

Empowering a National Strategy

OnePlanet National Strategy Project Experiment Recommendations
Report

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What people said

‘One Planet made it significantly easier to not only keep track of the project stakeholders, but also visualise ways to connect those stakeholders together to make the best use of their skills and maximise their time and impact.’

Alex Pears, National Strategy Project Coordination and Management, Cabinet Office.

‘Don’t connect with me on Whatsapp. Connect with me on OnePlanet.’

Wayne Francis, Together We Ride CIC, Brixton.

‘It will be interesting to see how OnePlanet works when people with more diverse points of view get involved.’

Tim Sunderland, Natural England

‘OnePlanet is a missing piece of the puzzle. With OnePlanet, we can gather public opinion effectively, empowering long-term planning, meaningful engagement, and successful implementation.’

Audrey Tang, Cyber Ambassador and 1st Digital Minister, Taiwan

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Summary of Key Findings

Joining-up Policy

1. A Common Semantic Structure: making policies easier to understand and use

OnePlanet's Outcomes, Actions, and Indicators (OAI) framework can improve the ability of central government to write more focussed policies and strategies, ensure they are connected, communicate them, and enable others to use them.

2. Mapping to Shared Outcomes: making connections between policies

Connecting policies, strategies and plans with Shared Outcomes, has the potential to transform communication and collaboration between different departments, levels of government, and stakeholder groups.

3. Using 'Lenses': making it easy to identify Gaps, Synergies, Conflicts and Opportunities including with Missions

OnePlanet's lenses functionality enable people, at the click of button, to see policies and strategies through different frameworks, themes, priorities and world views. We believe this can create the basis for richer, more structured and documented cross-department conversation in central government and a more interconnected conversation between central, local and regional government and parliament, including on viewing policies and strategies through a lens of delivering 'Missions'.

Enabling Participation

4. Comparing and aligning public opinion, government policy and expert understanding: rebuilding trust and unlocking the more collaborative right brain

The experiment demonstrated potential to rebuild trust by bringing together public concerns, government policy and expert opinion. It also promises to establish a mechanism for constructive dialogue on contentious topics, such as migration, through a more structured approach based on an understanding of different world views and shared factual foundations. From a neuroscience perspective, exploring information through mindmaps activates the right brain which is more intelligent than the left. Right brain activation is associated with eliciting understanding and empathy rather than anger, so this neurobehavioural aspect may turn out to be OnePlanet's most important contribution.

5. Using OnePlanet's graph database structure to create a dynamic Community Knowledge resource

OnePlanet's graph (network) database structure can form the basis of a 'knowledge graph'. Knowledge graphs are used by organisations such as NASA to manage complexity. Enabling stakeholders, including communities, to co-create a shared, explorable knowledge graph of interconnectable case studies and solutions could unlock better engagement and participation. It could form the basis of a living collective wisdom and empower communities to create responses to complex interconnected issues in a transparent way.

6. Visualising and managing a Stakeholder Network

Visualising the network of stakeholders for the NSP, now and as it grows into the future, on OnePlanet can facilitate project management with the potential to transform project coordination at scale. If stakeholders are given access to OnePlanet, it can also empower National Strategy Project stakeholders to self-organise around Shared Outcomes and geographies, further devolving and distributing authority and increasing agency.

7. Linking to Participatory Deliberative Democracy Platforms: the potential to seamlessly transitioning from deliberation to joined-up action

Outputs of participatory deliberative democracy processes undertaken using digital platforms, such as those of Fishkin and Tang, can be directly and dynamically integrated (through the semantic OAI structure) with OnePlanet. This can enable citizen opinion to link to action around Shared Outcomes. A OnePlanet knowledge graph with interconnected mindmaps can also inform and enhance deliberative democracy processes.

8. How people link OAIs provides insight into Personal Perspectives and lived experience, including how these influence expert opinion

There is no one correct or objective way to link OAIs. Therefore, how people link OAIs creates insights into personal perspectives – how they see the world fits together and how their lived experience informs this. This 'world views' insight applies not only to citizens, but also to experts, opening the opportunity for more joined-up conversations between experts. In this way, OnePlanet has the potential to create a richer more nuanced, but documentable, conversation between, and within, citizen and expert communities.

9. Diversity and Inclusion needs to be considered

We have explored some of the issues around technology and the OnePlanet approach and where these can both address and potentially miss diversity considerations, so the latter can be addressed effectively.

Anticipating Future Needs

10. Give Voice to the Rest of Nature

We rely on the rest of nature to provide us with so-called 'ecosystem services', not least the air we breathe, the water we drink and the food we eat. OnePlanet can be used to map the services which plants, animals and natural entities such as rivers can provide and what they need in return. These voices can be held as plans in OnePlanet, so that natural systems and environmental perspectives can feed into policy and strategy development, ensuring more-than-human nature has representation in decision-making processes.

11. Visualising financial flows to increase efficiency and optimise resource allocation

The potential to use Shared Indicators to track financial flows from origin department to local application, can be used to provide insights into how to deliver Shared Outcomes more efficiently. It may prove to be an important way to support Place-Based Budgeting and devolution.

12. The potential to build a people- and planet-regenerating AI

AI capabilities have the potential to enhance OnePlanet's ability to support regenerative approaches that actively restore and enhance human health and health of planetary systems rather than simply trying to minimise harm.

13. The need for government models to be more joined-up: the potential of a Common Model Coupling Framework

Models can support decision-making in OnePlanet. However, many government and academic models are siloed and cannot easily communicate with each other to provide insights into more joined-up policy development and how they might contribute to Shared Outcomes. With Exeter University we have identified the need and opportunity for government to promote a framework that enables easy and flexible coupling of different government departmental and academic models, enabling stronger analytical capabilities as well as more agile collaboration across and between departments and institutions.

Executive Summary

This report presents findings from the March-June 2025 experiment testing collaborative strategy development across London, South Downs National Park, Darlington, and Scotland. The experiment demonstrated significant potential for transforming UK National Strategy development through OnePlanet's unique systems-mapping and collaboration, revealing opportunities to enhance coordination, improve communication, and share resources more efficiently across government departments and communities.

