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I'm going to get us, started with today's session, And so, as I mentioned for anybody that wasn't here before my name is Taylor, and i'm a community engagement manager here at a political and

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hello and welcome to today's workshop on how to integrate policy and delivery.

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And so, yeah, if you haven't already please do introduce yourselves in the chat, it would be great to know where you're joining us from. I'm.

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Delighted to be part of today's workshop on how to go above and beyond the bringing policy and delivery together, and how to fully unite the 2.

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We'll be exploring how integrating policy and delivery can result in a clearer vision.

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Stronger strategic alignment and better user experience for those of you who may be joining us for the first time.

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And if you are please, you let me know in the chat.

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It would be great to know how many new people we have.

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A political is a network and learning platform used by over 150,000 public servants and policymakers in 170 different countries, and our mission is to build 20 first century governments that work for people and the planet

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by putting the best knowledge and skills at the fingertips of public servants from around the world.

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And we do this through our events, our courses and our knowledge sharing platform just gonna get us started with a few housekeeping points before we get underway.

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And so we are recording today's session and It will be hosted online on the A political website.

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Via Vimeo we're doing this so participants and members can review the content on demand, and further their learning, and it also enables us to share the content with any participants who are unable to make today's session please

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be aware that viewers of the recording will be able to see your zoom username, and if they have your camera on, they'll be able to see your face in addition to any information contained in your background.

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So please do let me, or one of my colleagues know if you object to being recorded, or to a political making the recording available in the manner described.

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And if you have any further questions, you can find the contact details of our data protection officer at the footer of our homepage.

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We also have live transcription available on the call today which you will see on your screens.

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So if you'd like to turn this off, you can locate the settings at the bottom of your screen by clicking on live transcription and selecting hide today, we are fortunate to have Rachel Hope James

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Reeve Key, Wang and Richard Banks joining us for our conversation today, and I will be introducing them all in just a second.

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But before I do that, it would be great to see who we've got joining us today, so if you can do, please do turn your cameras on and turn turn on gallery Mode, if you can you should be able to see the

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options in the top right hand corner, and it would be fantastic if you can just give your colleagues across the world away. so be nice to see all of your faces if you can do fantastic Thank you for indulging

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me in that that was that was lovely and great to see you all introducing yourselves in the chat as well.

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We can see a real good mixture of different locations and different departments coming in today.

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So this is gonna be a really great conversation, and we are gonna kick off today session, just with a couple of poll questions.

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As our last few participants are joining. to get a sense of how everybody's approaching stays workshop if you're using zoom via your web browser you may not be able to see the poll questions but I will read

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the out, and please feel free to just pop your answer in the chat and I can read it out for you instead.

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So our first question: Do you work in a policy focus role or a delivery focused role?

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And I will just give you a few. quit a few minutes to answer that question.

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So the options are a policy focus role a delivery focus role.

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Maybe you're doing both or maybe you're working on neither.

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So it would be great to know i'm just gonna give it a few minutes, for everybody.

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Chance that question, and then we will share the results can see a lot of responses coming in.

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I'm just going to give it 10 more seconds and Then we will share the results with everybody.

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Okay, and here we go here's here, the results wow so We've got a really good mixture going on kind of 30% of you in a policy focus role on 35 in the delivery focus.

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Well, but good to see. we've got some combos as well, so people doing both. That's really really interesting.

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That's where it's great to know and we're just going to move on to our second poll question now, so it just should just be popping up for you in a second.

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So what do you think is the biggest barrier to integrating policy and delivery time, lack of empowerment to do it, or organizational silos, siloed budgets.

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Lack of understanding, lack of ownership over the outcomes, skeptical stakeholders, or lack of skills and capability, or anything else.

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If you have anything else that is really standing out to you that's really stopping you from being here able to integrate, then then let me know in the chat.

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It would be great to know, and i'll just give that another minute as well.

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Everybody to answer that question. Okay, we've got a lot of responses coming through.

