News, Radio 4's Today Programme and others. Over the past 5 years he has written a weekly column for the City AM newspaper and numerous articles for the Daily Telegraph.

Graeme has spent a lifetime in economics, futures and foresight, having started his career at The Henley Centre for Forecasting.

Key skills: Communication, Horizon Scanning, 3 Horizon, Scenario planning, governance.

Tim Hancock Senior Futures Analyst

Tim has worked as an analyst in the futures field since 2006, leading and comprising research teams covering a range of private and public services in the United States and Europe for GFF and other futures organisations. Tim has written numerous reports and articles, and is especially interested in the nexus of social and technological trends. His scanning and writing output have regularly driven c-suite level discussions, workshops and underpin a range of GFF output.

Key skills: Horizon Scanning, 3 Horizon, Scenario Planning, Writer, analyst, researcher.

Will Moore Senior Futures Analyst

Will has 6 years experience - working for strategy consultants CIL – analysing the future outlook for a large number of services and manufacturing sectors. He joined the Futures Framework team in January 2020. He graduated with a first-class honours degree in business from Bath University in 2013, where he won the Zurich Prize for the highest degree mark, the PwC prize for the highest mark in management consultancy and the BP prize for the highest mark in global economic strategy.

Key skills: Horizon Scanning, 3 Horizon, Scenario Planning, Strategy, consulting.