Key findings suggest that OnePlanet's graph database and OnePlanet's Outcomes, Actions, and Indicators (OAI) semantic structure has the potential to:

- radically improve government policy coherence by untangling complexity
- create the foundation for cross-department conversations
- rebuild trust between government and communities
- employ network visualisation for stakeholder management and self-organisation
- form the basis for the critical task of creating structured 'worldview' visualisations to support conversations on contentious topics
- create a mechanism to give voice to the rest of nature.

1. The Experiment: What We Did and Why

1.1. OnePlanet Approach

We live in a world - indeed a reality - where everything is interconnected, yet our institutions, organisations, and decision-making processes operate in isolation. This fundamental disconnect creates cascades of problems that undermine effective action on complex challenges.

In failing to work with interconnectedness, our culture has built a problematic and incompletely informed relationship with the world around us, all the while destroying trust on every level – in ourselves, interpersonally, in our governments, in our systems, in humanity. Traditional top-down policy making is not sufficiently joined-up and therefore is failing to address effectively complex current national challenges or anticipate sufficiently future risks.

Natural systems embody this interconnectedness perfectly - they function via interconnectivity. Yet the majority of our data systems and decision-making tools store information in rows and columns, unable to effectively display or work with the complexity of interconnected systems. When organisations try to tackle complex problems, such as health, climate and migration, they tend to get stuck in the weeds of the detail without the tools to build a complex, holistic cross-sector cross-discipline understanding of the issue.

The problem is starkly clear: there is a fundamental gap between how reality works - as interconnected systems (and as physicists and metaphysicians tell us, ultimately an indivisible whole) - and how we try to understand and work with it - in isolated fragments. So serious a problem is this, that leading neuroscientists and thinkers, not least Iain McGilchrist, are saying we that we now live in a culture with a delusion relationship with reality¹.

Recognising this disconnect, we started experimenting with systems mapping and a way to visualise how different issues, policies, strategies and plans connect to each other. No problem has one cause, and no solution has one effect. Each has infinite numbers of causes and effects. Applying artificial fertilisers has only increased yield,

¹ <https://youtu.be/dFs9WO2B8ul?feature=shared>

but had also destroyed soils, reduced nutrient density of food affecting negatively human health increasing costs to the NHS, run-off fields to create dead zones in the oceans reducing the ability of the planet to absorb carbon dioxide from the atmosphere thus contributing to climate change.

We need to move to more holistic, or systems-based, understanding and collective wisdom. In both neuroscience and computer science, this involves using fundamental processing and languages, literally different paradigms. This is increasingly being recognised as the metacrisis underlying our social, environmental and economic polycrisis.

One way to think of our approach is that it is like creating a collective visual web that shows relationships between problems and potential solutions. We began supporting the process helping people out of the detail to seeing the bigger picture and thereby building a complex, holistic understanding of an issue – to move beyond reductionist isolated thinking.

1.2. The Challenge We Addressed

Cabinet Office and Apolitical have proposed that the UK desperately needs a National Strategy. The UK does not have a collectively agreed National Strategy to guide the country through increasingly challenging times in the face of climate change, rising inequality, geopolitical tensions, rapid economic change imposed by changes in the global economy and AI, loss of trust and political polarisation.

The National Strategy Project aims to create a 'participatory and anticipatory' approach to bring stability and rebuild trust in the UK, moving from short term political cycles to long term outcomes (what we call 'Shared Outcomes').

Cabinet Office and Apolitical recognise that developing a UK National Strategy will need to address systemic challenges that are currently undermining effective governance and democratic participation. This experiment was specifically designed to test the extent to which OnePlanet could help us tackle these critical issues - ones that currently persist across successive governments and administrative structures.

At the heart of these challenges lies the persistent fragmentation of policy and strategy development, where departments operate in silos with limited coordination or shared understanding of how their individual strategies connect to broader national outcomes. This siloed thinking creates inefficiencies, duplicated efforts, and

missed opportunities for synergistic approaches that could deliver greater impact with the same resources if policies and strategies were developed in a more participatory way, were more joined-up and could be communicated as such.

Equally concerning is the loss of trust between government and communities, which has eroded the social contract essential for effective democratic governance. Citizens increasingly feel disconnected from policy-making processes, whilst governments struggle to understand and respond to genuine community needs and concerns. This trust deficit undermines implementation effectiveness and democratic legitimacy.

The experiment also addressed the persistent disconnect between policy intention and implementation, where carefully designed strategies fail to achieve their intended outcomes which could be improved by better coordination, more effective stakeholder engagement, and a better understanding of local contexts and constraints.

Central to our investigation was the recognition that the UK requires a coherent, connected national approach that bridges different levels of government - from local authorities through regional bodies to central government departments. The current fragmented approach prevents the kind of integrated thinking and coordinated action necessary to address complex, interconnected challenges such as climate change, health inequalities, and economic development.

Finally, the experiment sought to address the need for strategy development that is both participatory - genuinely involving citizens in meaningful ways - and anticipatory, capable of adapting to future challenges and government changes whilst maintaining strategic continuity and democratic accountability.

1.3. Testing Collaborative Strategy Development

The experiment employed a methodology to test whether collaborative approaches could address the challenges identified in developing a UK National Strategy. Our approach was built on four key pillars that together created a comprehensive testing framework.

Geographic and Demographic Representation: We conducted testing across four locations; London, South Downs National Park, Darlington, and Scotland. This was to incorporate existing work from some of these regions and an attempt to build a spread of contexts. This selection provided urban and rural perspectives, different

economic profiles, and varied governance structures; metropolitan areas, national park authorities, devolved governments.

Core Thematic Coverage: The experiment focused on five key themes; climate, health, security, economy, and migration. These were chosen specifically to represent both the breadth of important government, parliament and citizen priorities and their complex interconnections. These themes were selected because they cut across traditional departmental boundaries, affect all levels of government, and require the kind of integrated thinking that our approach sought to facilitate. The themes also represent areas where current siloed approaches have proven particularly inadequate.

Three Perspectives Integration – Government, Citizens and Experts: At the core of our methodology was the systematic integration of three perspectives: government policies and strategies that reflect the approach to tackling the themes; citizen perspectives capturing the concerns and lived experience of the UK's population; and expert perspectives providing opinion based in academic research and professional experience. This integration was designed to test whether OnePlanet could bridge the traditional divides that separate these different knowledge communities and create more robust, legitimate, and implementable approaches to strategy development.

