GWE Business West - Drivers of Change
Workshop Report

Leigh Court, Bristol
20th January, 2010

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Table of Contents

Drivers of Change Workshop
Introduction

On 20th January 2010, GWE Business West hosted a half-day workshop for a diverse group of 39 participants from the public, private and third sectors, in support of the Bristol 2050 Vision. The Vision is managed by The Initiative, which is a business leadership team that provides a link with the public sector to enhance the community in which business operates.

Facilitated by Arup, the event was designed to create a broad consensus as to which critical forces are driving change in the Bristol City region to 2050.

John Savage CBE, Executive Chairman of Business West, began by welcoming participants and introducing Marcus Morrell, from Arup's Foresight and Innovation group. Marcus then introduced delegates to the Drivers of Change programme and series of cards. Mark Watts, Arup Director of Energy Consulting, gave a presentation on the challenges facing cities and regions with particular regard to climate change mitigation and adaptation. This was followed by a Q&A.

Marcus then shared with participants some observations as to how foresight techniques can be used to better anticipate and manage change. He then took participants through a series of interactive exercises, which are explained in more detail overleaf.

Fig. Drivers of Change Cards, each one representing one issue or trend likely to shape the future of the built environment and society at large.

Drivers of Change Workshop
Introduction cont'd

Five breakout groups were formed, each group represented a mix of expert and professional backgrounds. Each group had been assigned a pre-designated Chairperson.

The Drivers of Change cards were distributed according to the STEEP framework upon which they are underpinned covering Social, Technological, Environmental, Economic and Political drivers.

The groups were given 45 cards from one STEEP category, and had to work together to decided which 15 should be eliminated as irrelevant to the Greater Bristol sub-region. After an hour they had, in effect, selected 30 drivers representing the most important trends and issues shaping the region's future to 2050. Before rotating groups, the Chairs were asked to start a discussion as to which drivers were not represented in the 30 chosen.

The Chairs stayed at their table, while the five groups rotated round the room to the next STEEP category. They then spent 45 minutes discussing their 30 cards and deciding which 15 should be eliminated. Each group was given a stack of blank cards and were asked to fill them out with a new driver if they thought that it wasn't touched upon in the card set.

Fig. workshop in progress in the Salon, Leigh Court

Drivers of Change Workshop
Introduction cont'd

After 45 minutes the groups rotated for a third time. This time, they were given the option of moving to a STEEP category they hadn't been with yet (they could only sit at a table which had an empty chair beside it). This way new groups were formed, and participants had an option to spend time with a category that interested them most.

From the 15 cards left on each table, the new groups had to decide on the 5 that represented the most significant drivers shaping the Greater Bristol sub-region. Blank cards were made available still, in case they decided to add a card or merge two or more cards.

After this final session, each Chair was asked to summarise the five chosen for their STEEP category. After each summary observations were made from the floor and questions were raised for clarification.

The participants, including the Chairs, were then given 8 sticky dots to vote on the 8 drivers they thought most important. They had to place one vote in each category. They could not, however, vote for an individual driver more than once.

Before closing for lunch, Mark Watts made some general observations on the results.

Agenda

8.45am	Arrival
9.15am	Welcome by John Savage and introduction by Marcus Morrell
9.20am	Presentation by Mark Watts
9.45am	Q&A
10.00am	Workshop in break-out groups
11.00am	Rotation to next STEEP category
11.45am	Rotation to third STEEP category
12.30pm	Chairpersons report out
12.55pm	Voting
1.05pm	Observations by Mark Watts
1.15pm	Close

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Drivers of Change Workshop
Voting Results

Listed below are the top five most-voted-for Drivers of Change for the future of the Greater Bristol region by workshop participants, arranged under the five "STEEP" categories. The drivers in red received the most votes in each category. Note that the total votes cast came to 274, meaning that not all participants voted.