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Now, i'm just going to give it 10 more seconds. Okay, I think we can go ahead and share the results on that one.

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Okay, So organizational silos coming in, with 43% of the vote while their fans, one seems to be the real biggest barrier that everybody is having as well.

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But we've got a got quite a few mix across across the rest of them as well.

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So lack of understanding coming in at 13% and lack of ownership at 14% as well. Fantastic!

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Thank you for letting us know that's that's really interesting, and I hope our speakers can can help you out with that when we we finish off today's session.

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So I am just gonna go ahead and introduce our speakers for today, and then I will hand over to our speakers, and they can get us kicked off of the day.

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So, and our first Speaker up That We're gonna have is Rachel Hope and she is the deputy director at the Teaching Workforce director at the UK's.

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Department for Education, where she's responsible for teacher services she brings policy and delivery expertise into multidisciplinary teams to tackle one of the department's biggest challenges ensuring that there are excellent teachers

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for every child. This includes services to support those entering the teaching profession, as well as those already teaching in our schools.

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During Covid 19, Rachel established the and led the get help with technology program which provided 1 point: 3,000,000 laptops and tablets Internet access for vulnerable and disadvantaged children and supported schools to

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set up digital education platforms and use technology effectively. And then we have key.

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Wang, who is a passionate public servant, she feels privileged to be the director of strategic policy and planning at the Canada Council for the arts.

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Since spring, 2021, and contributing to the rebuilding of a more inclusive, innovative, and sustainable art sector.

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Prior to this key was the inaugural director of the policy Community partnership office which convenes and enables the Government of Canada's policy practitioners and helps them evolve their practices and in 2000

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and 20 key help develop and deliver an online boot camp on integrated policy and partnerships with a political You And we have Richard as well.

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Who is the deputy director of the policy profession unit.

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Richard has headed up the policy profession unit for the Uk Government since October.

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The Twentieth 13, and is responsible for coordinating its collective efforts to professionalize policymaking and build a cleaner structure around such diverse work.

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During this time Richard has also been the deputy head of policy profession in the Department for health and social care, and is now based for Dfe.

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Richard's experience includes a broad range, of capability and service improvement roles across public services, including frontline benefits, offices, local government housing, homeless and drug and alcohol centers and voluntary sector,

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And then, finally, we have James Ree, who is the head of digital at the new Case department for Education.

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He builds and supports teams that tackle some of the department for Education's most urgent complex and challenging delivery projects. And these teams support service owners across dfe for doing exemplary digital

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delivery, fostering and inclusive delivery culture and bringing digital skills to new areas.

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And he is responsible for professional capability and the department's. digital strategy, and how the organization is set up for success.

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So I am sure you will all agree that we are in very capable hands today.

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I'm gonna i'm gonna pass over to rachel first?

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Who's gonna kick us off so rachel over to you.

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Thank you very much, and thank you for having me along today, at whatever time it is with you.

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I am going to share my screen now, because what I want to do is just use a few slides to tell a bit of a story which we can then use as context.

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When we get on to the interesting discussion that comes. So if you could just let me know when you can see this.

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Is that okay, taylor for brilliant so i'm just going to talk to you a little bit about my world, which is all about teacher policies and services.

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And i'm going to tell you a little bit about where we've come from, and what's happened So, taking a step back back in 2,017, we we launched a sort of fresh systems-based review to

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reimagine. what services would might look like if they were designed using the perspective of front line workers, such as teachers.

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This was led by a multi-disciplinary team of policy experts alongside technical experts, like researchers, analysts, designers, and delivery experts.

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And what this team found was that often policymakers would do their very best to try and deliver on the Government's priorities.

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But they were genuinely feeling quite frustrated.

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They were feeling quite surprised and quite disappointed when initiatives had poor take-up or they just simply weren't achieving the outcomes that they sought.

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Teachers felt overwhelmed. so I wanted to share this visual.

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So this is one of the things that was produced. and this was how we tried to understand what the world was like for teachers.