Practical Application Testing: The experiment employed a two-stage approach to test the practical application of the OnePlanet framework. First, we engaged Young Leaders from our network to support the systematic mapping of government strategies. Working with the core National Strategy Project team and through research across the five themes and test areas, we identified 25 strategies that began to address current strategy approaches (a complete list of these strategies is included in the appendix).

A crucial component of this mapping process was the creation of a lens² based on YouGov's polling data, which has tracked 'the most important issues facing Britain today' since 2011. This provided a citizen-priority perspective that could be compared against government strategy focus. The 25 strategies were systematically mapped across this citizen-priority lens, alongside the 'five themes' lens (climate,

² A Lens is a framework or certification scheme through which plans can be viewed and are applied to each Outcome, Action and Indicator (OAI). Data can be viewed, translated and rearranged into multiple frameworks using Lenses.

health, security, economy, migration), the UN Sustainable Development Goals, the One Planet Living Framework³, and Labour's Missions. This multi-lens approach revealed how different frameworks prioritise and connect, or don't connect, different policy areas.

The second stage involved online expert workshops designed to capture and map expert opinion across each of the five themes. These workshops resulted in five expert-developed plans (one for each theme) that represented consolidated expert perspectives on priorities, approaches, and interconnections. These plans then formed the basis of a set of 26 Shared Outcomes, adopted into the separate strategy maps, to connect across all of the plans mapped in the workspace. The expert plans were simply a test using a handful of invited experts – a more formal and rigorous approach would be needed in reality – possibly as part of Cabinet Office and Apolitical proposals for a National Strategy Commission.

This dual approach enabled us to test whether OnePlanet could effectively integrate government policy frameworks, citizen priorities, and expert knowledge into a coherent, workspace for exploration, analysis and reimagining.

³ [One Planet Living® sustainability framework – Bioregional](#)

2. Recommendations

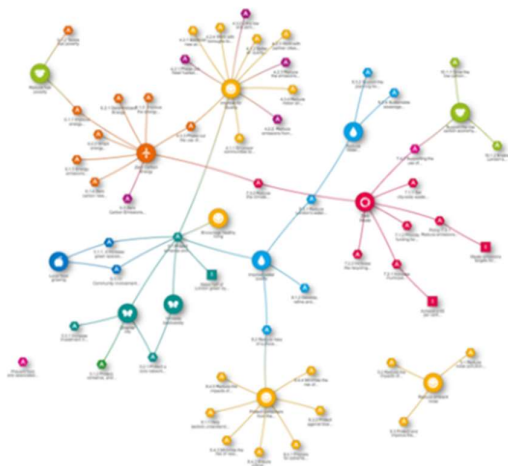
2.1. Adopt Common Semantic Structure Across Government

The Observation: We believe OnePlanet's Outcomes, Actions, and Indicators (OAI) framework improves the ability for government to have better and more structured conversations across departments, and thus to write more coherent policies and strategies, ensure they are connected, communicate them, and enable others to use them.

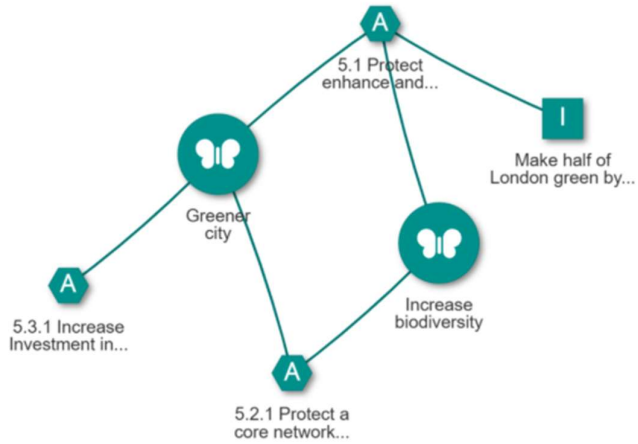
Recommendation: Implement the OAI framework as a standard across all government departments using the OnePlanet platform to create a shared semantic structure that enables:

- Better connected policy and strategy development
- Enhanced cross-departmental coordination
- Improved communication with communities and stakeholders
- Better tracking of implementation and outcomes

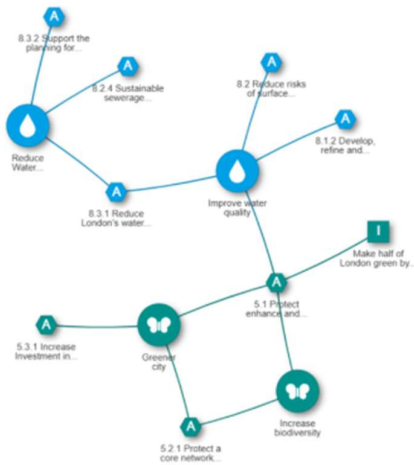
Evidence: London Environment Strategy (attached in appendix) is 442 pages long. This is a mammoth reading task for anyone, let alone citizens it would attempt to engage. Within minutes it is possible to start understanding the breadth and scope of a document and to start comparing it to another. In OnePlanet, this strategy looks like this:

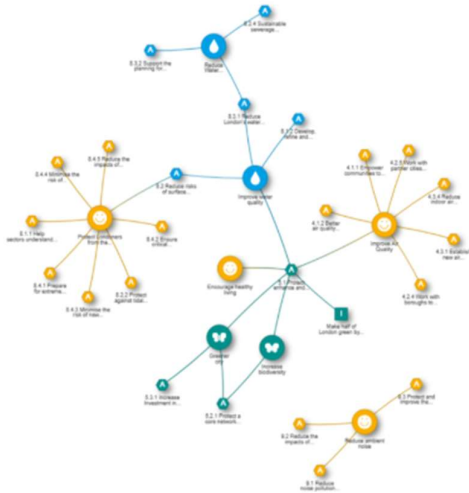


This instantly makes clearer what the OAls of the strategy are as well as the links between different OAls. This can be easily filtered according to theme or interest like the screenshot below. This is an example of if I wanted to filter the mindmap to only include activity on Land & Nature.




And below shows the progression of further filtering in categories within the lens. First with Sustainable Water and then with Health & Happiness.





