



SAMI Consulting

robust decisions in uncertain times

FUTURES FRAMEWORK PROSPECTUS

WHO WE ARE

The world is changing – fast. Decisions taken today have implications for both the short and the long-term. This means you need to develop policies and strategies that are resilient to many possible futures, and build an organisation that is agile enough to respond to them.

We have 30 years' experience of working with HM Government on futures projects. We understand the specific needs of Government in formulating and reaching decisions at both the policy and delivery levels. We have worked with the Cabinet Office, the Government Office for Science and HMG central departments; agencies; Local Government, Local Enterprise Partnerships, NDPBs, police forces and security agencies, universities and charities. We have delivered over 250 foresight and strategy projects in 21 countries in the UK, EC, Eastern Europe and the Caribbean.

SAMI was commissioned by the Government Office for Science to overhaul its Futures Toolkit. We have reviewed and re-written many of the core tools, adding new ones and advising on more advanced techniques. We have completely re-designed its presentation so it is much easier to use.

We qualified for the Futures Framework for the second time with a quality score of 93.5%.

SAMI Consulting is internationally recognised as a leading authority on foresight. Our consultants have delivered projects for UK government departments and agencies, the European Commission (EC), and other international public sector clients.

Futures thinking is in our DNA. SAMI was created as the 'St Andrews Management Institute' in 1989, as a joint venture between Shell, the pioneers in scenario planning, and St Andrews University. That powerful mix of academic rigour and practical delivery continues in our people today: Experienced practitioners, world-renowned futures authors, and consultants with first-hand experience of the public sector and the challenges facing it.

WHAT WE DO

We work with you using a wide range of foresight tools including scenario planning. We identify major drivers of change impacting your organisation, develop different futures and test alternative strategies. This participative approach builds capability in your team, enabling them to become more innovative and more able to react rapidly to unexpected change.

We offer the full range of Futures capability from gathering intelligence, to making sense of it, to testing and developing your strategy, making decisions and taking action. Specifically we help you to:

- Use systems, trend and driver analysis in your policy area to understand what is happening and why; identify the major opportunities and challenges, and highlight related risks and uncertainties
- Describe what the future might be like - possible, desirable and adverse
- Develop and test your policies, strategic objectives and plans for resilience, including the management of risk, how to build innovation into your organisation and communicate your vision;
- Develop your Futures capability through training, coaching and mentoring your people with the tools and techniques you need - from the Futures Toolkit and beyond
- Research and report on insights into specific policy areas.



- SAMI has delivered over 250 foresight and strategy projects in 21 countries. We have experience of working with public sector bodies in England, Scotland, Wales and Northern Ireland and with international bodies across Europe and beyond.
- Every engagement we list in this prospectus has been delivered by one or more members of our HMG team.
- We balance our detailed knowledge of public sector outcomes with experience of stakeholders affected, ranging from citizens, voluntary bodies, banking and insurance to regulators and professional bodies, to manufacturing firms, charities and sports clubs.

FUTURES TOOLS AND TECHNIQUES

SAMI's consultants are proficient in the use of a wide range of futures tools and techniques. We tend to group the most common ones into:

- What? Exploring the today's situation and latest developments
- So what? The implications for the system under consideration
- Now what? Turning analysis into action plans

Delphi ➤ a structured questioning tool used to gather opinion from a group of subject matter experts in multiple rounds of questionnaires Seven Questions ➤ a structured interview technique for gathering the strategic insights of a range of internal and external stakeholders Horizon Scanning ➤ the systematic collection of insights on emerging trends and signs of change to identify potential threats, risks and opportunities Three Horizons ➤ helps you explore both the present and its limitations, and different potential futures	SWOT Analysis ➤ identifies the relevant Strengths/Weaknesses, Opportunities and Threats of a policy/issue or event Driver Mapping ➤ charts the trends and maps what you have found to see which are the most important for you to address Scenarios ➤ compelling stories about a range of different possible futures that helps people understand what it feels like to live there and what this will mean for you your stakeholders and your policy or strategy Visioning ➤ creates a positive common vision for the future and to describes what the future will be like Futures Wheels ➤ a structured brainstorming method that helps you identify and map connections	Policy stress-testing (Wind-tunnelling) ➤ a method for testing policy, strategy or project options against a set of scenarios to see how well they stand up to a range of possible external futures Roadmapping ➤ structured visual representations of strategic steps along a path to a Vision that support the development and communication of strategy Backcasting ➤ a tool for determining the steps that need to be taken to deliver a preferred future. It is a way of overcoming "present bias" in the way that we plan
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We use a number of Futures tools and databases such as our proprietary Megatrends knowledge base, Shaping Tomorrow, and FutureScaper. This means we can deliver a faster, tailored and more sophisticated response to your needs and avoid 'reinventing the wheel.'

