

The Birmingham and West Midlands Future Proofing Toolkit 2020-2060

12 key future economic, social and environmental drivers to use by decision makers in the West Midlands



Government Office for Science

 Foresight

 sustainability
west midlands



A collage of logos for various organizations and businesses, including:

- CORE
- WILLMOTT DIXON PARTNERSHIPS
- RICS
- Forestry Commission
- The Midcounties Co-operative
- JOHNSON-TILES
- Birmingham City Council
- Business in the Community
- BT
- Coventry University Enterprises Limited
- accord
- alumet
- AVFC
- ARMSTRONG
- Business Council for Sustainable Development United Kingdom
- Aston University
- carillion
- Birse Civils
- eos energy
- COFELY
- BCM
- BULMER FOUNDATION
- centro
- e-on
- encraft
- Epwin Group
- New Leaf
- sustrans
- herefordshiregreenlinks
- ice
- NFU
- Localise
- RSPB
- bullock
- JCB
- STEPNEll
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- ZURICH
- RICOH
- shropshire housing group
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- Low Carbon Technologies Ltd
- paperjacker
- SKANSKA
- THOMAS VALE
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- WORCESTER Bosch Group
- SSCE
- lorien engineering solutions
- WFEg
- MICHELIN
- wates
- nec
- INNOVATION BIRMINGHAM

In 2014 Government Office for Science Foresight Future Cities Programme co-funded Sustainability West Midlands (SWM) to update previous work with stakeholders to:

- Develop a checklist of economic, social and environmental future drivers
- To cover Birmingham and wider West Midlands, and periods of 2020, 2040 and 2060
- Guide or slide pack that could be used by local decision makers at business planning away days

This report represents the independent advice commissioned by Sustainability West Midlands, and not necessarily that of the funders, advisors, or participants.

Part 1: Is this toolkit for you?

Part 2: Introduction to the toolkit

Introduction to the West Midlands

Introduction to Futures work in the West Midlands

Introduction to the West Midlands Future Proofing Toolkit

Part 3: The toolkit

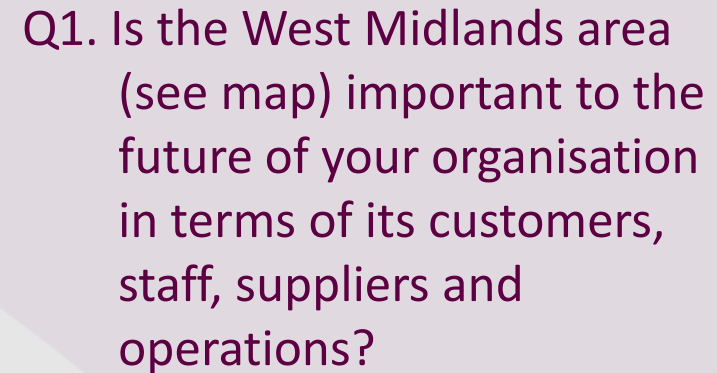
The 12 Key Future Drivers for Birmingham and the West Midlands

Part 4: How to use the toolkit

Build it into your systems

Build it into your culture

Part 5: Other help



Q2. Does your job cover any of the following: strategy, business planning, risk management, council scrutiny, investment decisions, new products, site development ?

Q3. Do you want some help to support your busy decision making?

