

HEXAGON ACTIVITY 2 – CREATING SCENARIOS

How to construct scenarios?

- 1) Create snippets of scenario logic;
- 2) Generate candidate scenarios out of these snippets;
- 3) Cluster into families of scenarios;
- 4) Choose which are the most useful according to the four criteria (relevant / challenging; plausible; clear)
- 5) Clarify then choose 2-4 scenarios, developing them into full narratives.

The following snippets were clustered into families of scenarios to create an overall narrative.

CRISIS REALISTATION

ACTION – implement scenario thinking process as part of current reform processes.

ACTION – using scenario thinking / processes in policy engagement and development (including Queensland Compact).

ACTION – Influence accountability in government at all levels.

ACTION – Influence dialogue at National level re tax reform to support self-determining service models and reduce welfare reliance.

ACTION – build mechanisms for having “Conversations that Matter” to influence / drive the world we will have.

ACTION – Government backs feasibility study on the relevance of social enterprises as part of the economic solution.

ACTION – start long term planning for reform to achieve global leadership in individual health and well being indicators.

Opportunity – for voters to choose between more and different political parties.

Stakeholders – .

Opportunity – more robust and effective political systems. Regional areas have a more diverse and stronger voice. Political representation more equitable.

Stakeholders – all Queenslanders.

Opportunity – strengthened democracy by increased people power.

Stakeholders – population / people.

Threat – conservative State won't support radical change.

Stakeholders –

Threat – more equitable political representation across the state.

Stakeholders – Current South East Queensland interests.

Threat – strategic political decisions that are hard / difficult to achieve.

Stakeholders – political parties and machine.

POLITICAL AND SELF-INTEREST

ACTION – Design of governance options to succeed the current models of governance within our community.

ACTION – What can we do? Co-create with Government and NGO sectors an integrated service delivery platform.

ACTION – Influence transparency between Government and business to provide better services for all.

Opportunity – alternative parties and strong new leadership.

Stakeholders – building community leaders.

Opportunity – end of state government.

Stakeholders – public servants.

Threat – business enterprises dependent on government employment undermine and lobbies against new health and human services policy “Threat to Reform”.

Stakeholders – private business.

Threat – the shift in political and economic power will bring conflict.

Stakeholders –politicians, big-business.

Threat – political instability that impacts on social and economic.

Stakeholders – business, community.

Threat – state politicians and bureaucrats out of jobs.

Stakeholders –

Threat – political and public service self interests can derail reforms.

Stakeholders –

Threat – one issue parties (Greens) being elected, no focus on fiscal policy.

Stakeholders –

Threat – stability and effective decision-making in government is compromised.

Stakeholders – community.

Threat – less checks and balances with one level of government.

Stakeholders – population.

Threat – community.

Stakeholders – the big 4 banks dominate and pass on increased costs to community.

Threat – increased local corruption, nepotism, etc..

Stakeholders – local communities.

Threat – the wrong voices dominate perspectives.

Stakeholders – community.

INDIVIDUAL VOICES NOT HEARD

ACTION – Influence introduction of Bill of Rights that provides self determination and self responsibility and community responsibility

Opportunity – increased involvement of individuals in policy making.

Stakeholders –

Opportunity – if more voices are heard there is greater ownership.

Stakeholders –

Opportunity – the individual voice is heard, the experience of the individual influences and is heard.

Stakeholders –

Opportunity – equal rights for community via Bill of Rights.

Stakeholders –

Threat – Jacks Law – stall political and policy processes.

Stakeholders – providers of services.

Threat – loss of ‘identity’ (no more “Queenslanders” – no more “state of origin”).

Stakeholders – all true Queenslanders.

Threat – by having a national government minority groups and local communities voices not heard.

Stakeholders –

VULNERABLE MORE VULNERABLE

Threat – more fractured co-ordination.

Stakeholders – service providers.

Threat – loss of safety nets.

Stakeholders – vulnerable people.

Threat – reduces standard of living.

Stakeholders – people.

Threat – decrease in living standards.

Stakeholders –

Threat – less livable communities.

Stakeholders –

Threat – entrenched disadvantage – some people never recover.

Stakeholders – disaffected.

Threat – growing numbers of socially disadvantaged.

Stakeholders –

Threat – the gap between rich and poor increases.

Stakeholders – vulnerable groups.

Threat – vulnerable groups becoming more marginalised.

Stakeholders – the vulnerable groups.

Threat – reduction in good will and community spirit.

Stakeholders –

Threat – administrative functions of hospitals fall into disarray.

Stakeholders – patients and staff.

SOCIAL ISOLATION

Threat – social isolation and dislocation. People have to move to regions away from family.

Stakeholders – families.

Threat – people can't live where they want to.

Stakeholders –

Threat – coastal communities threatened – residents need to move but homes become unsalable.

Stakeholders –

Threat – pendulum swings too far and people who need tertiary services can't access them.