Included within these OAs are the names and descriptions and guidance as well as progress updates, pictures, and case studies like this:

Case Studies



LONDON: QUEEN ELIZABETH OLYMPIC PARK – INFORMATION FOR SAFETY

In September 2021, London Legacy Development Corporation (LLDC) launched a project to engage with women and girls about Queen Elizabeth Olympic Park and the surrounding area. This was aimed at understanding what makes women and girls feel safe or unsafe and identifying what interventions could be made to improve this. Inconsistency of lighting was seen as the most

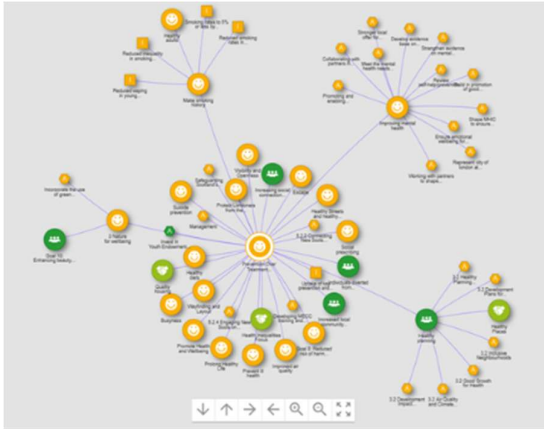
Jul 03, 2025

2.2. Map All Plans and Strategies to Shared Outcomes

The Observation: When policies, strategies and plans are mapped directly to Shared Outcomes, it improves communication between different departments, levels of government, and stakeholder groups.

Recommendation: Implement systematic mapping of all government strategies to Shared Outcomes to achieve:

- Reduced ‘translation’ time between departments using different terminology
- Clearer accountability for outcome delivery
- Better resource allocation based on outcome impact rather than departmental boundaries and budgets
- More effective public communication about government priorities and progress
- Citizens can understand how various government policies and activities relate to outcomes they care about



By hovering over the links we can see which policy or strategy these different OAls originate from and start to build a bigger picture understanding of how they intersect and to form the basis for a constructive dialogue between relevant departments as described in the section below.

You can also view the data in linear/document format, this is an example of what that looks like:

London Transport Strategy	Action Plan
<div style="display: flex; align-items: center; margin-bottom: 5px;"> 😊 Healthy Streets and healthy people </div> <p>Healthy Streets means creating streets that work for everyone and are accessible, safe and inclusive. Attractive street environments encourage active travel, and a well-planned street network ensures that space for buses is prioritised, with high-quality public transport connections providing appealing alternatives to car use.</p>	
New Scots Refugee Integration Strategy	Action Plan
<div style="display: flex; align-items: center; margin-bottom: 5px;"> 😊 5.2.2 Connecting New Scots Strategy to Mental Health Strategy, Suicide Prevention Strategy, and Scotland's Self-Harm Strategy </div> <p>5.2.2 Connecting New Scots Strategy to Mental Health Strategy, Suicide Prevention Strategy, and Scotland's Self-Harm Strategy and Action Plan.</p>	
<div style="display: flex; align-items: center; margin-bottom: 5px;"> 😊 5.2.4 Engaging New Scots on the delivery of Scotland's Equally Safe strategy and wider Violence Against Women and Girls work </div> <p>5.2.4 Engaging New Scots on the delivery of Scotland's Equally Safe strategy and wider Violence Against Women and Girls work to ensure the needs of New Scots are addressed.</p>	
Public Health Scotland	Action Plan
<div style="display: flex; align-items: center; margin-bottom: 5px;"> 😊 Prolong Healthy Life </div> <p>Prolong healthy life by improving access to and quality of treatment</p>	

New functionality is being developed to create an even greater understanding of the relationships between all of the different elements – for example visualising Workspaces and Plans so it's easier to see who and where connections are being made.

2.3. Enable Cross-Department and Multi-Level Government Conversation

The Observation: OnePlanet can create the basis for cross-department conversation in central government and a more effective conversation between central, local, and regional government.

Recommendation: Establish OnePlanet as the platform for:

- Regular cross-departmental strategy alignment sessions
- Structured dialogue between central, local, and regional government
- Identifying synergies, gaps, opportunities and conflicts across government strategies
- Coordinated resource allocation based on Shared Outcomes
- Enabling new policies and strategies to be developed in a way that enhances existing policies and strategies rather than undermine them, and communicate this to get support for new policies
- Reduce 'complicatedness' and regulatory burden by referencing Shared Outcomes and indicators/targets in other policies rather than duplicating them in different ways and creating confusion.
 - o Example: the health team can reference the indicators and Shared Outcomes of the Climate Strategy that the Climate Team are in charge of when referring to issues like air quality or transport accessibility.

NB: Our analysis was done based on the policies and strategies which have been mapped into OnePlanet, therefore any examples of gaps highlight potential areas for exploration rather than assuming gaps aren't addressed elsewhere in government. If all policies and strategies are mapped into OnePlanet, then real gaps and opportunities can be identified – and possibly even more significantly, reams of redundant policy and strategy can be retired.

In a previous experiment for the Rwandan government, we estimated that, using OnePlanet, policy, strategy and regulatory burden would be reduced; greatly increasing efficiency in government at the same time as delivering better outcomes.

2.4. Rebuild Trust through 'Three-Perspective' Integration and Constructive Dialogue

The Observation: There is potential for OnePlanet to rebuild trust by bringing together public concerns with government policy and expert opinion; also to support structured approaches to contentious topics with shared factual foundations. We hypothesise that the degree of alignment between these three perspectives will be a good measure of trust: the more aligned the three perspectives, the greater the trust in society

Recommendation: Institutionalise the integrated approach combining something along the lines of three-perspective integration with structured dialogue frameworks:

- Government perspective: Central, regional and local government responses to important issues the UK is facing (represented as policies, strategies and plans on the OnePlanet platform)
- Citizen perspective: Community values and lived experiences identified through participatory deliberative processes and survey data (which can be represented as public opinion lens in the OnePlanet platform)
- Expert perspective: Technical and academic contributions (represented as Shared Outcomes in the OnePlanet platform)

Facilitating Constructive Dialogue on Contentious Topics:

OnePlanet could support established dialogue and deliberation processes, for example, as we outline below.