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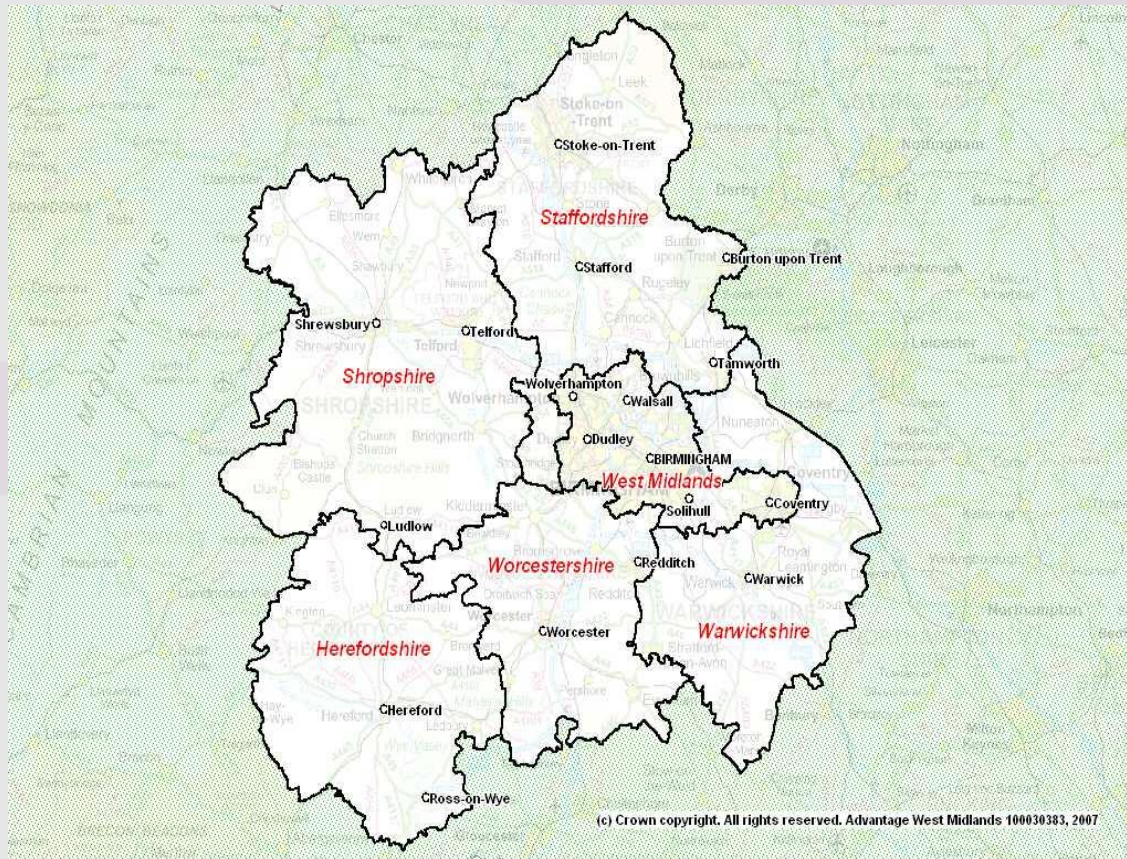
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Introducing the West Midlands



5.3 Million people – 9% of UK total

Birmingham is 2nd largest city in UK – population of more than 1 million.

75% of the UK 's population is within 5 hours drive.

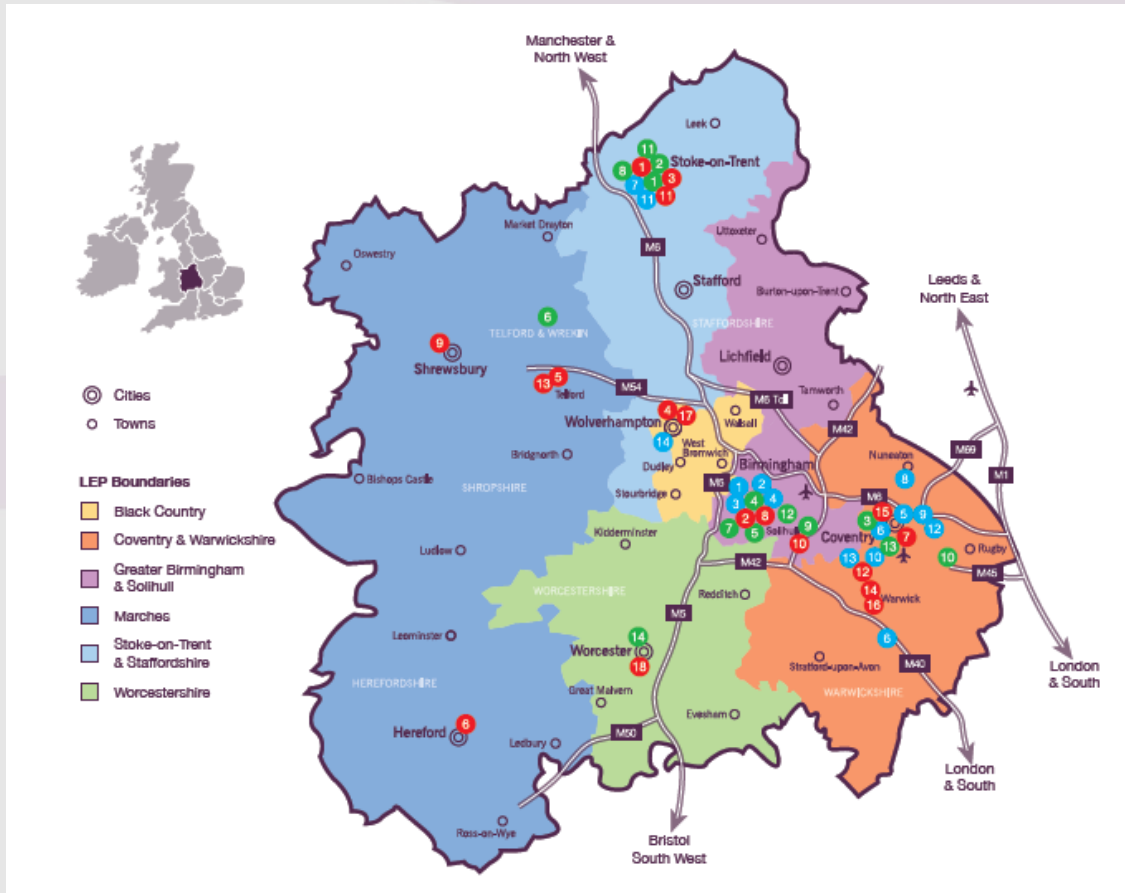
Most ethnically diverse region in the UK outside of London.