SAMI's experienced facilitators are adept at managing the unique challenges of futures workshops. We enable participants to step outside their present-bias into a futures-mode of thinking, exercising their "foresight muscles".



OUR CORE TEAM MEMBERS

Jonathan Blanchard Smith is the head of our Government Practice. He leads SAMI's work on the GO-Science Futures Toolkit. He drove projects for European Trade Union Institute and the Construction Industry Training Board. Jonathan is SAMI's member on the Strategic Innovation Pathways initiative. He recently worked with the Research and Innovation Directorate of the EC. He is Chairman of the Natural Resources Forum.

William Blyth has worked for 20 years in energy security and climate change. Clients include the World Bank, African Development Bank, EBRD, UK Energy Research Centre, International Renewable Energy Agency, OECD, and the International Energy Agency.

Martin Duckworth leads SAMI's training work. His projects have included work for the National Trust at Avebury, future proofing CSR for BNFL, for the Environment Agency on emerging themes, and creating scenarios for the Health and Safety Executive.

Cathy Dunn specialises in horizon scanning, 3 Horizons and futures techniques-based workshops. Client work includes an enhanced technology watch, scanning input to support strategy development, and scenarios and knowledge transfer.

Jane Dowsett is an Innovation Consultant who has worked with private sector and UK government clients on future strategy and policy. For 10 years Jane worked with BEIS, delivering services in Innovation, including the Mary Portas Review of the High Street; the Industrial Growth Strategy and Social Enterprise UK.

Giorgos Georgopoulos is an international technologist. He is the CEO of Elemendar, a cybersecurity AI he cofounded from the UK's first GCHQ / NCSC Accelerator. Giorgos was Managing Director of Futurescaper, a foresight software platform used by the UN, World Bank, OECD, and governments in UK, UAE and Canada.

Lena-Katharina Gerdes is a management and strategy consultant, focusing on the energy transition. She works with SAMI developing "Sustainable Innovation Pathways" – a novel approach combining futures foresight with quantitative scenario analysis to promote sustainable innovation technologies and roadmaps to net zero 2050.

Patricia Lustig is an expert practitioner in foresight and strategy development, scenario planning and innovation. She authored the award winning *Strategic Foresight: learning from the future*, and as co-author *Megatrends and How to Survive Them*; *Beyond Crisis*; and *Here Be Dragons: navigating an uncertain world*. Patricia is Board member on the Association of Professional Futurists with responsibility for their Emerging Fellows Programme. Clients include ETUI, local government, NHS Trusts and Natural England.

David Lye was a senior civil servant and Chief Executive 1996-2011. Clients include the HMRC where he offered

Foresight on the future UK tax system and the EC Directorate General of Research & Innovation building global scenarios for the next 25 years; and horizon scanning and scenarios for the Horizon 2020 Programme.

Michael Owen is Chairman of SAMI Consulting Ltd and an expert in horizon scanning and scenario development. A former Director of Business Strategy in the private sector, clients include the EC, Department of Health, and the City of London Corporation.

Joe Ravetz is Co-Director of the Centre for Urban Resilience at the University of Manchester. He developed the Synergistics method applying 'collective intelligence' to complex policy applications. Projects include urban environments for GOS; scientific coordination for Defra Horizon Scanning, and for the Environment Agency.

Geoff Royston was Head of Strategic Analysis and Operational Research in the Department of Health, and past-President of the UK Operational Research Society. He works in analysis, modelling and experiment to understand complex organisational systems and improve design and performance. Geoff led the development of "NHS Direct."

Wendy Schultz has over 25 years of foresight practice and lecturing, with 10 years at the Hawaii Research Center for Futures Studies. Wendy is a Fellow and Executive Board member of the World Futures Studies Federation.

Richard Walsh has been an expert in scenario planning and futures thinking for over 20 years and was instrumental in introducing it in the Department of Health. Currently his work addresses welfare reform, digitalisation of medical records, big data and external impacts on devolution strategy. He co-chairs the Building Resilient Households Group and is an Executive Member of the Income Protection Task force

Huw Williams has a background in telecommunications strategy and internet business, focusing on technological, regulatory and societal changes. He presented on Horizon Scanning to the Science and Technology Select Committee and helped develop the Futurescaper software tool. He was a key member of the teams working on the Futures Toolkit, and CITB skills strategy. Other clients include Defra, DfT, The Law Society, EU-OSHA, Scottish Water, Department for Transport: Institute of Engineering, and EU R&I.