1. Exploring Shared Factual Foundation

- a. Pre-workshop mindmaps of data, for example using verified ONS data and official statistics which address a wide range of concerns
- b. Clear source attribution and simple methodology explanation, perhaps demonstrating how data fits into different world view mindmaps (i.e. interconnections with different Shared Outcomes)
- c. Exploration of facts before moving to interpretation and solutions

2. Enhancing understanding of different perspectives

- a. Respect for different lived experiences as well as fact-based discussion
- b. Explore Shared Outcomes rather than debating ideological positions
- c. Commitment to listening and learning from other perspectives supported by exploring world views through mindmaps
- d. Including more-than-human voices

3. Communicating Expert Opinions

- a. Experts provide context and nuance to official statistics by showing interconnections in OnePlanet
- b. Communicate the distinctions between factual expertise and policy opinions
- c. Allow participants to explore perspectives from different experts so they can 'get into the mind' of different experts so single viewpoints don't dominate
- d. Make more accessible technical information

OnePlanet thus can integrate and support transparent processes for participation by acknowledging and managing different types of knowledge whilst ensuring all voices – human and more-than-human are heard and valued.

2.5. Establish OnePlanet as a Community Knowledge Platform and Trust Building Hub

The Observation: OnePlanet's database structure could enable society as a whole to co-create a dynamic evolving shared 'knowledge graph'. When such a community-led knowledge graph is allied to community-led solutions and OnePlanet's ability to generate greater transparency through the world views that are communicated, we believe that it can create the basis of conversations that can mitigate the lack of trust that currently prevails. Such a societal knowledge graph would document the evolution of a collective wisdom and form the basis on which AI could support individual citizens and organisations explore their and others' world views, and journeys to coalesce around a set of joined-up Shared Outcomes.

Recommendation: Develop OnePlanet as an integrated community knowledge and trust building platform.

Knowledge Graph Capabilities: Knowledge graphs⁴ are powerful mechanisms to document interconnectedness of otherwise isolated data points. For example, they are used by organisations such as NASA to manage complex knowledge and institutional memory⁵. Graphs technically are data models where the data is held as nodes and connecting 'edges' (what is generally understood to be a graph, i.e. a line

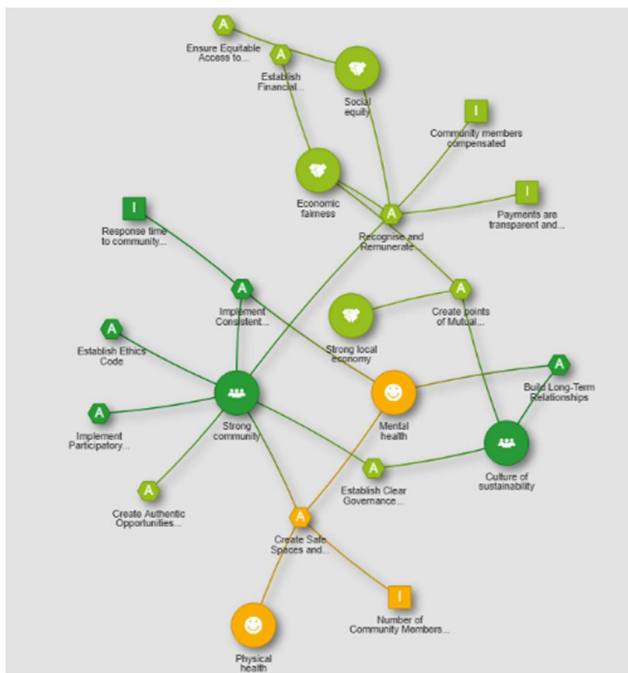
⁴ [Knowledge graph - Wikipedia](#)

⁵ [How NASA Uses Knowledge Architecture to Graph Critical Data](#)

going up and down, is technically known as a 'chart'). Since all data gets its meaning from its relationships to other data (data in itself carries information but not meaning), knowledge graphs generate understanding and meaning in the person exploring the graph. Neuroscientifically, knowledge graphs engage the more intelligent right hemisphere where meaning is generated⁶. A societal knowledge graph could be massively powerful in creating a collective intelligence⁷ for the UK.

Trust Building Mechanisms:

- Implements community-led solutions
 - Example: in partnership with The Brixton Project⁸, we co-developed a Community Trust Solution in OnePlanet⁹ which any user can adopt into their action plan to find actionable ways to address building trust within communities.



- Leverages built-in transparency features to address trust building
- Enables overlaying different perspectives to build mutual understanding
- Addresses trust deficits between individuals, within communities, between communities, and between communities and institutions

⁶ [Insights from 'The Matter With Things' - Iain McGilchrist](#)

⁷ <https://vimeo.com/391211147?fl=pl&fe=sh>

⁸ <https://vimeo.com/391211147?fl=pl&fe=sh>

⁹ [OnePlanet](#)

2.6. Empower a network of stakeholders at scale

The Observation: Network visualisation can transform project management and coordination at scale; as well as empower greater self-organisation of stakeholders. Large-scale projects like the National Strategy Project involve complex networks of stakeholders, partners, and contributors that can be difficult to track and coordinate effectively and privately.

Recommendation: Deploy OnePlanet's stakeholder mapping capabilities across government initiatives to provide:

- Clear visualisation of stakeholder relationships and engagement patterns
- Better understanding of influence patterns and communication pathways
- More strategic approach to stakeholder engagement and coordination
- Train stakeholders in the use of OnePlanet to empower them to self-organise around joined-up Shared Outcomes (like a 'Linkedin with Purpose')
- Reduced risk of important voices being overlooked
- Improved meeting planning and working group formation
- Real-time tracking of stakeholder updates

This approach could be applied from local to national, ensuring comprehensive and strategic stakeholder engagement from the outset.

2.7. Integrate Participatory Democracy Platforms

The Observation: OnePlanet can be integrated with participation and deliberative processes such as citizen assemblies and those being rolled out by James Fishkin, Audrey Tang and Doughnut Economics Lab. We believe this will enhance democratic participation and citizen engagement as outlined in the section Facilitating Constructive Dialogue on Contentious Topics (2.4).

Recommendation: Integrate OnePlanet and established participatory democracy platforms and support other networks such as Doughnut Economics Lab to:

- Enhance citizen engagement through proven deliberative democracy methods
- Connect community input directly to strategy development processes to inform and be informed by implementation
- Enable scaled participatory decision-making on complex policy issues

- Bridge online and offline engagement approaches
- Leverage existing expertise in facilitated public deliberation

2.8. Integrate Multiple Knowledge Types and Understand Personal Perspectives

The Challenge: National Strategy development will need to integrate both quantitative data/evidence and qualitative lived experiences from communities, while managing how personal perspectives in linking create both opportunities and challenges for maintaining objectivity.

