L&Q

2040

A lot can change in a generation

The world around us: 3 enduring global mega-trends

Demographics
- More people
- Older people (UK)

Globalisation
- Climate change
- Isolationism
- Populism vs State control

Technology
- Genetic medicine
- Quantum computing
- Artificial intelligence

"We must **learn to think differently** ….

…Creating, inventing, designing, introducing new **processes**, new ways of **thinking**, new forms of **leadership** and **management**…

…[we need] **new ideas** to be embraced, **new technologies** to be exploited and integrated, transforming our current system into one which is **permanently innovative, adaptable, responsive and proactive**."

General Sir Nick Carter KCB, CBE, DSO, ADC Gen
*Chief of the Defence Staff*

In the foreword to MOD Global Strategic Trends Sixth Edition 2018

Within the next generation….

- Himalayan glaciers drop 50%
- water shortage in 33 countries
- Total surveillance possible
- Virtual telepathy
- Mass automation of work
- Flying taxis
- Exo-skeletons
- Colony on Mars
- Hyperloop travel at 700mph

- UK drops to 9th / 10th largest economy
- Population 73m
- 1 in 7 people are 75+
- No diesel or petrol cars
- No domestic energy from fossil fuel
- Brexit still the great divide
- There will still be a housing crisis

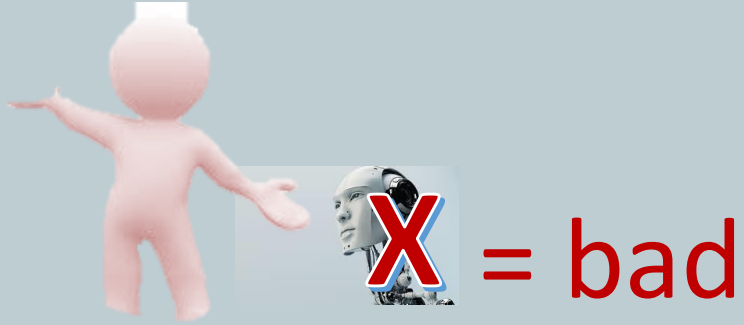- In Scotland – heat waves will be the norm
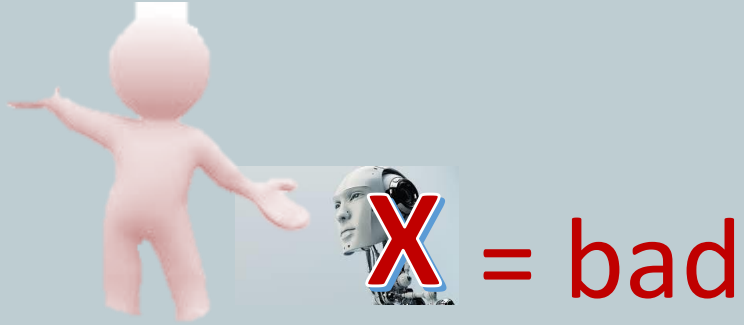
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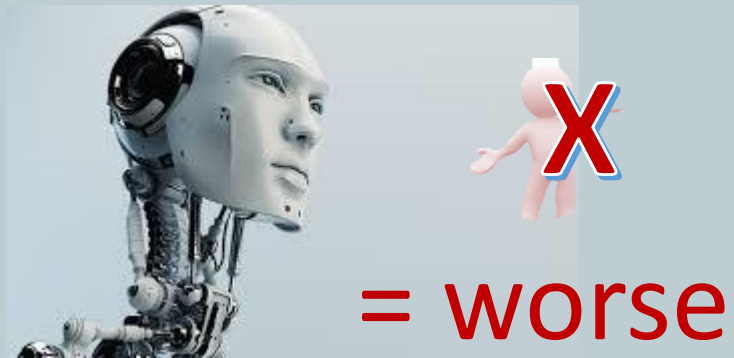# Within the next generation....

