



# Building a Government for the Future

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*Public Governance and Territorial Development*

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# Why a government for the future?

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- Need for strategic policy making
- Complex and wicked issues
- Perception of a loss of capacity and trust in national governments

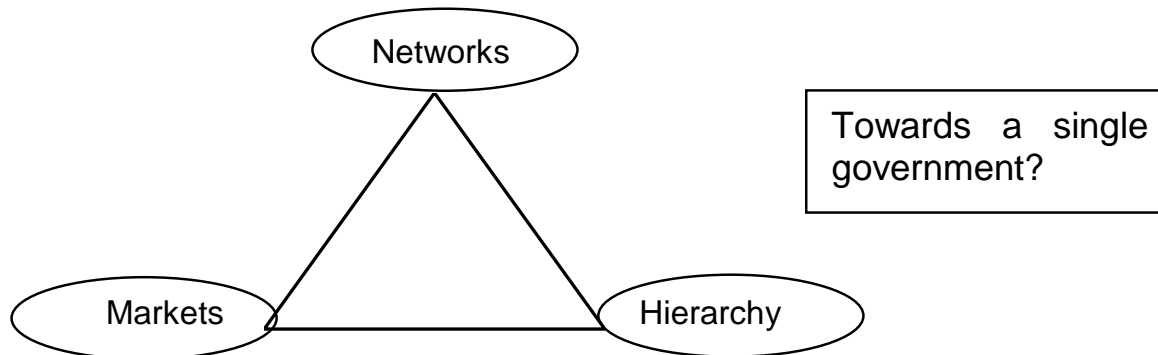


# Building a Strategic State

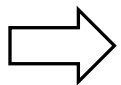
- Strategic cross sectoral approach, role of COG
- Governance tools to build strategic state capacity

Developing broad strategies to tackle wicked problems

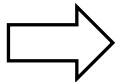
***Multi-sectoral approaches and coordination tools***



Engaging beyond organisational boundaries



*Strategic Foresight*



*Sound management of cross-governmental risk*

Cross-departmental  
policy coordination



# The public governance levers

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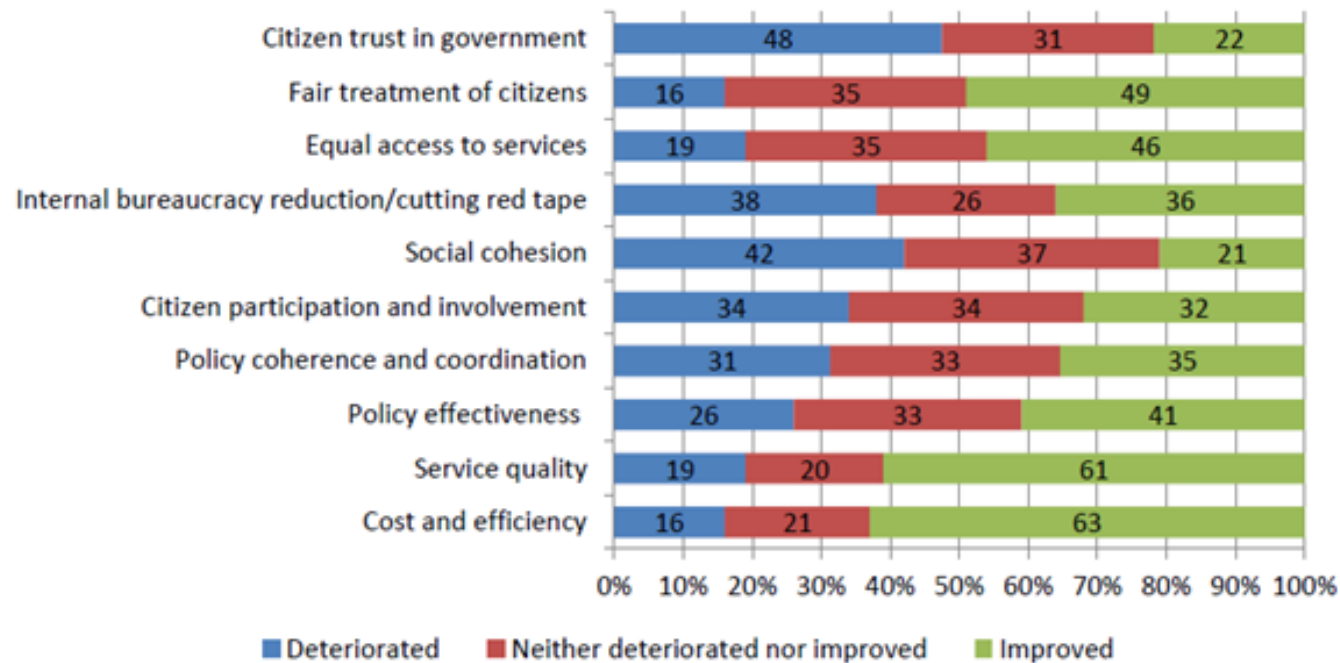
- Coordination mechanisms
- Implementing incentives for coordination
- Aligning budgetary resources and SES HRM practices towards whole of government objectives
- Networked governance (horizontal networks)
- The role of the COG:
  - Influencing cooperation
  - Leadership in coordination groups
  - Individual or collective performance targets
- See Centre Stage 2015 Overview of the COG.