Key Insights:

- Data provides important baseline facts and trends but will often miss nuanced community realities
 - For example, a council's housing data might show that an area has "sufficient affordable housing units" based on numbers alone. However, when speaking directly with residents, it may emerge that many of those units are in poor condition, unsafe, or not accessible to people with disabilities. The baseline data reflects quantity, but it misses the lived reality of quality, safety, and accessibility that the community experiences.
- Lived experience offers crucial context and identifies gaps in official statistics
 - For example, transport usage data may show that a neighbourhood is well served by bus routes. But lived experience from local residents might reveal that services are unreliable at peak times, buses are often overcrowded, and routes feel unsafe at night.
- Both types of knowledge are essential for effective strategy development
- The way individuals link OAs reveals underlying world views, assumptions and priorities – and patterns of linking can highlight how solutions can be co-created with citizens and communicated more effectively
 - For example, you can see in the screenshot below that an action 'Scale up nuclear power' has been negatively linked to the Shared Outcome 'Well-being of Future Generations'. You can also see the same negative link from that same Shared Outcome to the action 'New gas power stations'. Below the screenshot of the map is a key to understanding the impact of the links for reference.



- Different stakeholders may create conflicting connections between the same OAs which can serve as a basis for discussion
- Personal perspectives can both enrich understanding and identify blind spots
 - Example: transport data may suggest good bus coverage for a region, but residents reveal that there are unreliable services and safety issues and an expert plan shows that there is not enough focus on carbon emissions.
- Expert maps provide additional insight, showing how professionals in different disciplines conceptualise problems and solutions, and offering a tool for comparing and contrasting perspectives.
- AI has the potential to take citizens on very individualised journeys to build their understanding of interconnectedness and how their concerns can be addressed in a way that addresses concerns of others
 - Example: for some, climate action may not be a top concern but heating their home is. AI can show how linking their concern about keeping their home warm in winter to the outcome 'Affordable, secure housing' also cuts carbon emissions and improves energy efficiency through actions like 'retrofitting homes with better insulation and heat pumps'.

Recommendation: Implement comprehensive approach for knowledge integration and understanding perspectives:

Approaches to Knowledge Integration

- Explicit acknowledgment of different knowledge types – objective and subjective - in strategy frameworks
- Processes for validating assumptions behind data against community experience
 - For example, patterns suggested by data are checked through dialogue with affected groups to confirm whether they reflect lived realities.
- Methods for incorporating experiential knowledge into evidence base
- Clear protocols for when different knowledge types provide conflicting insights
 - For example, when quantitative evidence and lived experience point in different directions, structured review processes (e.g. site checks, additional research) could be triggered to reconcile the differences.

Capturing Personal Perspectives:

The experiment uncovered the potential to understand individual world views when looking at the same data. This could be important to understand deeper motivations instead of basing understanding on assumptions.

There is no single 'correct' way to link OAls, as people's world views and lived experiences shape how they connect issues. Understanding these linking patterns provides valuable insight into underlying assumptions and priorities — for example, an anti-immigration stance may actually be driven by housing concerns. Mapping both citizen and expert perspectives reveals gaps and opportunities for more joined-up conversations, helping integrate data, lived experience, and diverse knowledge types to build trust and deliver more effective outcomes.

We propose that understanding how citizens link OAls gives us insights which are hard to gain in other ways, as well as to help citizens explore, examine and discuss the extent to which their world views are interconnected. For example, an anti-immigration stance may be driven by lack of access to housing. There may be ways to uncover these systematically in different ways:

- Asking different stakeholders to link OAls thus contributing their view of connections and providing multiple perspectives on the same information
- Regular review and validation of connections by diverse groups

- Clear guidelines about when personal interpretation is valuable vs. when objective standards are more useful
- Visualising different pathways to Shared Outcomes to accommodate, generate constructive dialogue and build consensus between varied world views and perspectives

Expert Map Analysis:

- Systematically capture and analyse expert recommendations as explorable, connectable maps.
- Compare and contrast disciplinary perspectives to highlight synergies and tensions.
- Synthesise diverse expert perspectives into coherent strategies that integrate across fields.

Harnessing Collective Intelligence through OnePlanet:

- Use the platform to integrate data, lived experience, and expert insights in one place.
- Support collective sense-making by allowing different perspectives to be compared, reconciled, and communicated transparently.
- Enable citizens and experts to co-create solutions grounded in evidence, context, and diverse world views.

2.9. Address Diversity and Inclusion in Technology

The Challenge: Technology-enabled strategy development approaches like OnePlanet can both enhance and potentially limit diversity and inclusion in collaborative governance processes.

Diversity Considerations That Might Be Addressed:

- Geographic diversity - connecting rural and urban perspectives
- Socioeconomic diversity - ensuring representation across income levels
- Cultural and ethnic diversity - incorporating different community perspectives
- Age diversity - engaging both younger and older voices
- Professional diversity - balancing expert, practitioner, and citizen input
- Accessibility diversity - accommodating different abilities and needs
- Political diversity – representation of views from across political spectrum

How Technology Might Address Diversity:

- Online platforms can reduce geographic barriers to participation
- Translation tools can support multilingual engagement
- Flexible participation formats can accommodate different schedules and preferences
- Digital tools can make complex information more accessible
- Network mapping can identify and address representation gaps

How Technology Might Not Address Diversity:

- Digital divide may exclude some communities from participation
- Technical complexity could favour more educated participants
- Online formats may not suit all cultural communication styles
- Lack of face-to-face interaction might reduce trust building
- Algorithmic bias could influence how different perspectives are weighted
- Over-reliance on data might undervalue experiential knowledge

Mitigation Strategies:

- Hybrid online/offline engagement approaches
- Community facilitators to support digital participation
- Multiple formats for input and contribution
- Regular diversity audits of participation patterns
- Explicit efforts to reach underrepresented communities

2.10. Give Voice to the Rest of Nature

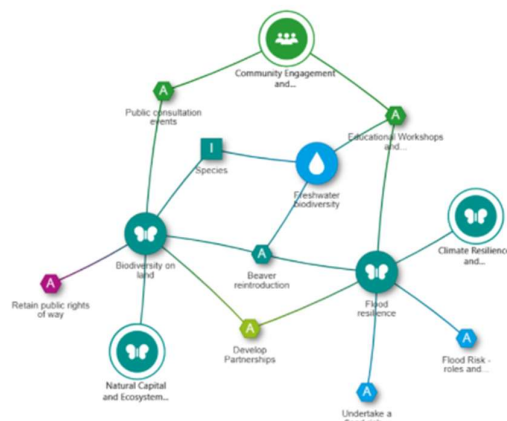
The Observation: OnePlanet's platform and methodology has the potential to integrate natural systems and environmental perspectives into strategy development, ensuring more-than-human nature has representation in decision-making processes.