Humans reject machines
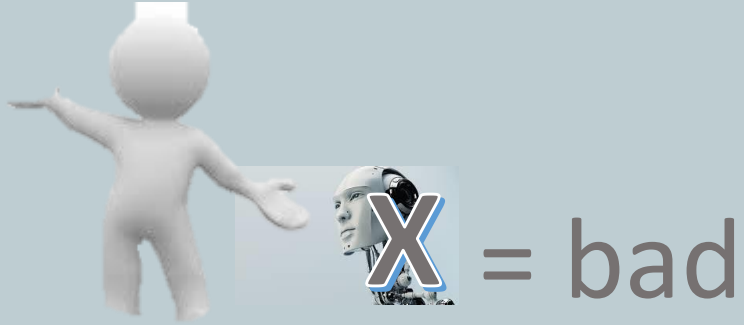

X = bad

Within the next generation….
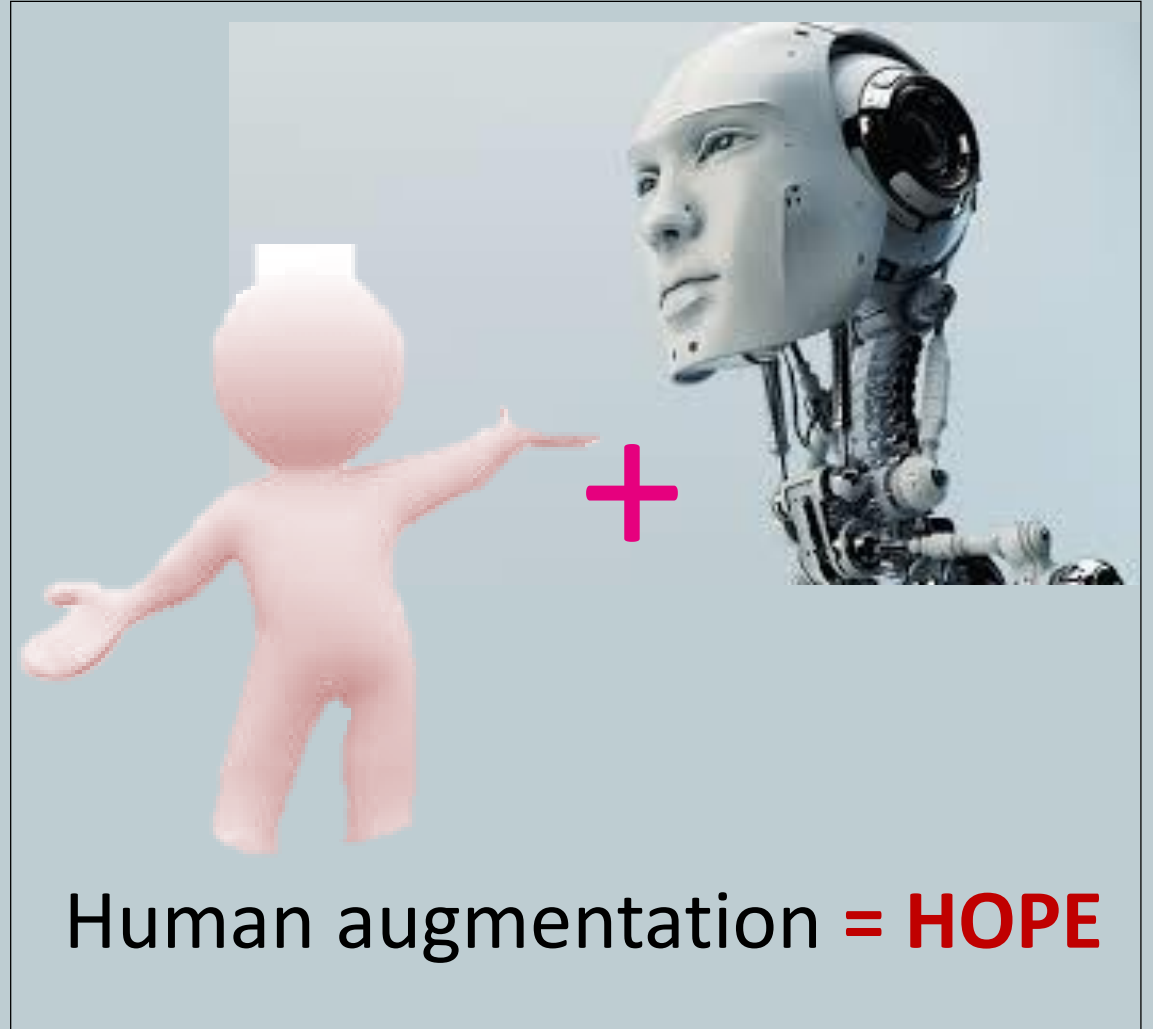
Humans reject machines

X = bad

Machines dominate humans

X

= worse

Within the next generation….