# Perceptions of public administration performance

## Senior officials' perceptions of public administration performance

*Trends in the last five years*



Notes: Data from COCOPS survey of 4780 administrative executives, from 10 European countries, in central government and outside central government in employment and health. Responses based on the question: "How do you think public administration has performed in your policy area over the last five years in the following dimensions?"

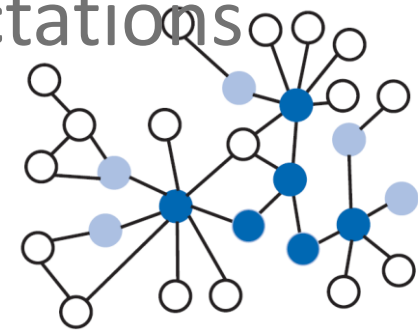
Source: Lægreid et al. (2013a) p.3



# Managing the full range of risks in a complex landscape

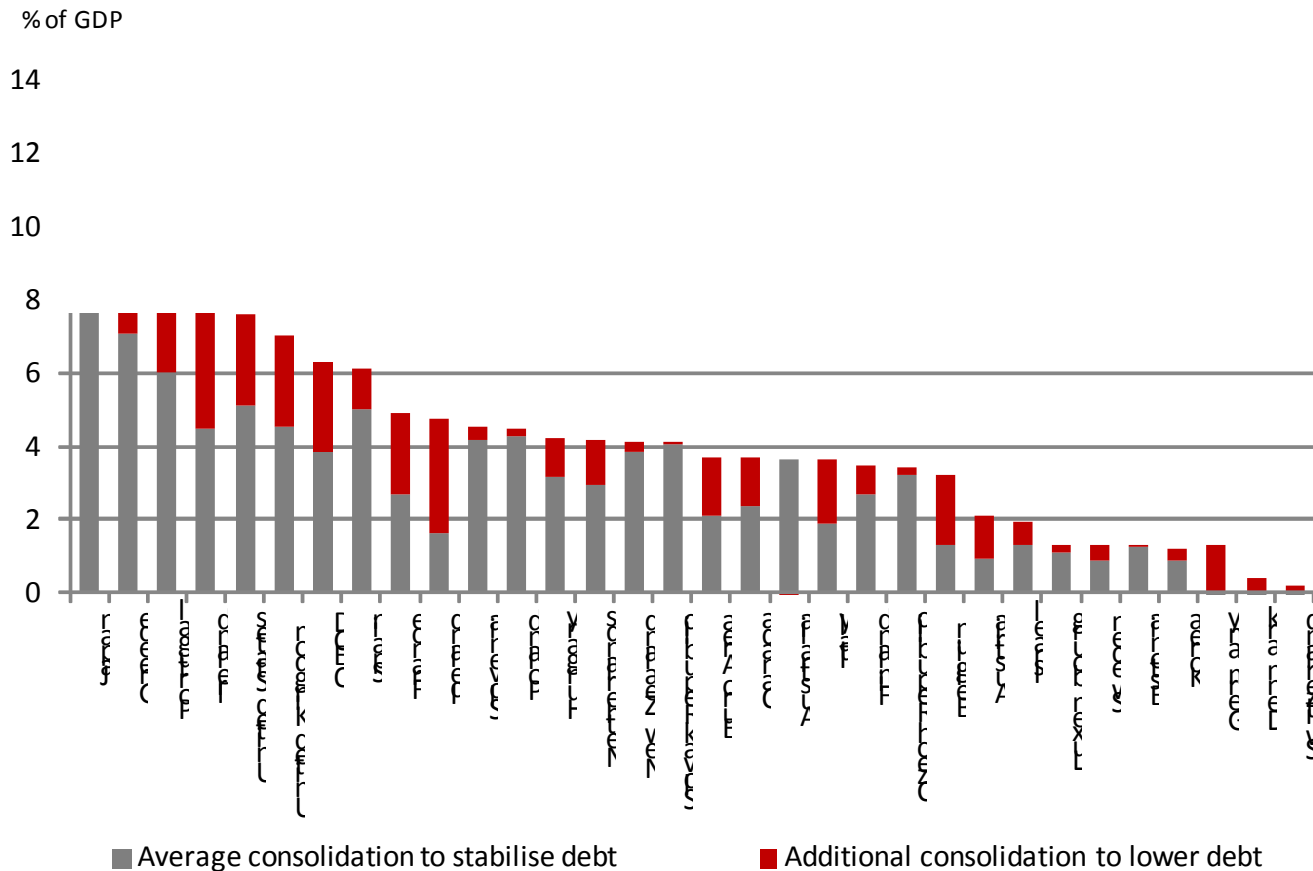
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- Increased major shock events
  - Large-scale, novelty, complexity, trans-boundary and cascading effects
- Increased vulnerabilities of modern societies
  - Mobility, interdependency, interconnectedness, climate change, concentration, urban & coastal development
- Reduced capacities of national governments, new stakeholders, increased citizen's expectations