Recommendation: Develop OnePlanet's capabilities to systematically include natural systems perspectives in all strategy development:

The rest of nature can offer us a lot – physically, emotionally and spiritually – what is sometimes called Ecosystem Services. These services include providing the air we breathe, water we drink and food we eat; protection from drought and flooding; replenishing our gut biome which improves our physical and mental health; and providing spiritual connection.

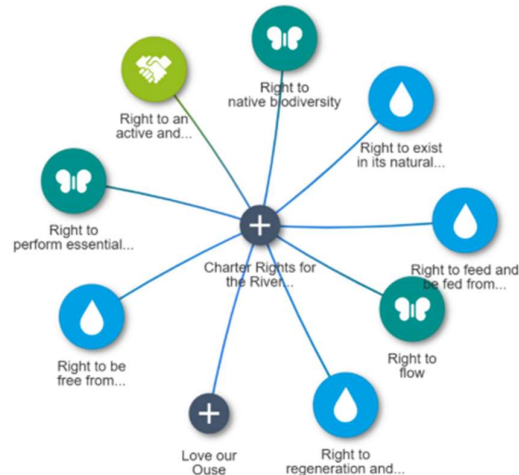
The rest of nature can only provide these services if it is healthy and we provide for its needs. The services provided and needs required can be mapped into OnePlanet. They can be individual species (such as say beaver, which can reduce flood risk), trees (which can provide food, carbon sequestration, flood prevention, increase biodiversity, mitigate heat island effects, create rain, improve mental health, etc) or rivers (whose rights are now being embedded in law around the world).

Example of a beaver reintroduction mindmap on OnePlanet, connected to the Shared Outcomes in the National Strategy Project Ecosystem Plan. Now we can see how beaver reintroduction contributes to Climate Resilience but also links to Community Engagement and Democratic Participation through actions such as Educational Workshops and Public Consultation Events:



Systems mapping the services and needs of key species or entities can enable these to be taken into account in national, regional and local strategies.

This is the Map of Charter Rights for the River Ouse:



2.11. Optimise Financial Flows and Resource Allocation

The Observation: Understanding the flow of money is difficult to visualise. If these flows are be visualised, potentially even in real-time (or near real-time) it could enable better collaboration across departments and communities. Potentially such a visualisation could be very useful for place-based budgeting. As part of this experiment, we started to explore the potential for OnePlanet and graph technology to map financial flows but recommend that more work in done on this.

Recommendation: Explore OnePlanet for financial transparency and resource optimisation testing OnePlanet’s usefulness to:

- Map budget allocations to Shared Indicators for clear visibility of public money connections
- Track spending from departmental pot to local authority allocation
- Identify cross-departmental spending patterns for coordination opportunities
- Optimise resource allocation based on outcome impact rather than departmental boundaries
- Enable citizens to understand how tax contributions translate to outcomes they care about

Key Benefits:

- Reducing duplication by identifying where two or more departments are funding similar activities, or where co-funding or refining of the intervention (e.g. funding a community cafe can be linked to local food growing) can unlock co-benefits and greater impact

- Better tracking of ROI tracking by making clearer the connection between spending and achieving a particular outcome
- Allocating resources more strategically by documenting evidence so investment decisions are more transparent and data-informed
- The public can be more aware of government spending on public services which allows the government to be held accountable for their spending decisions

2.12. The Potential for AI

The Observation: The potential for AI to enhance the user experience and increase engagement was clear. The potential for AI includes:

- Converting PDFs of policies, strategies and plans into OAI, linking them and allocating them to lens categories. This would massively reduce the time and human resource currently needed which is a major barrier to expansion of OnePlanet.
- Recommending potential collaborations, OAI, case studies and solutions to users
- Adapting the way OAI are linked based on world views, and taking users on a journey to explore interconnected – e.g. citizens concerned about migration and health, might also be encouraged to explore how climate change affects migration and health.
- Underpinning OnePlanet with the 'mathematics of self-organisation'¹⁰, which can serve as a guiding indicator or compass, of how far any policy, plan or strategy is from a state which promotes the health of people, community, local economy and planet.

Recommendations:

OnePlanet is working on an AI roadmap. We aim to complete the roadmap by the end of September.

2.13. Model Coupling Framework

The Observation: Models used by government and academia are often siloed – addressing individual issues or a small number of issues. This means that

¹⁰ As outlined in a White Paper by Desai, Friston et al, 'How to build a planet-regenerating AI'

recommendations derived from these models are dangerous in that they are not necessarily taking into account the bigger picture and real-world interconnectedness. Discussing this with modelling experts at Exeter University, we jointly propose that government departments and their collaborators create and implement a 'Model Coupling Framework' enabling different models to connect to each other. This coupling could be unidirectional for so-called soft coupling which is far less challenging than bi-directional fully coupled models. Coupling could be around sets of OnePlanet Shared Outcomes and Shared Indicators enabling policies created in the OAI structure to be directly linked to these models. Some initial recommendations are included in the appendices.

Recommendation:

Central government to consider how best to ensure departmental models can be coupled easily and flexibly to support cross-departmental conversation.

