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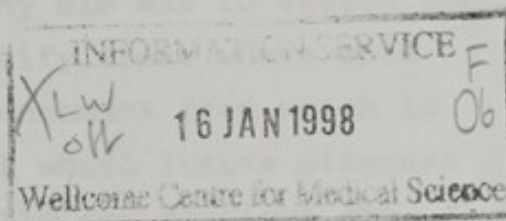
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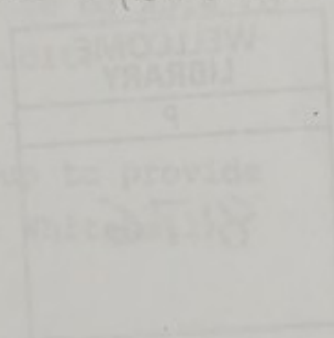
Report on the Whitehall Audit of the Foresight Programme

October 1997



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Science and state - Great Britain
Research - Great Britain





MEMORANDUM ON THE RELATIONSHIP OF THE HOUSE OF COMMONS

The Foreign Office programme is about looking towards, and preparing for, the future. Since taking office I have brought forward into the heart of Government policy on business competitiveness. I have made it clear that I want to drive forward the Foreign Office programme so that competitiveness can improve its competitiveness, innovation and be successful by working in partnership with the science base.

Government departments have vital roles to play. We should be leading by example. Doing what we are encouraging others to do. Many Government departments are already closely involved with the programme. Some are represented on Foreign Office panels on using Foreign Office in setting departmental policy and in reviewing departmental R&D programmes. However, I believe that a lot more can be done.

As soon as I came into office, I commissioned an audit of the Foreign Office programme across Whitehall. My aim was to assess the level of departmental activity and identify areas where more emphasis is required. The audit is a benchmark from which to assess Foreign Office in Whitehall and against which future progress can be measured. This report outlines the key findings and recommendations.

The audit has enabled us to find out where we are. Now I want to act on the findings. Already I am delighted to be able to announce a number of actions arising from the audit. The setting up of a Ministerial Foreign Office Group to provide top level co-ordination of the programme across Whitehall.



Report on the Whitehall Audit of the Foresight Programme

- in future the Foresight Programme will place more emphasis on small and medium sized companies while recognising that larger companies will remain centre stage in many areas;
- the MOD is broadening its involvement to include senior representation from its Procurement Executive on the Defence and Aerospace Foresight panel. This will further strengthen the links between the MOD's equipment procurement and the UK science base; and
- two groups have been established under the Whitehall Foresight Group, to focus on Foresight's contribution to quality of life and wealth creation respectively.

I have asked the Office of Science and Technology to work with departments in the coming months to see that all the recommendations arising from the audit are carried through. I expect to be kept informed of developments through regular progress reports. The Ministerial Foresight Group will oversee this process, ensuring that Foresight is embedded at the heart of Whitehall. Foresight sets the framework for the future. It has something to offer everyone who has to make decisions that influence prosperity and the quality of life in the UK. Its role in developing Government policy is crucial.

Margaret Beckett

Margaret Beckett

President of the Board of Trade

Report on the Whitehall Audit of the Foresight Programme

1. This report outlines the key findings of the audit of the Foresight Programme across Government Departments¹. A brief background on the Foresight Programme is given at Annex A. Main recommendations, which might be considered by the Whitehall Foresight Group of officials, are highlighted in bold.

Background

2. The UK's Foresight Programme was first announced in the 1993 White Paper "Realising our Potential". It aims to build partnerships between industry, academia and government and to identify opportunities in markets and technologies which will enhance the nation's prosperity and quality of life. To achieve these aims, Foresight seeks to create science base/industry networks with a culture of forward thinking about markets, and about science and technology and how they can be used to create wealth and improve quality of life. It entails finding a consensus about key areas of science and technology for the economy, so as to inform priorities, for both the public and private sectors. The Foresight Programme is being taken forward by 16 panels, comprising representatives from industry, academia and Government.

Purpose of audit

3. The Government made it clear in its Election manifesto that, in office, it would give a boost to the Foresight Programme to improve co-ordination and take-up. As a first step, it commissioned a comprehensive audit of the Foresight Programme covering all government departments. The aim was to provide a benchmark of the departmental response to Foresight against which future progress could be assessed. The audit was not concerned with the effectiveness of the Foresight process per se or its impact on wealth creation and quality of life.