Humans reject machines

X = bad

Machines dominate humans

X = worse


+

Human augmentation **= HOPE**
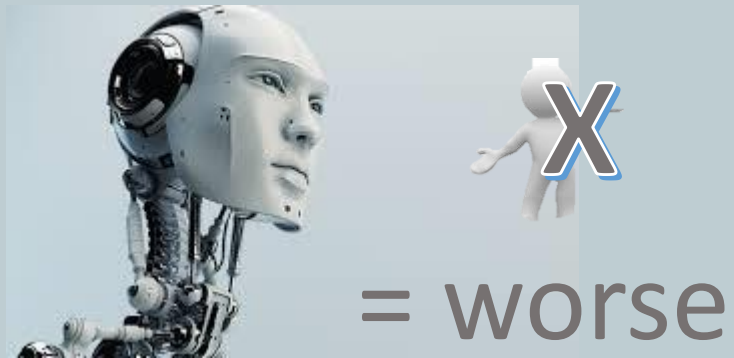
We are starting a bit off the pace

- Not the career of choice for "fast track" graduates

- We promote from within the sector

- Demand exceeds supply

- Strategy outsourced to the Regulator

- Civil / Public service ethos and background

- Cozy relationship with traditional IT suppliers

- Little perceived benefit to take risk or change

- Boards (charitable) – focussed on fiduciary duty
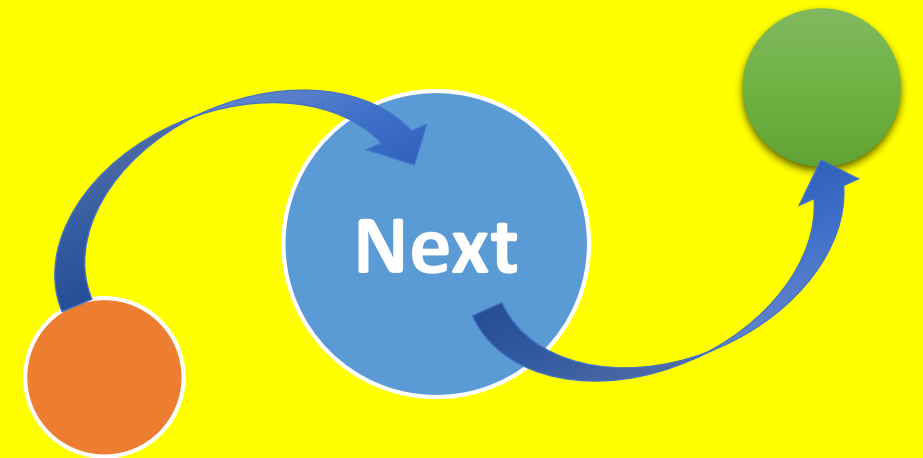
A focus on next practice not best practice