# Fiscal Risks

## Committed consolidation needed to stabilize debt, and to attain 60% debt/GDP ratio





# How to manage and govern Risks

## Fiscal Risks and Strategic Risks

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- Generating Fiscal Space
  - Entitlements, long term commitments
- Institutional frameworks for budgeting
- Vulnerability of social institutions.
- Better public governance of risk
  - National risk assessment
  - Connecting foresight and risk assessment
- Promoting whole of government approach to foresight.





## Governance of select foresight efforts

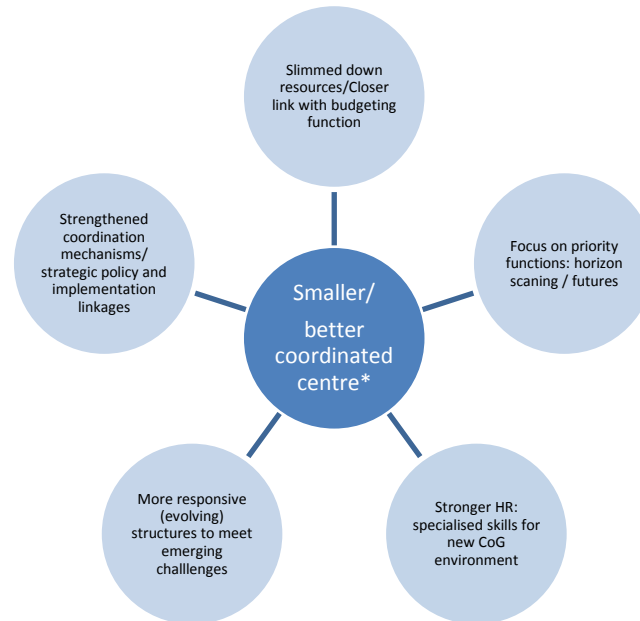
Country	Chair	Composition	Involvement of ministries	Involvement of civil society
		A ministerial working group chaired by the most relevant ministry for the topic is supported by a steering group (government and non-government) and a project team, responsible for the futures analysis. The final report is submitted to parliament and debated in the Committee for the Future.	Ministerial working group: -Minister of Economic Affairs -Minister of Public Administration and Local Government -Minister of Finance -Minister of Education and Science - Minister of Defence -Minister of Transport -Minister of the Interior	
Finland	The Prime Minister's Office (PMO)			Yes - <a href="http://www.2030.fi/en/">http://www.2030.fi/en/</a>
France	le Commissariat général à la stratégie et à la prospective (CGSP)			Yes -
The Netherlands	The Commission for Consultation of Sector Councils (COS)	The COS, a platform for sector councils (independent commissions of representatives from research, society, and government) set up a project group specifically for the Horizon Scan. COS is financed by the government.	-Ministry of Education, Culture and Science (repr. in project group) Sounding board: -Ministry of Economic Affairs, Entrepreneurship and Innovation -Ministry of Transport, Public Works and Water Management -Ministry of Agriculture, Nature and Food Quality -Ministry of Social Affairs and Employment -Ministry of Justice -Ministry of the Interior and Kingdom relations	Yes
Sweden	Chaired by the Prime Minister	Set up by government decision, the commission brought together coalition party leaders holding ministerial posts, business, academia, unions, and CSOs	Served only as "host organisations"	Yes – "open meetings" held across the country
UK	Government Office for Science, Department for Business, Innovation & Skills, (reporting to Prime Minister and Cabinet)	High-level Stakeholder Group— chaired by a minister from sponsor department comprising senior decision-makers and budget-holders from relevant departments, research councils and other organisations – oversees each project. stakeholder group is responsible for agreeing an action plan once the report has been published. The Government's Chief Scientific Adviser directs each project with a group of leading experts.	Ministerial involvement occurs in the High-level Stakeholder group, and is dependent on the report's theme.	No