4. The audit was initiated by a letter from the President of the Board of Trade to the Deputy Prime Minister and members of the Cabinet on 28 May. Departments were asked to provide responses to the nine questions listed at Annex B which addressed actions to date in support of Foresight and what more could be done.

Nature of responses

5. In general the flavour of the responses was positive and encouraging. Most departments are acting on Foresight messages and recommendations,

¹ The audit also covered Research Councils and Higher Education Funding Councils.

Report on the Whitehall Audit of the Foreign Office

This report contains the key findings of the audit of the Foreign Office. It is a summary of the findings of the audit, which are set out in more detail in the main report. A brief background on the Foreign Office is given in Annex A. Main recommendations, which might be considered by the Whitehall Foreign Office, are highlighted in bold.

Background

The UK's Foreign Office was first announced in the 1903 White Paper, 'The Foreign Office'. It aims to build partnerships between industry, academia and government and to identify opportunities to support the technologies which will enhance the nation's prosperity and quality of life. To achieve these aims, Foreign Office seeks to create a new business model, with a culture of forward thinking about markets, and about economic and technology and how they can be used to create wealth and improve quality of life. It is also finding a consensus about key areas of action and technology for the economy, so as to inform priorities for both the public and private sectors. The Foreign Office is being taken forward by its general managing responsibilities from industry, academia and government.

Findings of audit

The Government made it clear in its Election manifesto that in office it would give a boost to the Foreign Office to improve co-ordination and set-up. As a first step, it commissioned a comprehensive audit of the Foreign Office covering all government departments. The aim was to provide a benchmark of the departmental response to Foreign Office which future progress could be measured. The audit was not concerned with the effectiveness of the Foreign Office process but with its impact on the quality and quality of life.

The audit was initiated by a letter from the President of the Board of Trade to the Deputy Prime Minister and members of the Cabinet on 28 July. Departments were asked to provide responses to the audit questions listed in Annex B which addressed areas of data in support of Foreign Office and what more could be done.

Summary of responses

In general, the views of the respondents were positive and encouraging. Most departments were active in Foreign Office research and recommendations.

and there is a lot going on with departments, and through the Research and Funding Councils, which addresses them or is consistent with them. A number of responses also referred to efforts which are being made to improve dissemination of Foresight material within departments and to foster communication and co-operation with, and between, representative bodies from business and academia. There is thus a good foundation on which to build in taking the Programme forward. However, it is clear from the responses that there is still much more that could be done to improve the effectiveness of the Foresight Programme, and to ensure that it better informs decision-making.

6. The audit uncovered many specific points which are most appropriately pursued by the Office of Science and Technology (OST) bilaterally with the relevant departments. The rest of this paper highlights the key findings which require Ministerial consideration. The points are being pursued by the Whitehall Foresight Group which at official level coordinates Foresight activity across Government departments. Details of the group are at Annex C.

KEY FINDINGS

Linkage between departmental agendas and Foresight

7. The audit suggests that linkages between departmental and Foresight activities are not as strong as they might be. This finding is consistent with concerns previously expressed by some Panels about the level of support they are receiving from departments. Panels believe that more could be done to help them further their objectives. Departments generally consider that Panel activities are either not directly relevant to their core objectives or not capable of adding value to those objectives. The need in both cases is to develop closer connections between Panel activities and departmental agendas and for departments to make more use of Panels as a resource which can contribute to the development of longer-term thinking on policies and initiatives relating to wealth creation, competitiveness and quality of life.

8. Construction provides a prime example of current best practice in this area. The Construction Panel includes representatives from the Department of Environment, Transport and the Regions (DETR) also functions as a 'Futures Group' for the Construction Research and Innovation Strategy Panel (CRISP), the primary industry-government forum for the development of advice on construction research.