Stakeholders – .

Threat – cost of service would increase . . . potential staffing and sustainability issues. Increased taxes, labour shortages

Stakeholders – all Queenslanders.

Threat – impact of growth in regional areas on ecosystems in environmentally sensitive regions.

Stakeholders – the environment and all those who live here.

Threat – reintegration of people exiting prisons and detention centres – leads to increase in crime rates and fears.

Stakeholders – wider community.

Threat – socially vulnerable become more isolated.

Stakeholders – family and community.

Threat – social disconnection threatens lifestyles and mental health of individuals.

Stakeholders –

Threat – national vulnerability to physical and economic invasion.

Stakeholders – community.

CIVIL BREAKDOWN

Opportunity – a crisis tipping is reached which allows for a revolution.

Stakeholders –

Threat – human nature / self preservation creates tribalism, competition and inequity
“CIVIL WAR”.

Stakeholders – population.

Threat – communities become isolated and may become walled and national identity diminished and social order breakdown.

Stakeholders – vulnerable and marginalised.

Threat – families / friends may die in pandemic.

Stakeholders – me.

Threat – rapid spread of new disease resulting from relaxation of border protection.

Stakeholders – community.

Threat – escalating large scale violence - protests.

Stakeholders –

Threat – increase in civil unrest.

Stakeholders – community.

SEPARATE

Opportunity – brothels.

Stakeholders –

Threat –curtains fad.

Stakeholders – curtain owners.

Threat – curtains fading / cows sleeping in.

Stakeholders – all curtains / all cows.

CHAOS AFTER TIPPING POINT

Opportunity – increased industrial base across regional areas.

Stakeholders – regional communities.

Opportunity – growth of aviation industry due to decentralisation.

Stakeholders – airline companies.

Threat – economic viability.

Stakeholders – taxpayers, service providers, service recipients.

Threat – financial crisis undermines shaky social enterprise investment.

Stakeholders – people receiving services from social enterprise investment.

Threat – private business won't want to be based in Queensland.

Stakeholders –

Threat – loss of capital market leads to 3rd Global Financial Crisis.

Stakeholders –

Threat – loss of jobs across the board.

Stakeholders – public servants and private business.

Threat – infrastructure costs increase due to meeting regional needs.

Stakeholders – government.

Threat – limited economic security and links to other economic drivers.

Stakeholders – everyone.

Threat – money spent on accessibility compromises quality and safety.

Stakeholders – people with a disability.

SEPERATE

Threat – labour market cannot respond quickly enough – skills shortage.

Stakeholders – employers.

Threat – we don't have the skills and abilities to take on the change of new leadership construct.

Stakeholders – leaders.

Threat – de-skilled workforce supplying critical services.

Stakeholders – community.

Threat – diminished capacity to address complex social issues systemically.

Stakeholders –

GREEN SHOOTS

ACTION – Run a forum to explore social enterprise – a multi-stakeholder forum.

ACTION – Implement models of genuine collaborative practice between government and NGO's at regional level..

ACTION – Explore investment opportunities with green energy.

ACTION – Develop partnerships with social enterprises to promote more individualized innovative service delivery.

ACTION – How to build networked community both electronically but more at a relationship level for partnerships of understanding and action.

ACTION – Something about population / rural areas.

Opportunity – tax creds for self sufficiency diminishes need for services.

Stakeholders – community.

Opportunity – more innovative models of service delivery.

Stakeholders – individuals, service users, NGO's.

Opportunity – forced to innovate and create new IT systems for people in their home.

Stakeholders – community.

Opportunity – savings in government spending redirected to proactive strategies – tax breaks.

Stakeholders – income earner, community.

Opportunity – inland communities become more attractive to new population and business and industry – more vibrant.

Stakeholders –

Opportunity – services in regional Queensland improve.

Stakeholders –

Opportunity – planned regional services (infrastructure) development advantages regional community residents.

Stakeholders –

Opportunity – population growth leads to new industry emerging.

Stakeholders –

Opportunity – increased availability of public transport.

Stakeholders – environment, people who use public transport.

Opportunity – innovation takes a new focus in all aspect of economy and community life.

Stakeholders – corporates and NGO's.

Opportunity – more investment in social services.

Stakeholders – clients.

Opportunity – consultants in small business and micro financing and social enterprise.

Stakeholders –

LOCAL AND SMALL

Opportunity – thriving small business, nearer to home.

Stakeholders – workers.

Opportunity – increased outsourcing to cheap labour markets.

Stakeholders – service providers.

Opportunity – redefinition of the concept of work including better work life balance.

Stakeholders – young adults and older.

THE ENLIGHTMENT PERIOD

Education Reform

ACTION – What can we do? Get new models of education into the public education system.

Opportunity – education facilitates social and economic reform (across generations).

Stakeholders – society.

Threat – self funded retirees lose income as a result of smaller number of “for profit” industries.

Stakeholders – self funded retirees.