2040 - a lot can happen in a generation

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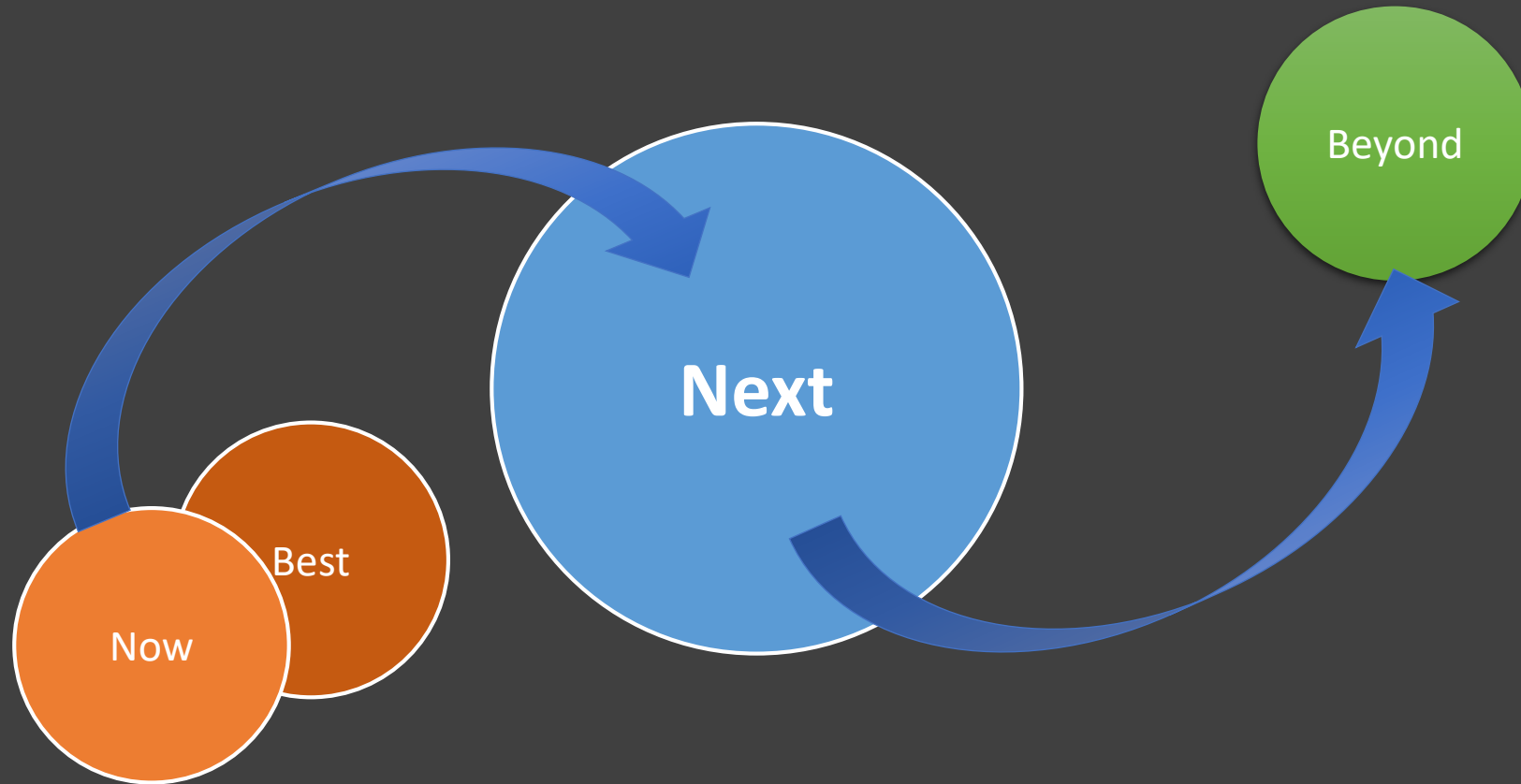
NOW:			We know the lift has broken after the event and have to wait for parts

BEST PRACTICE:		We always have the parts in stock

**NEXT PRACTICE:**		Internet of things means we can detect and fix them before they happen

BEYOND:			Fully self-repairing house

Next

NOW: Data is incomplete and fragmented. Data is not openly shared and data ethics equates to "within the law"

BEST PRACTICE: Data is complete and integrated inside the organisation. Data sharing and data ethics remain unchanged

NEXT PRACTICE: Data is shared, and open by default. Organisation decides on the ethics for its use

BEYOND: Data Trust holds and reviews data and decides the ethics for its use
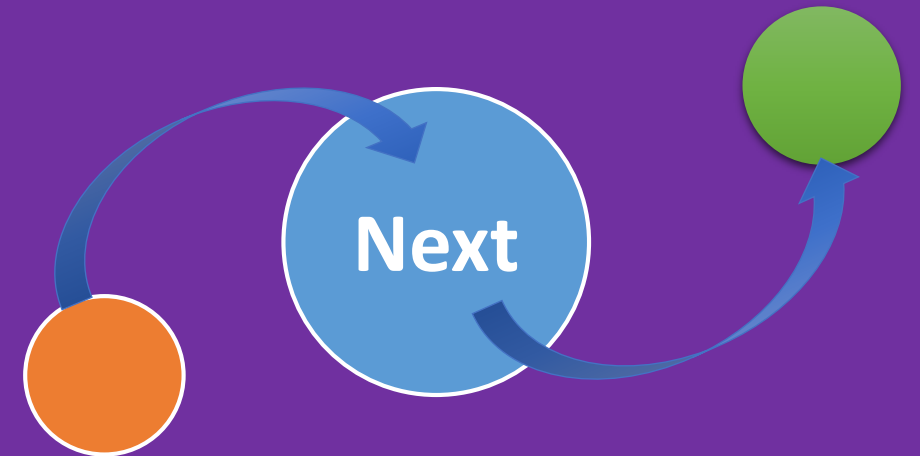
Next

