

Summary of Skills and Expertise

Our team has wide-ranging and demonstrable experience in the application of Futures tools. We have worked across a variety of large public sector programmes, up to a value of £150m+ and geared to anticipate the future needs of society through the incorporation of innovative applications. We have worked extensively with central government departments and their agencies including Department for Environment, Food & Rural Affairs (Defra), Department of Health, Ministry of Housing, Communities & Local Government (MHCLG), The Scottish Government, Food Standards Agency (FSA), UK Commission for Employment & Skills, Department for Culture, Media & Sport (DCMS), and alongside BEIS, the Treasury, Department for Transport, InnovateUK, as well as arms lengths bodies, local authorities, the NHS, not-for-profit and for-profit organisations.

Our team can demonstrate exceptional research, analysis and communication skills in both written reports and presentations. The team have collectively published several strategic reports in the Future/Innovation space that have been used to inform National strategy, and key public and private stakeholders, for example, the reports for the Flagship IOTUK programme. Perform Green were lead authors for substantial sections of the Connected Places Catapult 'Hyperconnected Cities Report' and Playbook: [Hyperconnected report](#), and a strategic report authored by one of our Executive Consultants on ICT trends across Europe to inform Canadian business, was taken to the highest levels of the Canadian Government, and informed innovation spending across Europe.

As illustrated in the case studies and core team profiles, Perform Green has in-depth experience with many of the Futures tools across a range of public, private and not-for-profit sector clients, including but not limited to:

FUTURES TOOL	CLIENT EXAMPLES
Competence Mapping	HSBC, European Geoscience Union (EGU), MHCLG
Horizon Scanning	Heineken, Connected Places Catapult, Livability
Trend Analysis	Heineken, IOT Scotland
Trend Forecasting	Medicines Discovery Catapult, TIPNW
Quantitative Scenarios	Telefonica, Medicines Discovery Catapult, TIPNW
Expert Panel Management	Heineken, Performance in Use, NHS, IOT Scotland
Interviewing	Defra, EGU, NHS, MHCLG, Acas
Customer Journeys	HM Prisons Service, NHS, City of Edinburgh Council, Acas
Market Modelling	TIPNW, Canadian High Commission, Telefonica
Road Mapping	EGU, TIPNW, Synchronicity, NHS, Acas
Disruptive Innovation	Defra, UK Commission for Employment and Skills, IOT Scotland
Visioning	EGU, NHS South West and Central CSU, Torbay Council,
Communications	Future Cities Catapult, HSBC, Canadian High Commission, NHS.
Facilitation	Defra, Sunderland City Council, Bristol is Open, HSBC, NHS, Active Gloucestershire, Bristol City Council
Systems Mapping	NHS South West and Central CSU, HSBC, MHCLG
Project Management	Sunderland City Council, Bristol City Council, NHS, Academic Health Science Network, City of Edinburgh Council
Strategy	Defra, IOT Scotland, Royal Borough of Greenwich, South of Scotland Competitiveness Strategy, Natural England

Core Team Profiles

Executive Consultant: Barney Smith

Has held various senior roles in the public sector, including Head of Knowledge Management and Head of Strategy, Governance and Performance at the Countryside Agency, Chief Information and Knowledge Officer at Natural England and CIO of Core Defra; has also advised blue-chip companies on elements of corporate strategy and innovation e.g. Eon and NEC.

Key Skills

- Strategy Development
- Application of ICT, ICT Sourcing Strategies, in particular delivering Innovation
- CIO & Commercial Director
- Board level assurance of novel, complex or mission critical programmes
- Leading large-scale change programmes & partnership development
- Business Case Development
- Strategic outsource negotiation, implementation and optimisation
- Project and Programme delivery capability within an organisation
- Mission Critical Programme recovery, reporting to senior execs

Executive Consultant: Toby Rhodes

Business change facilitator providing strategic support to organisations seeking to innovate and improve performance. 10 years' business analyst and consultant in ICT and big data in the finance industry, and 15 years' as an organisational change facilitator, working with businesses, local authorities, and the voluntary-sector to engage employees and other stakeholders to facilitate collaborative digital innovation. Clients include the NHS SCW CSU, Sunderland City Council, Bristol City Council, UK Commission for Employment and Skills, Defra and the EGU.

Key Skills

- Collaborative Innovation Facilitation
- Operating Model Development
- Business Strategy Development
- Learning & Organisational Development
- Whole-system Thinking
- Organisational Culture
- Stakeholder Engagement
- Planning & Executing Change & Transformation

Executive Consultant: Meagan Crawford

Lead Economist at Future Cities Catapult; led team that assessed the economic, social and environmental impact of ICT deployments within cities. Compiled numerous economic cases for public and private investment in ICT up to a value of £150m. Principle Economist for multiple BEIS VFM appraisals and financial cases for presentation to Treasury. Well versed in ex ante appraisal and ex post assessment using both public specifications and industry standards across a wide range of ICT initiatives with niche expertise in digital transportation initiatives.