Social
1. Values (17 votes)
2. Education for all (14)
3. Growth (9)
4. Community (8)
5. Health (2)

Technological
1. Transport (20 votes)
2. Decarbonisation (13)
3= Connectivity (10)
3= Intelligent Buildings (10)
5. Connected Communities (8)

Environmental
1. Eco-Cities (27 votes)
2. Peak Oil (7)
3. Food (5)
4. Consumption Impacts (4)
5. Flooding (3)

Economic
1= Education, skills and the knowledge economy (17)
1= Business opportunity (17)
3. Land supply (14)
4. ICT/ digital connectivity (9)
5. Congestion and travel (4)

Political
1. Weakness of existing political and administrative boundaries (31)
2. Public opinion (11)
3. Energy security (8)
4. Taxation (6)
5. Minimisation (0)

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Drivers of Change Workshop
Voting Results cont'd

It is interesting to note that the most-voted-for STEEP categories were technology and economics, reflecting the group's strong business focus. Political drivers was also very popular. The most votes of all single issues went to the weakness that exists between political boundaries. Eco-cities was the second more popular driver, despite the fact that the environment received the least votes across the five STEEP categories.

Top STEEP categories by vote:

Technological (61 votes)
Economic (61)
Political (56)
Social (50)
Environmental (46)

Top drivers across all categories by vote:

Weakness of existing political and administrative boundaries (31 votes)
Eco-Cities (27)
Transport (20)
Values (17)
Education, skills and the knowledge economy (17)
Business opportunity (17)
Education for all (14)
Land supply (14)

Decarbonisation (13)
Public opinion (11)
Connectivity (10)
Intelligent Buildings (10)
ICT/ digital connectivity (9)
Growth (9)
Connected Communities (8)
Community (8)
Energy security (8)
Peak Oil (7)
Taxation (6)
Food (5)
Congestion and travel (4)
Consumption Impacts (4)
Flooding (3)
Health (2)
Minimisation (0)

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Drivers of Change Workshop
Analysis

While it was difficult to identify 25 key drivers, the group managed to find consensus. Here are a few further observations based on the voting results:

There were discussions about Peak Oil in the Political, Economic and Environment groups. The issue was eliminated from the Political category but surfaced as one of the five chosen in Environment. It ranked overall as 17th out of 25, following Energy Security in 16th place.

Several tensions were highlighted. For example, between population growth and land supply; or growth and decarbonisation. Values were noted as a key driver, as well as awareness relating to the impacts of consumer society.

It is worth commenting here that health and well-being were given a relatively low priority.

It is clear from the results that the group feel very strongly that the current political boundaries are a hindrance if the sub-region is to address quickly and effectively the many inter-connected challenges along the path to 2050. However, it was seen as important that we acknowledge the progress that has been achieved in terms of the cooperation between the sub-region's four councils.

Drivers of Change Workshop
Analysis cont'd

It is interesting to note the high correlation between the 6 priority areas pre-identified by GWE Business West and the voting results.

Business West priorities:

Drivers of Change:

Transport – what actions need to be taken to improve accessibility, connectivity and congestion?

Eco-Cities (27 votes), Transport (20), Land supply (14), Decarbonisation (13), Connectivity (10), Growth (9)**,** Connected Communities (8), Peak Oil (7)**,** Congestion and travel (4), Flooding (3)

Economic Development – how can investors be persuaded to choose the West of England?

Education, skills and the knowledge economy (17 votes), Business opportunity (17) , Education for all (14), Connectivity (10), Intelligent Buildings (10), ICT/ digital connectivity (9), Growth (9), Energy security (8), Flooding (3)

Housing – how many homes should there be and where should they be built?

Eco-Cities (27 votes), Land supply (14), Intelligent Buildings (10), Connectivity (10), Growth (9), Connected Communities (8), Community (8), Flooding (3)

Education and Skills – how can we capture the full potential of our communities?

Education, skills and the knowledge economy (17 votes), Business opportunity (17), Education for all (14), ICT/ digital connectivity (9), Growth (9), Taxation (6)

Quality of Life – what needs to be done to improve the lifestyle of the population?