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From their perspective, and what it really revealed. this work was this naughty mess of publicly funded services and information.

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Whether it was from central government, local government, charities, or other organizations.

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Everyone was competing for Teachers attention, and what that meant, what it felt like from a teacher.

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I can always remember this quote, and I talk about it frequently, as one teacher said, it was very much like being on a beach.

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Whether it gets worse and been hit by a big wave but before you can get up and take your breath.

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You're hit by another big wave They so what teachers found us They were really in the eye of the storm, and they really had to prioritize what change they listened to.

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They had to prioritize who they lit, who they listened to, and what they did as result because they simply had limited capacity in this world.

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You can see here. So so we asked ourselves what we call the daring question.

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So what would happen if we redesigned services in-house for frontline teachers and potential teachers?

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What would they look like if they're designed from their perspective Now, I'm going to jump forward 4 years and this is the world we now have, so we have a world where we've radically overhauled the policy and

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the services that teachers interact with and I won't go into all of the detail here, because we can pick up in our discussion.

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But, for example, we overhauled the journey for Wannabe teachers.

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Those who are going on the journey to become a teacher, and made that journey.

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We bought that in-house, moving it away from 3 different organizations to one single organization and overhaul the policy that underpinned it, and what we already saw from our pilot Last year was it had the potential to

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bring in at least 600 more trainees every year so it's having those real out, those real impacts on the outcomes.

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That matter. Just before I finish I'll do 2 quick slides on my view, the ingredients for success of that journey, because it was a really big piece of work that we've done across a huge number of teams but

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crucially. we did it by bringing policy and delivery together.

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So we continued with the idea of empowered, autonomous, multidisciplinary teams.

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So we let go of the idea that policy and delivery was separate.

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We bought the bought single ownership around problems from concept to implementation to continuous improvement, and that's allowed policy and delivery to iterate and evolve as people use me.

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Everyone around me learned more about what it felt like to be on the ground, and what the impact of our policies and services were.

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We aligned people around a clear vision with lots of work to make sure we showed how the strategy was aligned, so everyone in could have the confidence that what they were working on ladder up to what was needed overall we ultimately

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put users first. I'm sure we'll come back to lots more of that conversation later.

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Then the final 4 things: We had a bias to action and experience rather than sit in a world where we were really worried about the uncertainty of some of our decisions.

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We went out and tested things started small and growing. We try to, particularly for our areas. It might be radical for everyone on this call, but we had quite radical transparency and collaboration.

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So we published things externally, we published things across teams across the department about what we were doing, so we could be really open about what was working and what wasn't working.

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As we went through the journey, and that also brought with it real focus on having things were changing.

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We had a team that cleared the path for us, so helped us with some of those organizational silos that you were talking about in the poll who cleared the way for us so that we could have these teams that could just focus on

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what really mattered which was that deep understanding of our users, and we all aligned around a group of shared values which I will talk about when we get on to discussion.

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So I will stop there. This is our vision, as you can see, excellent teachers for every child, and our motto around B. and bold.

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I will stop there and let the others talk but i'm very happy to pick up on many more of this these just these points when we get into discussion.

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Thank you, Taylor. thank you rachel for that and it's really great to hear about those real tangible outcomes that you can.

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You can see from your work, so that's really great to hear key.

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I'm gonna hand over to you next if that's Okay, sounds great.

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Hello, everyone, and I really appreciate it hearing Rachel's amazing example of brain policy and delivery together, and I will try to build on some of that.

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And also my experience with policy, integration, and offer maybe a few tips and things to kind of hold in your mind as you're trying to do this integration.

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So the first, and I think Rachel's example already offers it really.

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Well, we should think about policy as a continuum and not, you know, policy, development, and policy delivery as 2 set steps separate steps.

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So really think of it as a as a continuum and with the view of good public policy outcome as really the the you know what we're striving to do.