Key Skills

- Advanced Economic, Financial & spatial modelling
- Digital innovation
- Business case development
- Market analysis (SWOT/PEST)
- Macro & Sector-level modelling
- Evidence-based analysis to inform Policy
- Primary, Secondary (multi-strand) analysis
- Fragmented and unstructured data sets
- Concise reports and presentations
- Market surveys & interviews
- Behavioural Economics
- Green Book methodology

Executive Consultant: Ruth Hallett

15 years' experience in delivery of programmes and projects across UK public sector, including the Police, Prisons, Local Authorities and NHS supporting the development of effective teams and working with stakeholders to understand the issues. Uses research and evidence to creatively design, develop and deliver solutions. Qualified 'Lego Serious Play Change Facilitator and 'Liberating Structures' community, to help groups explore creatively and develop collaborative solutions to shared problems.

Key Skills

- Change Management
- Marketing, Communication & Engagement
- Workshop planning & facilitation
- Risk & issues management
- Programme/Project Management
- Service Redesign
- Process mapping
- Stakeholder Management & Partnerships

Executive Consultant: Steve Hunt

Public policy and digital innovation specialist with 20 years' experience at all levels of UK Government. Broad background in Economic and Environment policy; specialised in helping public bodies imagine future options and operational portfolios. Strong technical understanding of digital opportunity with deep and broad domain understanding of the BEIS' family remit and experienced with Local Authorities, Universities, Devolved Administrations, National Parks and Regulators.

Key Skills

- Strategy Building
- Design Thinking
- PPM Delivery
- Strategic Communications
- Public Commissioning
- HMT Green Book Appraisal
- Digital Technologies - IOT, AI, 5G
- Innovation Planning & Process

Principal Consultant: Clare Hewitt

People, Culture and Organisation Development Consultant with over 20 years' experience helping public and private sector clients design future fit organisations and deliver organisational transformation. Worked with organisations including Acas, Defra, the EGU, the NHS, Natural England, and Office of the Prime Minister, as well as in the private and not-for-profit sector.

Key Skills

- Organisation Design & Development
- Culture change
- Strategic HR
- Research & analysis
- Stakeholder Engagement
- Change & Transformation management
- Process Improvement
- Evaluation & report-writing

Senior Consultant: Becki Clark

10 years' experience managing and delivering change programs focused on improving business efficiency, delivering sustainability targets, positively influencing urban metabolism elements and engaging with planning smart energy. Background in managing the environmental, energy and sustainability impacts of projects and programmes through digital. Acted on client's behalf in official hearings, public consultations, meetings with regulators and report writing.

Key Skills

- New business models & delivery models
- Connecting Places, Local Government & Local Enterprise Partnerships
- Smart & Hyperconnected Cities
- Business strategy
- Governance in Digital
- Sustainability Strategies for Organisations
- Smart & Digital Energy projects
- Smart & Circular Resources ("Waste")
- Collaborative innovation & Partnerships

Case Studies and examples of our Futures work

Defra, Natural England, Countryside Agency: Strategy Development; Horizon Scanning; Innovation

Barney Smith led strategy development at the Countryside Agency, Natural England and Defra. Key in developing strategy was horizon scanning and considering probable futures in terms of political, societal, economic and technological changes to anticipate challenges and opportunities to create more sustainable and resilient futures. These were interpreted into strategy, to inform CSR processes including zero-based, 3 year corporate plans, legislative processes and 1 year business plans. Innovation through intellectual challenge was particularly key in the Countryside Agency and Natural England working with limited resources and escalating environmental awareness and risk – with landscapes, biodiversity and communities operating on longer timeframes than the political cycle, with programmes seeking 50+ year goals. Research, Experimentation, and Demonstration were used and assessed prior to scale up and formal adoption through ‘mainstreaming’ through policy and legislative changes.

Bristol City Council: Stakeholder Engagement; Transformation; Facilitation; Operating Model

We successfully co-delivered Bristol City Council’s Smart City ‘Integrated Operations Centre’ (IOC), which required us to liaise with and navigate a large and complex organisation, entailing significant stakeholder engagement at political, strategic and operational levels. The IOC is focused on service transformation to better meet the needs of the communities the city serves and is enhanced by an open information platform to support and reduce the cost of ongoing innovation. We restructured inflight technology procurements and the benefits realisation plan into a commercial revenue model, led the design of the Target Operating Model and undertook several cost re-engineering initiatives to maximise return on investment. We facilitated design of the operating procedures, protocols, processes, new job roles and services, and implemented complex change management activities across multiple stakeholders.