Harry Wilby has experience in the use of qualitative and quantitative foresight methods, especially in the development of policy recommendations, through his work with Coutts on the implications of Britain's withdrawal from the EU, and from his role as Chief of Staff for a Member of Parliament in the House of Commons. He has academic expertise in energy and government policy expertise across the range of domestic policy, including social inclusion and employment.



OUR EXPERIENCE OF FUTURES WORK WITHIN GOVERNMENT – A SAMPLE OF OUR CLIENTS

CENTRAL AND LOCAL GOVERNMENT DEPARTMENTS AND AGENCIES, NDBPs

Cabinet Office
Government Office for Science
FCO
Home Office
MOD
HMRC
Department of Education
Department of Health & Social Care
Defra
DFID
GOS/BEIS
Scottish Government
Welsh Government/Welsh Assembly
Northern Ireland Government
Horizon Scanning Centre
Surrey Strategic Partnership
The Environment Agency
Valuation Agency
The Pensions Regulator
Natural England
Food Standards Agency
UK Commission for Employment and Skills
North-East Local Enterprise Partnership

NHS BODIES

West Midlands NHS SHA
North East NHS and local authority
NHS Providers

POLICE FORCES & SECURITY AGENCIES

Metropolitan Police
Herts Constabulary
College of Policing
Greater Manchester Police
ACPO/NPCC
UK CT and Security agencies
A Caribbean police & security agency

HOUSING ASSOCIATIONS & PROFESSIONAL BODIES

Sovereign Housing Association
GreenSquare Housing Association
The Law Society
Institute of Engineering
Institute of Occupational Safety & Health
Solicitors Regulation Authority
Health and Safety Commission
General Medical Council
Rail Safety & Standards Board (RSSB)
Association of Chartered Certified Accountants
Royal Institute of International Affairs
ATI-Aerospace Technology Institute
Construction Industry Training Board

RESEARCH COUNCILS & UNIVERSITIES

NERC
Universities UK
University of Manchester
Scottish Science Advisory Council
UK Energy Research Centre

THIRD SECTOR

National Trust
Christian Aid
Social Housing Think Tank
Arts Marketing Association

INTERNATIONAL BODIES

EU OSHA
EC Research and Innovation Directorate
European Trade Union Institute
EU Joint Research Council
OECD NATO and the UN
US Department of Defense
World Bank,
African Development Bank;
EBRD International Energy Agency,
International Renewable Energy Agency;
International Institute of Sustainable Development



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CASE STUDIES – A SMALL SELECTION OF OUR WORK

Government Office for Science – review and refresh the Futures Toolkit, updating it and making it easier to use

HM Revenue and Customs – The Future Context for HMRC in 2030

Defra Partnership – Developed “Strategic Evidence of Future Change” to stimulate strategic thinking. Horizon Scanning to provide foresight and insight to identify potential threats, risks and opportunities

North-East Local Enterprise Partnership – future skills needs in the NE, especially in the Green Economy and social care sectors

North England based NHS and local authority – Development of an outline business case for joint working across Health and Social Care based on emerging health and social care trends

Department for Transport - SAMI ran a Horizon Scanning and Technology Watch project

UK Commission on Employment and Skills – Identified the key drivers of change in the UK and globally which may impact on the employment and skills landscape in England by 2020.

ACPO (now NPCC) – Development of the Counter Terrorism Policing Strategy for the UK

Environment Agency - Scenarios for planning for flooding and coastal risk management over the next 50 years

Sovereign Housing Association - Two strategic reviews: firstly after a major merger, then looking at the impact of the changing environment for social housing

Christian Aid - We helped the charity to develop a set of drivers and initiate high level discussion of their future

EC Directorate General of Research & Innovation – Building global scenarios for the next 25 years

European Agency for Safety and Health at Work (EUOSHA) – a two-year foresight project looking at the potential impact of rapid developments in ICT including artificial intelligence and robotics

A Caribbean police and security agency – Training in Futures and Horizon Scanning, geopolitical scenarios and risk management

Construction Industry Training Board – future skills needs in the construction industry and implications for funding mechanisms

European Trade Union Institute - a full strategy exercise from Horizon Scanning to policy stress testing

TRAINING COURSES

We offer a wide range of public and bespoke training courses covering all the Tools in the Futures Toolkit and more advanced approaches.

“We were very grateful we could rely on the expertise of SAMI Consulting... in addition to their excellent work that underpinned our research SAMI Consulting were a very responsive partner providing expert advice. “

E Schizas, Senior Economic Analyst, ACCA