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So you can imagine that no matter how well we conceive and conceptualize a great policy idea if it cannot be implemented.

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If it's not feasible then we're not going to derive a good public policy outcome, and the reverse is true.

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You know, we could be really great at executing and implementing and delivering. But if it was a poorly, you know, thought-out policy idea, we're no better off and no better off at reaching our public policy

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objectives. My second suggestion is to really invite you to always hold, you know.

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Keep in focus top of mind to evidence and outcome So I've already talked about outcome as our end.

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Goal. You know the evidence that we need, whether and where we source those outcome of evidence.

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Hopefully from a very large array of sources, and in particular also to keep people at the top of mind.

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So that is, whether it's users. and users that we serve, or the colleagues that we need to, you know, link arms with in order to to make this happen. And my third suggestion is I kind of sum it up as thing as

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falling in love with the problem. What I find often happen in the policy sphere is that we're very good at rushing into conceptualizing solutions, and we don't often take the time to really delve deep into what is

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the problem. we're trying to address and i'll give you a very concrete example of immigration here in Canada.

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A few years ago that we're working through the problem they have with the call set.

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So people calling in to the call centers, and being, you know, very upset, usually with with having to call into the call center and try to get information.

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The assumption that the Department has was that Oh, people are upset calling it to the call center, because there's such a long time it takes for our department to process immigration. application.

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So people are upset with the long wait time for the actual.

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You know, decision around their application. but when they got actually curious and started investigating more.

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But the source of the problem is, they discovered that the problem was that people didn't know where they were in the in the process.

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Not that it took a long time to get a decision, So that revelation of the nature of the problem, you know, pointer to a very different set of solutions than the initial assumption of what the problem was so it just goes

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to show that really delving and falling in love with the problem and taking the time.

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You know, really having the problem framed well is already halfway there to actually getting the job done.

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And I would also suggest that within the days of falling in love with the problem is to involve, as many people as we can, because prospect perspective matters.

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And whose perspective matters so rachel's example was a great one, where you know the perspective of teachers was kind of at the heart.

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So if you had teachers there versus government versus students, you know you are going to have different perspectives around the nature of the problem, and I think this is also an opportunity for those who work in policy.

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Development. So the conceptualization, the early stages of policy, to be really bring a lot.

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Their delivery frontline colleagues as part of that problem exploration space.

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Then I would also suggest we, you know, just spend a bit of time thinking about who are the unheard voices.

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So again, those who have a perspective on the the policy problem you already know them.

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They've already been you know writing into the minister or playing in the space.

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So if you ask yourself who are those unheard voices?

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And, you know, pause to to just reflect on that, and then how you could perhaps bring those voices to bear as part of the problem definition.

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And then finally, I to the point that you know one of our biggest barriers is these organizational silos.

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So most organizations departments are not organized in a way where you have the policy development folks working in the same part of the organization as those who deliver and implement.

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So I guess I offer a piece of advice is to is to figure out who those who your counterparts are.

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If you are very much working in one area, and launched the other, and and to and to reach out again, I think those bridges are built where we're human beings wear colleagues, so as to build those

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bridges and and reach out, whether it's say you know love to have a virtual coffee with you, because I see we're working on the same issues.

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But maybe from different parts of the of the policy continuum.

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And I think if you know, you reach out with that to invitation very high likelihood that your colleagues will say Yes, let's connect. so i'll leave it there for for the moment, and happy to to elaborate

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and to go further in the conversations. Thank you, Kate.

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There was some really really practical ticks and I love that idea of a policy continuum.

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I think that that's really really key to this that this isn't too distinct per parts of a policy, but rather 1 one long kind of journey that we're all going on with a policy.

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So I really like that idea. Thank you. Yes, we will come back later, just to mention as well.

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We will have time for Q and A. later on so if any questions start occurring as you're hearing from our speakers. Please do just pop them in the chat, and we can come back to them later on and for now i'm just

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going to hand over to Richard, who is going to be be talking to us next.