NOW: high levels of fuel poverty

BEST PRACTICE: Increase insulation

NEXT PRACTICE: All new homes are zero carbon, zero net energy in use and zero emissions (Triple zero)

BEYOND: All assets to "Triple Zero" standard (ie retrofit complete)
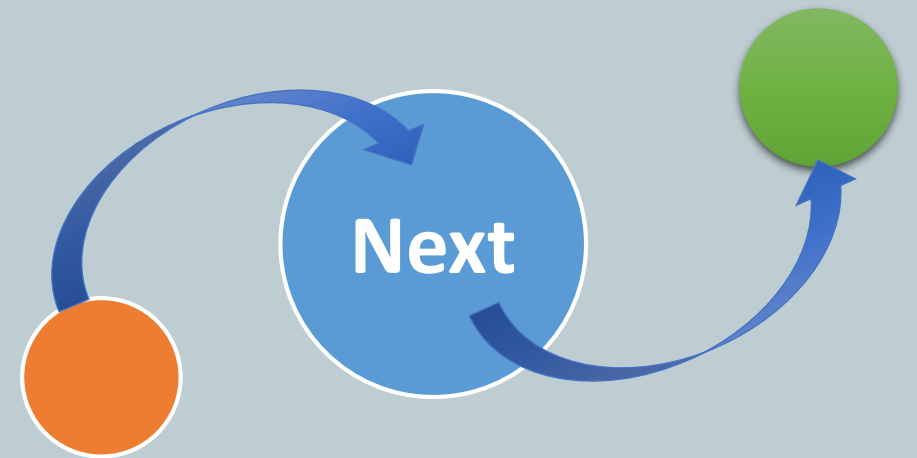
Next

Some other possible "nexts"
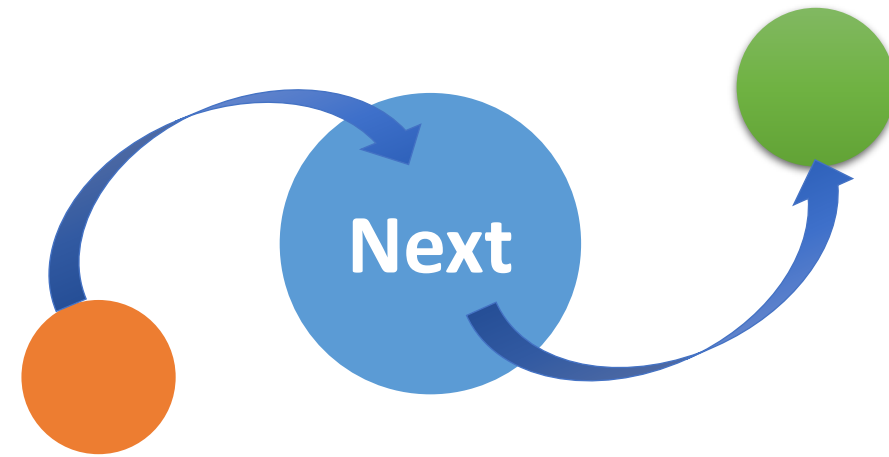
- Virtual workers – to automate the routine

- Distributed ledger technology to improve the development process

- Carbon wallets for our homes to measure the impact they have

- "Hospitals without walls" enable delivery of clinical care at home

- Mix on-line and off-line experiences to build engagement and community

- Define what a "digitally fit" organisation needs from its staff and board

Next

WHATEVER HAPPENS...

IN 10 YEARS TIME...

DIGITAL MUST BE IN OUR DNA

if the rate of change inside the sector

is slower than the rate of change in the general environment

we are going backwards

Matthew Gardiner, Head of Ideation

L&Q Group

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2040 - a lot can happen in a generation

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