80% of the region is rural

Highest concentration of manufacturers in the UK

Strengths include transport, construction, energy

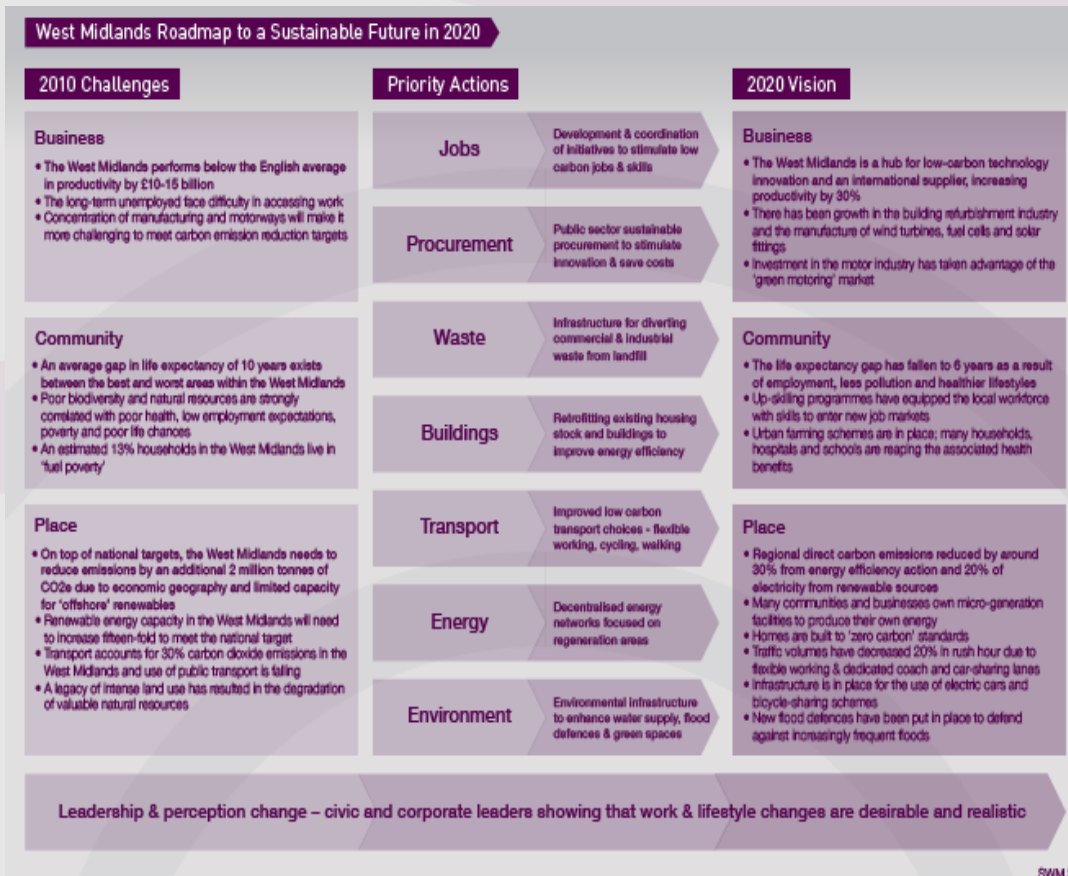
Introducing the West Midlands



Governed by 33 Local Authorities, 6 Local Enterprise Partnerships (LEPs)

Future Combined Authority will be centred on Birmingham and involve 7 Local Authorities, 3 LEPs, & eventually an elected Mayor

Introducing the West Midlands



The sustainability goals for 2010-2020 are to:

- Improve the productivity of our economy by 30%
- Reduce carbon emissions from transport, buildings and business by 30%
- Reduce the health inequality gap within our communities by 30%



Long history of research and studies

The challenge is practical application to leaders and managers within their organisations

How do they plan to shape and respond to future issues or 'drivers' when they are:

- too busy
- dealing with short-time scales
- no political consensus
- their organisation or team is perceived as too small to make a difference



Solutions used by Sustainability West Midlands members...

Build it into your systems

Criteria within appraisals for strategy, council scrutiny, business plans, risk registers, investment decisions, new products, site developments

Build it into your culture

Discuss as part of board or team away days on annual business planning

Use to drive innovation and identify new collaborators

Future generations champion

Funders



Advisors



Stakeholders - SWM members and others



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Developed

Through update of literature, interviews, and stakeholder workshops within Birmingham and the West Midlands

Reduced 2006 study of 19 key drivers to 12

Tested

Part of updated sustainability and future proofing reviews with several SWM members

Used as part of Venturefest West Midlands for business start ups



What Next?

Further development with SWM members using this in their organisational systems and culture

Support for the new West Midlands Combined Authority

Building a network of future generations champions across research, practice, sectors and places in the wider West Midlands Showcase

Annual event to show case practical application and update toolkit