Eco-Cities (27 votes), Values (17), Education for all (14), Public opinion (11), Connected Communities (8), Community (8), Energy security (8), Food (5), Congestion and travel (4), Consumption Impacts (4), Health (2), Minimisation (0)

Sustainable Development – how can economic growth be aligned with the needs of the environment?

Eco-Cities (27 votes), Business opportunity (17), Decarbonisation (13), Public opinion (11), Intelligent Buildings (10), Growth (9), Connected Communities (8), Energy security (8), Peak Oil (7), Taxation (6), Consumption Impacts (4), Flooding (3), Health (2), Minimisation (0)

Note that the Driver "Weakness of existing political and administrative boundaries" (31 votes) is relevant to all six priority areas.

Drivers of Change Workshop
Analysis cont'd

Before the event drew to a close, Mark Watts offered a few observations based on his experiences advising cities and regions. They can be summarised as follows:

1. Mobility and connectivity more broadly are the clearest generic threads running through the chosen Drivers of Change.

2. Climate Change does not feature in the chosen list of Social drivers, yet the implications on society are considerable.

3. Peak Oil was selected as an Environmental driver, but it was eliminated from the Political category. It would be worth considering the political consequences of a sharp rise in fuel prices (just remember the fuel protests from a few years ago).

4. Peak oil wasn't considered as an Economic driver despite the fact that our economic system is predicated on the availability of cheap and plentiful fossil fuel.

5. Would a cross-section of 'average' Bristolians have come up with a similar list? Evidence from elsewhere suggests the answer is no. Crime is usually the public's number one issue, while policy makers often choose transport.

6. One of the key Political drivers is Public Opinion. How can we persuade the public of the need for a strategic approach to the development of Greater Bristol? Make them part of the decision making process? What other actions can we take to gain their support and buy-in?

Fig. Mark Watts

Director of Energy Consulting, Arup

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Workshop Attendees

Adam Marshall, British Chambers
Alan Bailey, BETS
Alastair Sawday, Sawday Publishing (Chair: **Environmental**)
Alf Perry, Arup
Andrew Kelly, BCDP
Angela Raffle, Public Health
Barbara Davies, WEP
Barbara Janke, Bristol City Council
Bob Durie, The Initiative
David Draycott, Employment & Skills Board
David Lock, David Lock Associates
David Mellor, Alec French Architects
Holly Charlesworth, GWE BW
Ian Bell, GWE BW (Chair: **Social**)
James Durie, GWE BW (Chair: **Economic**)
Jane Stephenson, Resource Futures
John Cottrell, HCA
John Savage, GWE BW
Lucio Mesquita, BBC
Lucy Holtum, Common Purpose
Marcus Grant, UWE
Mark Osborne, Alec French Architects
Martin Boddy, UWE
Mary Martin, GWE BW
Melanie Kelly, GWE BW
Michael Dunn, BT

Mohammed Saddiq, Wessex Water
Pat Steward, RedC
Paul Rainger, Forum for the Future
Peter Floyd, The Initiative
Peter Scott, Bond Pearce (Chair: **Political**)
Peter Wynn, SWRDA
Phil Smith, GWE BW
Robert Freshwater, GWE BW
Simon Collier, David Lock Associates
Stephen Hewitt, Public Health
Tessa Coombes, GWE BW
Wayne Dyer, Arup
Will Erith, Rolls Royce (Chair: **Technological**)

Apologies:

Ned Cussen, King Sturge
Will Cousins, David Lock Associates

Facilitation and Organisation:

Ann Cousins, Arup
Marcus Morrell, Arup (facilitator)
Mark Watts, Arup (guest speaker)
Sally Quigg, Arup
Sarah Toy, Arup

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Research

The development of our knowledge-base in order to identify opportunities for change in the built environment and for businesses.

Publications

Delivering detailed research results, such as the uniquely designed Drivers of Change card sets, that offer provocative insights on major issues and their implications.

Exhibitions

Designing innovative displays related to our work and that of Arup as a whole.

Lectures

Communicating future challenges and the evolving global business context to a variety of industry sectors and government heads.

Workshops

Co-developing thought leadership through designing and leading intense engagements with broad range of key stakeholders and industry experts.

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