9. More generally, Foresight provides a framework for consideration of issues relevant to longer term government policy objectives or cutting across departmental boundaries. Panels are increasingly operating on a cross-sectoral basis (which of itself is likely to increase the relevance of their findings both to business and to departments) and making connections between organisations and different scientific disciplines which would not have been made without Foresight. Current work on aspects of sustainable development provides a good example of this. DETR has also recognised that various

and there is a lot going on with departments, and through the Research and Funding Councils which address them or is consistent with them. A number of responses also referred to efforts which are being made to improve dissemination of Foreign Office material within departments and to foster communication and co-operation with, and between, representative bodies from business and academia. There is thus a good foundation on which to build in taking the Programme forward. However, it is clear from the responses that there is still much more that could be done to improve the effectiveness of the Foreign Office, and to ensure that it better informs decision-making.

6. The audit uncovered many specific points which are most appropriately grouped by the Office of Science and Technology (OST) broadly with the relevant departments. The rest of this paper highlights the key findings which require ministerial consideration. The points are being grouped by the Virtual Foreign Office which at official level coordinates Foreign Office activity across Government departments. Details of the group are at Annex C.

KEY FINDINGS

Linkage between departmental agendas and Foreign Office

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Panels can make a contribution to its thinking on an integrated transport policy but there is a range of issues, particularly relating to quality of life, where Foresight could potentially provide a basis for co-ordinated initiatives. For example, the range of issues related to the changing age distribution of the population impact on most Panels and on several departments (e.g. Department of Trade and Industry (DTI), Department of Health (DH), DETR, Department of Social Security (DSS) and the Treasury) and are relevant to both wealth creation and the quality of life.

The Whitehall Foresight Group should encourage and monitor efforts to foster closer links between the activities of departments and Panels as a key element of the progress reports it has been asked to submit to Ministers.

Timescales

10. Some departments argued that, in order to complement, rather than overlap, existing mechanisms for policy development, Foresight should focus on a very long-term horizon, so that its input was distinctive. For example, DETR suggested that a 20 to 30 year time horizon was more appropriate for policy analysis of sustainable development.

11. When the Panels were originally set up, they were asked to look 15 to 20 years ahead. In order to appeal to business, however, many Panels subsequently decided to focus on shorter, 5 to 10 year, timescales which, in many sectors, represent the very long term so far as most firms are concerned.

12. In practice, this difference between business and departmental timescales is not a problem. Foresight already recognises that the "long term" means different things to different sectors and is flexible enough to allow the most appropriate timescales to be adopted. Thus, OST will make arrangements for the Natural Resources and Environment Panel to set up a sub-Group that looks 20 to 30 years ahead, while continuing to support the work of Panels such as Retailing and Financial Services which necessarily have much shorter time horizons. Panels are therefore being encouraged to be flexible in setting time horizons that they consider most appropriate, given the need both to provide long-term vision and to make their findings relevant to industry.

Departmental representation on and interaction with Panels

13. Most departments are currently represented on Panels by members of their Chief Scientist Units (CSUs). For the most part, these arrangements work well and mean that Panels have direct access to people with a detailed knowledge of departmental science and technology programmes and priorities. In some instances, however, representation from CSUs is not sufficient to encompass all interests that a department might have in the work of a particular

Parade can make a contribution to the thinking on an integrated transport policy but there is a range of issues particularly relating to quality of life, which Foreign could potentially provide a more in-depth analysis. For example, the range of issues raised in the changing the distribution of the population impact on most Parade and on transport developments (e.g. Department of Trade and Industry (DTI), Department of Health (DH), Department of Social Security (DSS) and the Treasury) and are relevant to both quality of life and the quality of life.

The Whitehall Foreign Office should encourage and monitor efforts to foster closer links between the activities of departments and Parade as a key element of the progress reports it has been asked to submit to Ministers.

10. Introduction

10. Some departments agreed that in order to complement, rather than replace, existing and relevant for policy development, Foreign should focus on a very long term horizon, so that its role was distinctive. For example, DIT suggested that a 25 to 30 year time horizon was more appropriate for policy analysis of economic development.

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12. In practice, the difference between business and departmental timeframes is not a constant. Foreign clearly recognises that the "long term" means different things to different sectors and is flexible enough to allow the most appropriate timeframes to be adopted. Thus, DIT will make arrangements for the Natural Resources and Environment Fund to set up a sub-Group that looks 10 to 20 years ahead, while continuing to support the work of Parade such as Planning and Financial Services which necessarily have much shorter time horizons. Parade are therefore being encouraged to be flexible in setting time horizons that they consider most appropriate. Given the need both to provide long-term vision and to make their findings relevant to industry.