# Building resilient and forward looking public institutions to resolve complex challenges

## Creating Strategic Capacity at the Centre: the Views of centres of government

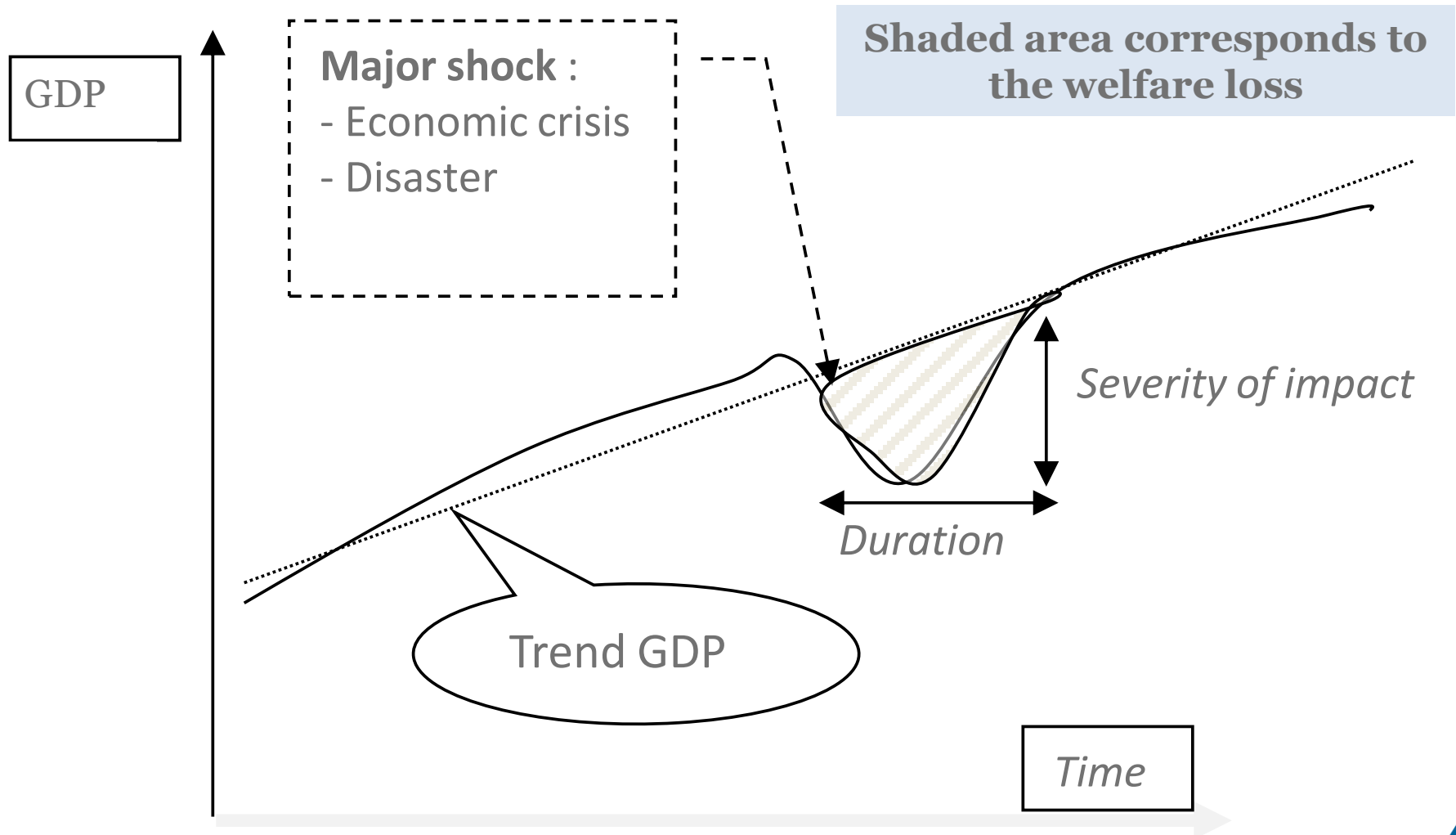
*Towards a better coordinated, more responsive and skilled centre*