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Thanks, Taylor, and I really like keys point on there owning the problem falling in love with the problem.

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I think that's a really really important point thank you and so i'm going to talk in some sort of stereotypes and some reflections on how some of our sort of history and structures might be part of the

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challenge culturally at least, and practically in many ways, too.

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So and I say, this is somebody who started out as an administrative office administrative officer in a benefit center.

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So I started very much in the kind of frontline public service facing end of public services, and I consider myself a public 7 in the round, having been across a broad range of public setter settings and services.

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But since then and now, and for the last 8 years, plus which is unusual in itself, I have been wrestling with the problem.

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I own the problem of what can we do to improve policy, making capability for the for the Uk Civil Service, and a core part of that is breaking the mystique of what is policy?

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What is policy making? I'm going to talk in some terrible stereotypes?

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Forgive me, but I think they're just illustrative given. I've got 3 to 5 min, so we would have a classic mold of somebody who did an arts based or classic subject at a great university who sat

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at the foot of a great master i'm talking very much in stereotype cliches, but invariably in history. at least they were or were masters you'd absorb by osmosis

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i'm going to talk in cliches as well as stereotypes you'd sink, or you'd swim in that environment, and if you could survive and you had the intellectual horsepower to hold your own

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in that environment you would bounce around the system to the top.

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You would climb up to the top in a generalist sort of pulse world, and therein is part of the challenge So that builds in a sort of a mystique.

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You know about the sort of ivory, towered sort of policymaker, far removed from the sort of implementation and delivery systems for which they are responsible and designing to improve for citizens communities the

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country at large, etc. so what's the first thing There is help you to break that mystique break down that stereotype.

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I, for one, came in from the voluntary community sector into white-order partners about of energy and climate change at the time, which is a very different environment. and I came in with that fear of impostor syndrome, and i've heard

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lots of people coming in with a with this sort of specialism in the field that they're coming into and feeling and sensing.

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That sense of imposter syndrome. So I think one of the things we need to do to connect policy and delivery is break the mystique of policy and reinforce lots of the things that Rachel and

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Ki are practically touched on that the reality of good policy making is done by multidisciplinary teams.

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So i'll give you a sort of succession of definitions of what is policy from heads of policy profession.

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I won't name them, but you may be able to guess some of them.

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I don't know so definition. one quote the art of deciding what to do.

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Definition, 2 getting it done, and then definition 3 actually the role of the policy professional is really important as a convener, and bringing together of more multidisciplinary teams.

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That's really important to effective policy through to delivery that you understand the enough to effectively inform the decision-making right. The way through to the actual delivery of what it is that you're working on I know that is

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such a such an important part of it, that diversity of thought comes about from 2 diversity points.

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Diversity of demographics. so making sure that the makeup of policy teams is representative of the communities at large, but also diversity of domain disciplines.

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So you've got in that sort of policy team and all of this effectively works. and rachel's got some great examples of teams actually comes from people who understand the delivery reality the systems for which You're

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responsible for decent analytical health program managers, data or technology, proficient colleagues, and so on.

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So that diversity of team is effectively to do it. and that means we need to break this mystique and break that stereotype to allow people to understand what it.

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Is what policy making is to this day i've heard People are all levels of government right in very senior role.

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Say, quote policy, whatever that is, and i've also heard people talking about.

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Well, I work in the delivering environment and they don't know what policy is.

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You know you to keys point you know if it's not being delivered.

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It's not good policy if it's not actually happening Then then, what's the point of the policy So again stereotypes?

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The ability to craft a beautiful two-sider that's then took over the world to somebody else to turn into live reality.

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These are the challenges we need to break now to do that There's a lot to do, and i'm working on it, and I'm really passionate and committed to doing it.

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We have defined some policy professional standards now they aren't the end of the game.

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They aren't the fix how to break that mistake you actually need to try and explain to people what it is to define it.

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I believe, opens it up. and they can train people in those skills from apprenticeships through to senior civil service structured formal qualifications.