Community Reform

ACTION – commit to changing one behavior between now and next module that increases environmental sustainability (eg. shopping locally).

Opportunity – increase opportunity for independence for all Australians.

Stakeholders –

Opportunity – greater choice in lifestyle and quality of life.

Stakeholders – all Queenslanders.

Opportunity – to take advantage of medical research eg. gene therapy for spinal damage.

Stakeholders – people with medical needs.

Opportunity – rural / remote communities have a stronger voice in the decision making.

Stakeholders –

Opportunity – re-order society and government.
Stakeholders – community.

Opportunity – empowerment of individuals and communities increase self determination and responsibilities
Stakeholders – poor communities / regions.

Opportunity – individual capability to contribute to positive community outcomes.
Stakeholders – individuals and community.

Opportunity – restructuring of the market leads to new industries.
Stakeholders – individuals.

Opportunity – service delivery models are formed based on client outcomes.
Stakeholders – those requiring services.

Opportunity – individuals feel connected at a local level opportunities available.
Stakeholders – those requiring services.

Opportunity – individuals can drive innovative service delivery.
Stakeholders – individuals.

Opportunity – move away from welfare approach to a self-sufficiency approach.
Stakeholders – individuals / communities.

Opportunity – community environments will enable shared care for the elderly, child care and natural supports.
Stakeholders –

Opportunity – focus on local communities has a positive impact on the environment.
Stakeholders –

Opportunity – community well being improves.
Stakeholders – community.

Opportunity – increased community capacity and capability with services better aligned to community need “social cohesion” and “sustainable regions”.
Stakeholders – individuals / communities.

Opportunity – creation of more vibrant and sustainable communities.
Stakeholders – marginalized and vulnerable.

Opportunity – Health Services are delivered closer to home at the community level for earlier intervention.
Stakeholders – communities.

Opportunity – focus on local communities creates more employment opportunities.

Stakeholders –

Opportunity – stronger local community connections - owning the issues and problem solving.

Stakeholders – community members.

Opportunity – established community co-ops facilitating progress.

Stakeholders – community.

Opportunity – self-sustaining communities.

Stakeholders – communities.

Opportunity – euthanasia provides choice for the terminally ill.

Stakeholders -

Threat – euthanasia becoming a ‘quick fix’.

Stakeholders – vulnerable.

Threat – to basic human right to choose spiritual beliefs (burial / cremated).

Stakeholders –

Service Reform

ACTION – encourage cooperative models at a local government level (e.g. pilot).

ACTION – reframing the identity and role of the “Third Sector” through empowerment of individuals.

Opportunity – restructuring of the market leads to new industries.

Stakeholders – individuals.

Opportunity – service delivery models are formed based on client outcomes.

Stakeholders – those requiring services.

Opportunity – individuals feel connected at a local level opportunities available.

Stakeholders – those requiring services.

Opportunity – individuals can drive innovative service delivery.

Stakeholders – individuals.

Opportunity – larger workforce draws industry to Queensland – affordable labour costs.

Stakeholders – business.

Opportunity – new industry and job opportunities.

Stakeholders – entrepreneurs, workers.

Opportunity – needs are met in a more timely and effective manner.

Stakeholders – families and individuals.

Opportunity – shifted people from a welfare model to self determination (addressing labour shortage).

Stakeholders – welfare recipients, employers, community.

Opportunity – more diverse and inclusive employment.

Stakeholders – those currently marginalized in the labour market.

Opportunity – for new housing providers and new accommodation models to emerge.

Stakeholders –

Opportunity – healthcare more accessible.

Stakeholders –

Opportunity – greater accessibility for people with disabilities.

Stakeholders –

Threat – vanilla social policy – one size fits all – impacts on minority groups.

Stakeholders –

Threat – user pays system disadvantages low income people and results in marginalisation.

Stakeholders –

Threat – the drive to evidence based practice leads to increasing cost of service delivery.

Stakeholders – NGO's.

NEW WORLD ORDER

Opportunity – one government achieves integrated governance and better use of resources for services rather than administration “less parochialism”

Stakeholders – individuals.

Opportunity – not bound by “what was” – create new lenses for social sustainability

Stakeholders – leaders.

Opportunity – cooperative government facilitates new ways (reduction of red tape).

Stakeholders – community.

Opportunity – higher value and recognition of multiculturalism and diversity delivers better government for all.

Stakeholders – communities and government.

Opportunity – equal rights for gay people!

Stakeholders – gay people.

Opportunity – recycling of infrastructure e.g. for Commonwealth games.

Stakeholders – community and service providers.

Opportunity – infrastructure development that meets current and future growth!

Stakeholders – community.

Opportunity – investment in environmentally aware.

Stakeholders – population.

Threat – staff and unions acceptance of change to increase outsourcing.

Stakeholders – staff, unions, community.

Threat – profit becomes an increasing driver in human service delivery.

Stakeholders – recipients of human services.