3. Conclusions

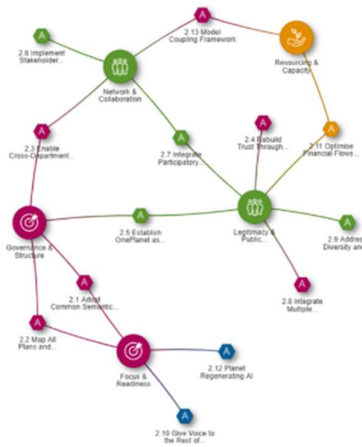
We believe in OnePlanet's potential to support the National Strategy Project by providing the tools, structure, and shared understanding needed to address complex, interconnected challenges. OnePlanet enables collaborative sense-making, rebuilds trust, and drives joined-up action. Through its framework and capabilities, it lays the foundation for a more participatory, anticipatory, and regenerative approach to strategy development - one that aligns people, planet, and prosperity for the long term.

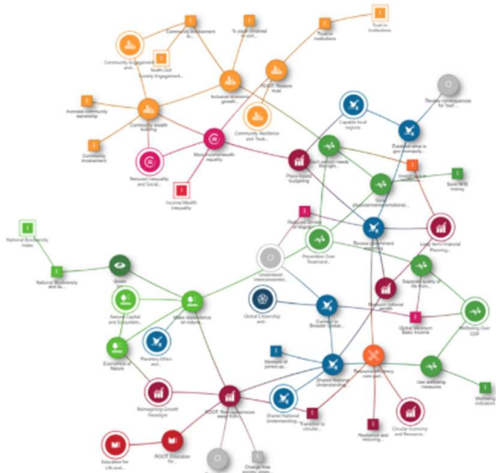
This report represents findings from a time-limited experiment and is intended to raise important questions and possibilities rather than provide definitive answers. The full National Strategy Project will build on these initial insights to develop a comprehensive approach to collaborative governance in the UK.

4. Visual Recommendations Framework

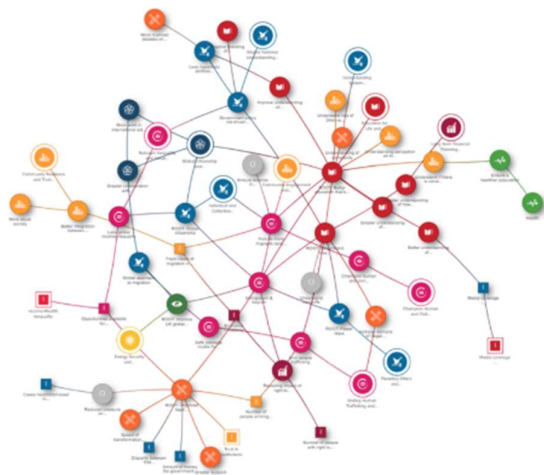
4.1. Interactive Mindmap of Recommendations

- Core questions for NSP as central outcomes
- Branching recommendations as actions
- Network nodes to bring in stakeholders
- Mapped to 4Ps lens: People, Planet, Prosperity, Purpose

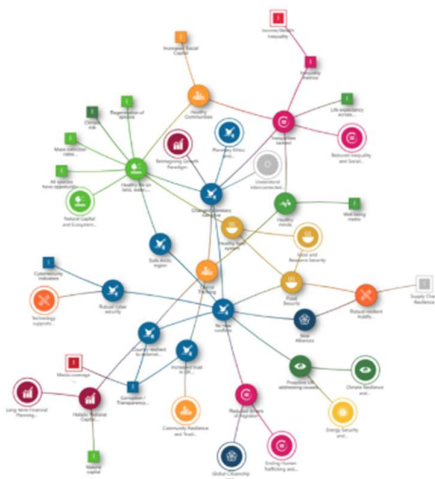




Migration Expert Workshop:



Security Expert Workshop:



5.2. List of Mapped Strategies

Name	Link
Cyber Resilient Scotland: strategic framework	Cyber Resilient Scotland: strategic framework - gov.scot
Mayor of London Health Inequalities Strategy	Health Inequalities Strategy Implementation Plan 2025–2028 London City Hall
Integrated Review Refresh	11857435_NS_IR_Refresh_2023_Supply_AllPages_Revision_7_WEB_PDF.pdf
Haringey Economic Development Strategy	Haringey Economic Development and Growth Strategy
Scotland Climate Change Plan 2018-2032	Update to the Climate Change Plan 2018 - 2032: Securing a Green Recovery on a Path to Net Zero
Net Zero Strategy: Bring Back Greener	assets.publishing.service.gov.uk/media/6194dfa4d3bf7f0555071b1b/net-zero-strategy-beis.pdf
Environmental Improvement Plan 2023	Environmental Improvement Plan
Mobilising green investment: 2023 green finance strategy	Mobilising green investment: 2023 green finance strategy - GOV.UK
The Fuller Report	nhsproviders.org (no longer available)
Darlington's Health and Wellbeing Strategy	02 Darlington's Health and Wellbeing Strategy 2024 - 2028.pdf
Fixing our Broken Housing Market	Fixing our broken housing market
Transforming our world: the 2030 Agenda for Sustainable Development	Transforming our world: the 2030 Agenda for Sustainable Development Department of Economic and Social Affairs
Lewes DC: Climate and Nature Strategy	Climate and Nature Strategy and Action Plan - Lewes and Eastbourne Councils
New Scots Refugee Integration Strategy	New Scots Refugee Integration Strategy
Haringey Climate Change Action Plan	Haringey Climate Change Action Plan – a route map for a Net Zero Carbon Haringey
Merton Cost of Living Strategy & Action Plan	Appendix I - Cost of Living Action Plan.pdf
Economic Strategy for Darlington	dpla0478
London Environment Strategy	london_environment_strategy.pdf
The UK Government Resilience Framework	Resilience Framework
Mayor of London's Transport Strategy	Mayor's Transport Strategy

Cunliffe Review	Independent Water Commission Final Report
Safer Parks: Improving Access for Women and Girls	safer-parks-final-050503.pdf
Serious and Organised Crime Strategy 2023-2028	CP 992 – No Place to Hide: Serious and Organised Crime Strategy 2023-2028
City of London: Joint Local Health and Wellbeing Strategy 2024-28	Joint Local Health and Wellbeing Strategy 2024-28
WHO Health, Environment, Climate Change Strategy	WHO global strategy on health, environment and climate change: the transformation needed to improve lives and wellbeing sustainably through healthy environments
Public Health Scotland Plan	A Scotland where everybody thrives: Public Health Scotland's three-year plan: 2022–25

5.3. Model Coupling Framework Presentation

[Holistic policy making and modelling.pptx](#)