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Again I don't believe that's going to fix it but it's certainly will open it up and allow people to engage with it more.

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We've done quite a lot, not enough and there's much more to do on, on improving the lot of the policymaker.

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We now need to move more into looking at policy making, and the systems and the structures, the way we go about it across public services, effective decision-making through to to effective delivery.

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So I think we are. we are making progress but there's still much more to do.

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But I think that connection between fixing the policy problem through to seeing a lived world delivered.

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Reality is a call to increasing and improving public sector.

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Passion and job satisfaction if you don't see the impact of your work.

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I'll give you a stereotype so if You're a carpenter, you make a stool.

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You go home at the end of the day, and there's you Still, you can see the output if you think there's a greater degree of job satisfaction and public sector ethos improvement and performance.

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If you can see from that delivery influence through to the delivered reality.

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So we, friend the policy. professional standards are link them in the chat around strategy, delivery, and democracy.

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A effective policy person needs to hold all of those components of the job.

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So it is policy through to live reality really like the only problem definition.

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I also like ifg's historic definition of a system steward.

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So you are the person to you, or you should be the person who understands how the whole system works, and bring people in and together.

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I've probably run over my 3 to 5 min i'll post a link in the chat.

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Thank you for listening, and thank you for having me. Thanks. Thank you, Richard, though that was really great, and and I completely agree with being able to see the outcome of your of your efforts.

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I know, working on kind of difficult projects where you put in a lot of time.

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That end result, and seeing everything come together, and it working perfectly, makes makes all that hard work worth it.

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So I can understand why putting so much Emphasis on that okay, I'm just gonna hand over to James, and then we'll move into our Q and A. section.

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But James over to you thanks very much and richard I couldn't agree more exposing those stereotypes is so important, and I don't know about you, but i've worked with someone who fits in every single one of those

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molds in a time that i've been in this civil service. But I what privilege to kind of wrap up this fantastic panel?

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Thank you as well for all of the the great remarks so far.

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I'm gonna finish by building on them with a bit of a story from a little while ago, but not too far not going to involve include any kind of policy. specific.

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But i'll give you a bit of history for context, because it helps to kind of get you into the the place where we were so back in 2,015.

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The then Chancellor, the head of our treasury in the Uk.

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George Osborne announced. a levee on line, large businesses to fund apprenticeship growth.

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Sounds like a good thing right The money was to pay for apprenticeships, and the funding was going to be controlled by the employers who paid the levy using a digital apprenticeship voucher that

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didn't exist, and we had 18 months to deliver so we had that time scale

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Now. All the policy, of course, was then set by the Treasury by that minister.

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Through the words that came out of his mouth. That was all the policy that existed at the time.

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But of course, then it was over to us, the policy team, the delivery team in the department for business, to actually turn that into reality.

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So we had to come up with a detail policy work through the legislation, manage the stakeholders, get providers ready to deliver, and in deliver that operational solution.

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That big, horrible, gnarly government it project, and we all know big government.

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It projects bound to fail right? So we went into it with that mindset.

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Oh, no, it's going to be a disaster because we've only got 18 months, and there's loads of it involved.

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So we knew the only way to be successful was to make sure that we were bringing policy and delivery together.

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If We'd have done the policy up front we would have been commissioning delivery, we would have been throwing that written down policy that Richard just described over the fence that 2 pager and said right off you're gonna

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deliver stuff. It would never have worked policy wouldn't have learned lessons from the front line, even if we had have made the most beautiful 2 Pager Richard, if it was the best we would have ever overspecified. or we would have

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miscommunicated, or things would have just changed.

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So what do we do in practice here's 6 different things that we did to make it work?

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First of all to Keys Point earlier, we built those relationships between the people who were doing that policy thing and the people who were doing that delivery thing.

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That was the first step. We just organized speed, dating 2 rows of people an hour in a room, 5 min each.

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Talk to the person numbers at you, then shift by person.