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	12 Key Future Drivers for Birmingham and the West Midlands 2020-2060 (Society, Business, Environmental)
S1	Population Changes
S2	Changing workforce, skills and working practices on business
S3	Impact of lifestyles and environment on health
S4	Increased demand for more regional or local powers and governance
S5	Widening inequality and inclusion gap
B1	Knowledge economy and networked world
B2	Accelerated change from new technology opportunities for business
B3	Globalisation of markets and competition on business
B4	Increased stress on transport infrastructure for public services and business
E1	Pressure for climate change adaptation
E2	Emphasis on lower carbon energy supply, security and cost for public services, business, and communities
E3	Increased pressure on natural resources

S1: Population changes

2020-2060 - Higher population growth rates in cities/urbanised areas

2020-2040 - Higher strain on number, size and cost of houses

2020-2040 - Higher demand by elderly for services (bus services, doctor's surgeries), especially in rural areas

2020-2040 – Reduced employment opportunities

S2: Changing workforce, skills and working practices on business

2020-2040 - Higher employment rates

2020-2040 - Manufacturing industry will have to adjust in order to provide viable employment opportunities

2020 – More micro-scale businesses will be launched

S3: Impact of lifestyles and environment on health

2020-2040 - Physical and mental health will continue to decline, if current situation re lifestyle and access to services is sustained

2020-2040 - Respiratory problems and allergenic reactions aggravated due to changes in climate

2020-2040 - City centre areas at higher risk of extreme temperatures due to the Urban Heat Island effect, and may be at greater risk of disease due to greater population density

2020-2040 - Greater demand on public infrastructure and health services especially in all localities

S4: Increased demand for more regional or local powers and governance

2040 - Region may be able to capitalise on its diversity, especially if it is able to become a hub for low carbon technology, leading to an improved image and greater demand for devolution

S5: Widening inequality and inclusion gap

2020-2060 - Strong likelihood that the region will further experience inequality and inclusion gaps