13. Localised consultation and input with Parade

13. Most departments are currently represented on Parade by members of their Civil Service Units (CSUs). For the most part, these arrangements work well and mean that Parade have direct access to people with a detailed knowledge of departmental issues and relevant priorities and policies. In some instances, however, representation from CSUs is not sufficient to encompass all interests that a department might have in the work of a sub-

Panel. Where appropriate, Panels themselves would also like to be able to liaise directly with relevant policy people in departments.

14. More broadly, the audit also highlighted the necessity of finding ways to improve dialogue between departments, Research Councils, Funding Councils and Panels about current and future activities. There is a need for Panel Chairmen to have regular meetings with Ministers and senior policy makers and for the Research and Funding Councils to be fully aware of current Panel thinking so that when drawing up their programmes they can build on the good progress which they have already made.

The Whitehall Foresight Group should investigate ways of improving dialogue between departments, Research Council, Funding Councils and Panels.

Departments should consider what additional representation on Panels would be beneficial to reflect the range of their interests.

Education, skills and training

15. The Panels and most departments see education, skills and training issues as vital to Foresight implementation. A highly developed and responsive skills base is an essential prerequisite for both better development and better adoption of science and technology. Several departments felt that the Department for Education and Employment (DfEE) should be more closely involved in the Foresight Programme than it has been to date. DfEE's response recognised the relevance and importance of Foresight to the Department's work and that it should play a more active role. An official from its Strategy Division has joined the Whitehall Group and will consolidate existing links and promote new ones between Foresight and Departmental initiatives.

16. The Scottish Higher Education Funding Council requires higher education institutions in Scotland to submit a full annual report on their responses to the Foresight Programme and to take Foresight into account in their use of grants based on the Research Assessment Exercise. New grant schemes have also been introduced aimed at improve research capability in Foresight priority areas. In exercising its research funding responsibilities, the Higher Education Funding Council for Wales similarly lays a heavy emphasis on Foresight priorities. In England, the Higher Education Funding Council for England (HEFCE)'s general strategy is to steer higher education over time towards Foresight priorities, taking account of responses from institutions and other funders. Evidence from their strategic plans shows that higher education institutions are increasingly taking account of Foresight in setting priorities and planning developments in research and teaching but there may be scope for doing more to encourage this process.

OST and DfEE officials should pursue these issues bilaterally, taking account of the territorial responsibilities of the Scottish Office, Northern

Ireland Office and Welsh Office, and report back to Ministers through the Whitehall Group.

Resources

17. Departmental responses to the audit underlined the fundamental importance of securing greater business involvement and participation in Foresight. They also recognised that engaging business will require practical demonstrations of the importance which the Government itself attaches to Foresight, both in terms of the resources made available for the management and development of the Programme and in terms of action on identified priorities.

18. A number of suggestions for demonstrating greater commitment were made in the course of the audit. These included giving larger budgets to Panels to fund a wider range of studies and seminars (such as the recently published work on the relationship between Agriculture, Horticulture and Forestry and the economy) than is currently possible and expanding the OST secretariat servicing the Panels. DTI also suggested that consideration might be given to the creation of a central Foresight pool of money (separate from LINK and sector and local challenges) which would be exclusively for funding projects implementing Foresight priorities. All these suggestions beg questions about relative priorities and value for money and are best considered in the context of the Comprehensive Spending Review.

The question of resources devoted to Foresight should be considered in the context of the Comprehensive Spending Review.

Presentation

19. Whatever the outcome of the Comprehensive Spending Review, it is essential that departmental activities in support of Foresight are presented effectively and in a way which underlines the Government's collective commitment to the Programme. Responses to the audit show that there is a lot going on which is Foresight-related but is not being identified as such. Where departmental initiatives are relevant to Foresight, the Foresight dimension ought to be brought out. DTI, for example, has reviewed the Foresight relevance of the Teaching Company Scheme, LINK and other initiatives aimed at stimulating innovation or the transfer of knowledge from the academic base to business, and presents them as part of its response to Foresight priorities. There would seem to be scope for other departments to follow this lead.