Source: responses to CoG questionnaire, October 2012. \*Except Chile – three new units created: (1) Modernisation and e-gov, (2) Presidential Delivery Unit (UPGC), and (3) regional delivery unit. Portugal: culture policy integrated into Centre and national Cyber Security Centre established, and Israel – substantially remodelled and strengthened CoG structure



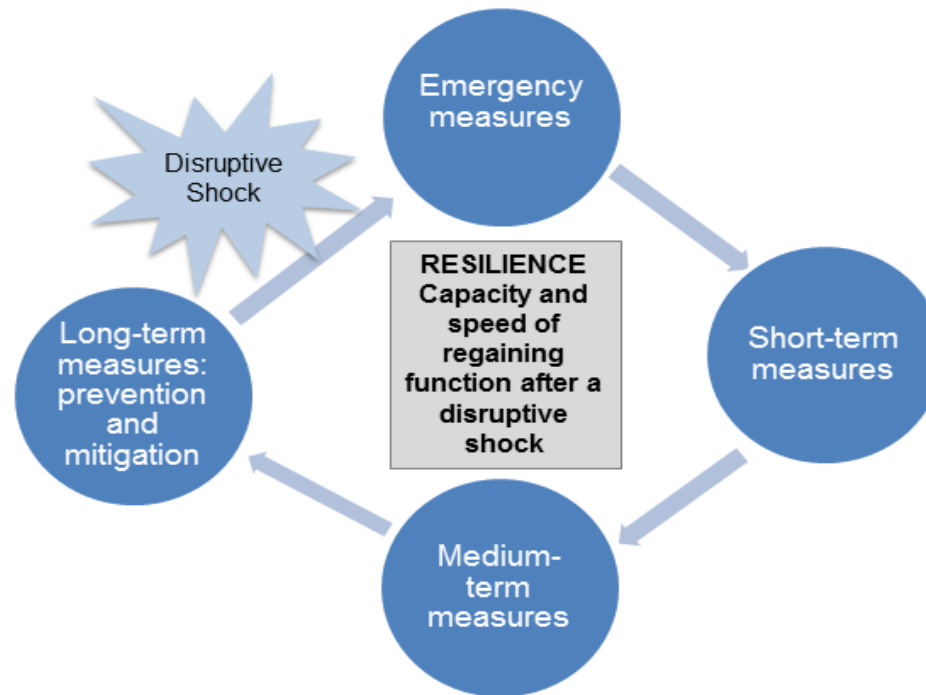
# An economic analysis of resilience: Minimising welfare losses





# Resilience is...

... the capacity of a system to absorb disturbance and reorganise while undergoing change so as to still retain essentially the same function, structure, identity, and feedbacks.



*Source:* OECD (2014). Boosting Resilience through Innovative Risk Governance. OECD Publishing, Paris.



# Resilience is...

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... the capacity to adapt to changing conditions without catastrophic loss of form or function

....A dynamic perspective: an emergent property of what a system does, rather than a static property that the system has: it is an outcome of a recursive process that includes: sensing, anticipation, learning and adaptation.

This applies to **SOCIAL AND ECONOMIC SYSTEMS**



# A government fit for the future ?

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- ✓ *Multiple layers of resilience*
- ✓ *Systems' approach to government thinking and strategic organisation*
- ✓ *Investing in the future for the science and technologies of tomorrow*