Transport Innovation Programme: Impact Analysis; Future Scenarios; Demand Modelling

The Transport Innovation Programme in the North-West sought to understand the impact of future mobility from a variety of lenses including; an ageing population, increased capacity, and demand on existing physical infrastructure. We examined the economic, social and environmental impact across a variety of digital innovations that considered a series of future scenarios. The programme required extensive behavioural change analysis into an incentive model that addressed the incorporation of public and private assets into mobility scheme to tackle well-being, environmental considerations and infrastructure demand.

Defra SME Innovation: Research; Facilitation; Innovation

Barney Smith and Toby Rhodes led a team helping Defra increase innovation in the development and delivery of ICT-enabled solutions to tackle rural and environmental challenges. We did this through researching and engaging the SME marketplace to enable collaborative exploration of challenges to increase spend with SME’s. We designed and facilitated a series of SME / Defra workshops to explore the “*art of the possible*” to address key departmental challenges.

South of Scotland Competitiveness Strategy: Innovation; Economic Analysis; Strategy

Steve Hunt established and led the regional economic partnership’s delivery programme using a wide range of futures techniques to chart a course for endogenous transformation of the rural economy with innovation at its heart. Combining quantitative economic analysis with SWOT and a ‘future personas’ approach to reframe understanding, communicate and prioritise delivery. This then led to establishment of a new regional enterprise agency and the Borderlands growth deal.

Hyper Connected Cities: Connectivity; Innovation; Report Authoring

Perform Green took a leading role in delivering the [Hyper Connected Cities research](#), including technical authoring of the final playbook. This research and Perform Green resources were then

used by DCMS to shape the Urban Connected Communities element of the 5G Trials and Testbeds programme. Our engagement continued through the provision of resource to shape and take forward the Connected Places Catapult's 5G Action Learning Network.

Medicines Discovery Catapult: Economic Impact Analysis; Evaluation; Social Impact

Meagan Crawford was commissioned by the Medicines Discovery Catapult to establish the economic and wider social impacts of a cornerstone programme entitled '*Tissue Samples*' using ex post evaluation. She was tasked with assessing the overall programme impact across several key headlines such as; monetised savings per business, extrapolated industry-wide efficiencies across supply chain through improved routes to commercialisation, and total assumed programme impact.

Royal Borough of Greenwich: Options Appraisal; Business Case; Strategy

Consultancy for the RBG establishing options appraisal, business case and procurement strategy for policy-led digital infrastructure. Steve Hunt designed the method mix of interviews and workshops with the RBG Executive and Industry as well as close working with policy teams that is linking RBG strategies to a developing understanding of how digital can drive quality of service.

Torbay Local Authority: Facilitation; Vision & Mission

Ruth Hallett worked with Torbay Local Authority to bring together stakeholders from across the public sector to build a vision and mission. She facilitated a workshop of 100+ representatives to create shared ownership for the new vision.

European Geoscience Union: Vision; Strategy; Road Map; Facilitation; Implementation

We facilitated the development of a Vision and Strategy for the European Geosciences Union (a pan-European scientific organisation with circa 20,000 members) in 2018/19. Using a SWOT analysis to develop strategic priorities and facilitate the creation of a strategic plan, we then facilitated a road map exercise to transform the strategic plan into a strategy execution plan.

Canadian High Commission: Strategic Planning; Literature Review; Innovation; Trend Analysis

Our team developed a strategic report on European Union Market Opportunities for Canadian Businesses in the ICT Sector. This entailed: Literature review; horizon scanning; SWOT analysis; Disruptive Innovation; Trend analysis; quantitative scenarios.

NHS Trusts: Workshop Facilitation; Ecocycle Planning; Expert Panel Management

We helped two merging Trusts bring together physical and mental health services; facilitating workshops with newly formed teams to identify how they work together to provide a holistic service. Workshops used liberating structures [eco_planning](#) as a method to identify obstacles and opportunities. We have experience of expert panel management: an NHS health community recognised they needed one specialist centre for ENT services but could not decide the optimum location. We facilitated the evidence-gathering and decision-making by the expert panel.

HSBC Bank: Capability development; Stakeholder Engagement

Toby Rhodes led a global capability review for the Transformation function of HSBC. This entailed deep and ongoing stakeholder engagement on an international scale, through 1-1 briefings, interviews, face to face and remote workshops, establishment of a SharePoint repository for information storage, retrieval and communication, and regular progress reporting.

IOT Scotland / Scottish Government: Service Design; Stakeholder Engagement; Innovation

Steve Hunt supports the University of Glasgow based Internet of Things accelerator, CENSIS, in business development and service design. He co-designed the IOT Scotland programme for the Scottish Government engaging sectors and public bodies to adopt and scale use of IOT.