The Whitehall Foresight Group should consider how presentation of activities associated with the Foresight Programme could be more effectively co-ordinated.

Involvement of industry

20. Departments with industry sponsorship responsibilities also have a key role to play in current efforts to increase business awareness of and engagement in Foresight. There is a clear need to generate greater engagement from trade associations and other intermediary organisations and to identify business leaders who would be willing to act as spokesmen for Foresight. Some departments considered that some Panels were too driven by academic interests and saw a need to increase business representation. Departments are well placed to suggest appropriate business leaders to serve on Panels and may also be able to provide examples of the practical application of Foresight by businesses which can be used to supply hard evidence of the benefits of Foresight in action.

21. Some departments expressed particular concern about the relatively low level of involvement of SMEs. Foresight timescales are too long for most SMEs but there clearly are some who can relate to Foresight and would benefit from it. Identifying and reaching them, however, is not easy. The most obvious lines of approach are through the supply chain, via large companies who are aware of Foresight, and through local and regional networks promoting innovation and technology transfer. Business Links, TECs and other intermediaries have an important role to play. There might also be scope for facilitating the process of technology transfer through the activities of regulators such as the Health and Safety Executive.

22. The Treasury said the financial services sector could provide better support for new small high tech companies, and saw a key role for Foresight in addressing this issue. This echoes the views of the Health and Life Sciences and other Panels which have expressed concern about the availability of funding for such companies. This seems best taken forward by an ad hoc group bringing together the Treasury, the DTI's Innovation Unit and other organisations with interests in this topic and involving representatives of the Venture Capital industry and other interested parties from the financial services sector.

Departments should recommend suitable industry figures to serve on Panels.

The OST, DTI and the Treasury should consider setting up a group to look at the role of the financial services industry in supporting high-tech SMEs and report back to the Whitehall Foresight Group.

Whitehall Co-ordination

23. Departments welcomed the reconstitution of the Whitehall Foresight Group as providing a more effective basis for co-ordination at official level. Responses also suggested that specific Ministerial involvement in Foresight through an inter-departmental group would raise the profile of the Programme,

both within Government and outside, and that there was a need to improve the flow of information within Whitehall about Panel activities and Foresight developments more generally.

24. The Whitehall Foresight Group has already given some initial consideration to the proposal for a Ministerial Group. It concluded that there would be advantage in setting up a small ad hoc group to review progress reports from the Whitehall Foresight Group and consider other issues relating to the development and presentation of Foresight as and when necessary. Officials believe that the Ministerial Group would help to secure commitment from departments which have not been fully engaged to date and would emphasise the transdepartmental nature of the Programme. (Terms of reference for the group and its composition as given at Annex D)

25. The need for better information flows is fundamental and underpins many of the recommendations in this report. Departments need a better understanding of the ways in which they can use Foresight and of the messages which they ought to be putting out to their clients. The Home Office suggested a seminar for officials to communicate Foresight aims and objectives and to disseminate examples of successful projects. The reconstitution of the Whitehall Group is a useful step forward but the prime need is for OST regularly to provide departments with clear, up to date and succinct briefings and to develop a more effective communications strategy. The internal Foresight co-ordinating committees set up by some departments would provide a useful focus for this activity. There is similarly a need to improve information flows to Research and Funding Councils.

An ad hoc Ministerial Group should be set up to provide a high-level steer within Government to the Foresight Programme.

OST should develop an effective strategy for providing departments with clear, up to date information on Foresight and the current activities of Panels.

Office of Science and Technology
October 1997

from within Government and outside, and that there was a need to improve the flow of information within Ministries about foreign activities and foreign developments more generally.

24. The Ministry Foreign Group has already given some initial consideration to the proposal for a Ministerial Group. It concluded that there would be advantage in setting up a small ad hoc group to review progress reports from the Ministry Foreign Group and consider other issues relating to the development and maintenance of foreign relations and when necessary. It also believes that the Ministerial Group would help to ensure that the Government departments which have not been fully engaged in data and would emphasize the interdepartmental nature of the Programme. (Table of references for the group and its composition as given at Annex D)

25. The need for better information flows is fundamental and underpins many of the recommendations in this report. Departments need a better understanding of the ways in which they can use foreign and of the measures which they ought to be putting out to their clients. The House Office suggested a seminar for officials to coordinate foreign and other data and to discuss the needs of educational groups. The recommendation of the Ministry Group is a useful step forward but the prime need is for GBT regularly to provide departments with data and advice. It is suggested that GBT should develop a more effective communications strategy. The House Office is setting up a working group to look at some of the issues which would provide a basis for the seminar. There is clearly a need to improve information flows to Ministers and Foreign Council.