2020-2050 – Worsening health inequalities especially unless social, economic and environmental outputs improve

B1: Knowledge economy and networked world

2020 - Rural areas could be left out of future development if access is a struggle

2020-2040 - Power and influence of people and communities in affecting services and industry will grow

2020-2040 – Opportunities for partnership and business development, especially with the green economy and the potential new industry in the West Midlands

B2: Accelerated change from new technology opportunities for business

2020 - Environmental benefits: reduced levels of carbon emitted as new technology will be installed and maintained

2020-2040 - Business benefits: attract industry, companies, experts, employees to the region

2060 - Social benefits: people value industry, people valued by industry, encourages education

B3: Globalisation of markets and competition on business

2020-2040 - If West Midlands continues to export at its current (and eventually improved) rate, then the benefits could be great

2020-2040 - Increase in 'ethical' consumers could increase competition amongst businesses and also put pressure on them to act more responsibly

2020-2040 - On-shoring could improve employment levels in the region, and promote relevant skill sets

B4: Increased stress on transport infrastructure for public services and business

2020-2060 - Health and social benefits from promoting cycling and walking will be felt across the region

2020-2060 – Potential for the West Midlands to become a hub for low carbon vehicles

2020-2060 – Opportunities for local authorities to lead by the use and purchase of electric and other low carbon vehicles and by requiring external contractors to use low carbon vehicles

E1: Pressure for climate change adaptation

2020-2040 - Rural areas across the region could struggle in response to the effects of climate change

2020 - Extreme weather events hit infrastructure including flooding, snow and heat waves causing significant transport disruption locally, as well as nationwide

2020-2060 - For agriculture across the region, growing season could potentially start earlier, yields may increase due to higher temperatures and opportunities could arise to expand growth to include non-food crops for energy and other materials

E2: Emphasis on lower carbon energy supply, security and cost for public services, business, and communities

2020-2040 - Opportunities for communities to campaign for, introduce and own renewable forms of energy

2020-2060 - West Midlands could thrive and become a hub for low carbon technology, creating research and employment opportunities

2050-2060 - Investment in low carbon public services or aid to those wanting to acquire low carbon technologies has the potential to create healthier communities, familiar with low carbon and renewable energy technologies

E3: Increased pressure on natural resources

2020 - Increased pressure on natural environment and biodiversity

2020-2040 - In mitigating against any increases in oil demand, opportunities exist for business and communities to engage with low carbon technology

2020-2040 - Opportunities for agriculture could arise to expand growth to include non-food crops for energy and other materials

2020 - The issue of waste, recycling as a venture will grow, feeding into the ever more popular 'circular economy' concept

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Step 1: Use this checklist annually (and if necessary the supporting slides and report) to check whether you think any of these drivers are relevant for your organisation or department

Step 2: If you find a relevant driver then check if it is built into the system you are responsible for e.g. a new criteria or question within your strategy appraisal system

Step 3: If you find a relevant driver that could impact a different system or part of the organisation – ask them if it is covered?

Build it into your culture



Most teams have an annual away day or meeting to look at the business plan for the year – why not conduct this 30 minute exercise...

Step 1: Split your team into smaller groups and provide them with a set of the 12 slides summarising the different key future drivers

Step 2: Ask them in their groups to put the 12 drivers into equal piles of 4 representing high, medium or low impact on the organisation.

Step 3: Then combine their overall results into one high, medium, low pile and then together discuss the ones they chose as 'high' and why.

Step 4: Then back into small groups they can select one of the 'high' drivers to work on in terms of a practical next step action to build into your business plan for this year or to ask another part of the organisation.

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“For time and the world do not stand still. Change is the law of life. And those who look only to the past or the present are certain to miss the future”

John F Kennedy (1963)

“The best way to predict the future is to create it”

Peter Drucker (1973)

“The future is already here — it's just not very evenly distributed”

William Gibson (1993)

Check you are using the latest version of the toolkit (slides and report) by visiting our website

There are also useful links to other documents and websites within the supporting report

Contact us if you want support in using the toolkit to build future proofing into your systems and culture, or want to be part of our future generations champions network

enquiries@swm.org.uk

www.sustainabilitywestmidlands.org.uk