An ad hoc Ministerial Group should be set up to provide a high-level view within Government to the Foreign Programme.

GBT should develop an effective strategy for providing departments with data on its activities on foreign and the current activities of

ANNEX A

The Foresight Programme

The UK's Foresight Programme was first announced in the 1993 White Paper '*Realising our Potential*'. It aims to identify opportunities in markets and technologies which will enhance the nation's prosperity and quality of life. It seeks to create sustained competitive advantage by bringing together business, the science base and Government in partnership to respond to these emerging opportunities.

The programme is spearheaded by sixteen panels, set up to explore opportunities in different sectors of the economy. The panels published their first reports in 1995 following widespread consultation involving some 10,000 people. These reports aimed to identify:

- the likely social, economic and market trends that will affect the UK in the medium to long term, and
- the developments required in science, engineering, technology to best address future needs.

Foresight is about preparing for the future. Deploying resources in the best way possible - for competitive advantage, for enhanced quality of life and for sustainable development.

Foresight is about creating a culture change in the way the UK approaches the future. It is about working together in partnership with other organisations, exploring the potential contribution that science, engineering and technology can make to business success.

The Foresight panels are: Agriculture, Horticulture & Forestry; Chemicals; Construction; Defence & Aerospace; Energy; Financial Services; Food & Drink; Health & Life Sciences; IT, Electronics & Communications; Leisure & Learning; Manufacturing, Production & Business Processes; Marine; Materials; Natural Resources & Environment; Retail & Distribution; and Transport.

The programme is managed by the Office of Science and Technology in the Department of Trade and Industry.

Further information about Foresight panels, events and publications is available on the Foresight Web site at <http://www.foresight.gov.uk>

ANNEX A

The Foreign Investment Programme

The UK's Foreign Investment Programme was first announced in the 1992 White Paper 'Realising our Potential'. It aims to develop opportunities in markets and technologies which will enhance the nation's prosperity and quality of life. It seeks to create sustained economic advantages by bringing together business, the science base and Government to participate in research and development opportunities.

The programme is spearheaded by various bodies, set up to explore opportunities in different sectors of the economy. The funds published last year report on their progress, which are available on the website www.fip.gov.uk. These reports are available to all.

- The Heavy Industry, Aerospace and Marine Funds that will attract the UK in the medium to long term, and
- The Technology Fund in science, engineering, technology, health and future needs.

Foreign Investment is about preparing for the future. It is about creating a better way forward - for economic advantage, for enhanced quality of life and for sustainable development.

Foreign Investment is about creating a culture change in the way the UK approaches the future. It is about working together in partnership with other organisations to explore the potential contribution that science, engineering and technology can make to business success.

The Foreign Funds are: Agriculture, Fisheries & Forestry; Chemicals; Construction; Defence & Aerospace; Energy; Financial Services; Food & Drink; Health & Life Sciences; IT, Electronics & Communications; Leisure & Learning; Manufacturing; Production & Business Processes; Science, Materials, Natural Resources & Environment; Retail & Distribution; and Transport.

The programme is managed by the Office of Science and Technology in the Department of Trade and Industry.

Further information about Foreign Investment, events and publications is available on the Foreign Investment website at <http://www.fip.gov.uk>.

ANNEX B

Whitehall Foresight Audit Questions

The Foresight process

- Q1 How are your Department's interests represented in the Foresight programme and how could these interests be represented more effectively?
- Q2 How does your Department take account of Foresight findings in policy making and the setting of priorities?
- Q3 How does your Department reflect Foresight in any industry sponsorship activities it undertakes and in setting the objectives of bodies for which you are responsible?

Outputs

- Q4 What initiatives has your Department already taken in direct response to Foresight and what resources are committed to these initiatives?
- Q5 What future initiatives does your Department plan in direct response to Foresight and what resources do you anticipate being committed to them?
- Q6 How far are other departmental initiatives relevant to, or capable of being aligned with, Foresight priorities?
- Q7 How well is Foresight regarded within the industries which are sponsored by your department, and how much impact has it had on them?

The way forward

- Q8 How could Foresight be embedded more effectively in the policy making and priorities setting activities in your department?
- Q9 How could Foresight be co-ordinated more effectively across Whitehall?

ANNEX B

Whitehall Foresight Audit Questions

The Foresight process

- Q1 How are your Department's interests represented in the Foresight programme and how could these interests be represented more effectively?
- Q2 How does your Department take account of Foresight findings in policy making and the setting of priorities?
- Q3 How does your Department reflect Foresight in its industry consultation activities? What is being done to ensure the outcomes of Foresight are taken into account?

Outcomes

- Q4 What initiatives has your Department already taken in direct response to Foresight and what more can be done to ensure these initiatives?
- Q5 What future initiatives does your Department plan in direct response to Foresight and what resources do you anticipate being committed to them?
- Q6 How far are other departmental initiatives relevant to or capable of being aligned with Foresight priorities?
- Q7 How well is Foresight engaged with the industries which are represented by your department, and how much impact has it had on them?

The way forward

- Q8 How could Foresight be embedded more effectively in the policy making and planning activities in your department?
- Q9 How could Foresight be co-ordinated more effectively across Whitehall?

ANNEX C

Terms of Reference and Membership of the Whitehall Foresight Group

Terms of Reference

"To co-ordinate departmental activities in support of Foresight and, in particular, to ensure that departments have effective arrangements in place for contributing to the work of Foresight, considering the recommendations made to Government and encouraging dissemination and understanding; and to submit regular progress reports to Ministers, including an assessment of the impact of Foresight on the economy and on quality of life."

Membership

Name	Department
Helen Williams (Chair)	Trans Departmental Science and Technology Group Office of Science and Technology
Stephen Spivey	Foresight Director Office of Science and Technology
Stephen Haddrill	Competitiveness Unit DTI
Dr David Evans	Technology and Standards Directorate DTI
Craig Pickering	Industry Division HM Treasury
Richard Harrison	Strategy and Board Secretariat Department for Education and Employment
David Lyscom	Environment, Science and Energy Dept Foreign and Commonwealth Office
David Duncan	Industrial Research and Technology Unit Northern Ireland Office
Michael Markin	Deputy Chief Scientist (Research and Technology) Ministry of Defence
Graeme Dickson	Higher Education Division and Science and Technology Unit Scottish Office
Dr Ron Loveland	Director of Business Services Welsh Office
Bill Billington	Department of Transport
Dr Alan Apling	Office of the Chief Scientist Department of the Environment
Dr Jim McQuaid	Director of Science and Technology and Chief Scientist Health and Safety Executive
A Burne	Head of Research Policy Co-ordination Division Ministry of Agriculture, Fisheries and Food
Paul Wright	Department for Culture, Media and Sport
Dr Ian Haines	Department for International Development
Dr Peter Greenaway	Department of Health

ANNEX D

Terms of Reference and Membership of the Ministerial Foresight Group

Terms of Reference

"To review progress reports from the Whitehall Foresight Group and consider other issues relating to the development and presentation of Foresight as and when necessary."

Membership

The group will be chaired by John Battle (Minister of State for Industry, Energy and Science), Department of Trade and Industry.

Membership of the group will be open to all departments but as a minimum will include representatives from:

The Treasury

Department for the Environment, Transport and the Regions

Department for Education and Employment

Department of Health

The Northern Ireland Office

The Scottish Office

The Welsh Office

ANNEX D

Terms of Reference and Membership of the Ministerial Foreign Group

Terms of Reference

To review progress reports from the Ministerial Foreign Group and consider other issues relating to the development and promotion of Foreign aid and when necessary.

Membership

The group will be chaired by John Birt, Minister of State for Industry, Energy and Science, Department of Trade and Industry.

Membership of the group will be open to all departments but as a minimum will include representatives from:

The Treasury

Department for the Environment, Transport and the Regions

Department for Education and Employment

Department of Health

The Northern Ireland Office

The Scottish Office

The Welsh Office