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It was an absolute who great way to spend an hour.

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We have to like 4 or 5 of them to make sure.

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Everyone met everyone, but well worth doing. We defined and refined policy in workshops, not on paper.

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I know it's hard to do in a remote world but avoid writing things down until you all agreed with it emotionally, until you all agreed with it intellectually.

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Then the paper can come later and We drafted our guidance and up, and our policy and the words that we put out into the public using good content design practices using user research.

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So we would write the content. and then even if it was going up as a guidance page on our Gov. at Uk websites, we'd take it out to some of our users and ask them to read it. We give them challenges You will not

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you know. Imagine you want to find out how much they love is going to cost you.

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Can you find it in this document? But use those techniques to do your policy making processes?

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This is a useful one. We ran a hard policy, soft policy workshop.

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So we've got all of our assumptions of policy out on the table, and we decided which ones were hard, So they'd been announced by minister, or they'd been written in a policy document that we published or they

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were enshrined in legislation, and we made them hard policies. and then we collected the things which we just thought were the way it should work, or that some senior person had said once, and and there were soft policies

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and the heart policies are really really hard to change you can change them if you need to.

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But they're really hard. The soft policies are the is your decision space.

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They're the things you can work through and knowing where the delivery and policy team are collaborating is a great way to start off those important conversations about what you can change and what is just going to be too difficult we

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fed that user research back into the back into the policy making process.

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We showed ministers videos of people saying all that wouldn't work for me.

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That makes a big difference. And we worked in those multidisciplinary rainbow teams closely with supplies, but still owning a risk.

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So they go 6 6 quick things. My favorite, the most important one, is probably that hard policy, soft policy thing, and and all together, by just running those 2 constant over and over again over 50 months.

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We delivered 3 months early, and we made what thought what sounded like the impossible possible.

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So in some summary, build the bridges between the policy team and the delivery team before you need them. it's those relationships which the good delivery and the good policy stand on Understand?

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What is your decision. Space, what's your hard policy what's your soft quality, you

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And then get your feedback from the front line. operational teams.

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The people who are experiencing your services right into the hands of policymakers make them feel emotionally, or what is your feeling emotionally?

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And they they can't fail to be moved by by lift experience.

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And finally, when you're successful, because you'll be share your success, everyone was a partner in making that happen, and everyone needs to be recognized for that Great! Thank you, James, and I really also I know you said that you enjoyed But I really enjoyed that idea

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of the soft policy and hard policy it's a really nice distinction to make, especially when you're looking at kind of what are your non-negotiables that you need to be delivering on But what is an end

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that nice to have versus a need to have. and so really like that classification.

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And we are going to be moving into the Q. and a section of our event now.

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So if you do have any questions for any of our speakers, or just in general, please do probably pop them in the chat, and we will try and get to them.

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Throughout this session. i'm actually gonna kick us off with a question that has come through from our chat and key.

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I'm gonna come to you first with this one and so we had a comment from Ben said, do how do you avoid falling in love with your problem?

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When and taking up too much time before, you're able to build the plans to change things So, as much as falling in love with your problem is so essential.

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How do we? How do we make sure we don't fall too in love with it, especially when it's when it's a really big policy area?

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No, that's a really great question i'll invite my fellow panelists to jump into, if if you like.

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But I think a few things that come to mind the Yeah.

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So I think policy you know if we define it very broadly, as looking at you know, solutions to issues and woes social woes.

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Then It's a very, very big space and when we can very much, you know, have a very expensive explanation of the policy issue.

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And you know many issues are connected. so you know where to draw the boundaries.

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So I think those are very kind of good questions around scope, and I think to what some of the other panelists talked about.

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I think partly with Maybe me. What kind of mandate do you have?

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What, what mandate have you been given, although I would still say that that may not be the end all, and be all in that.

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You may want to push out the boundaries of those mandates and join up mandates.

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So so. But I think you know the kind of the the the capacity. You have the the time frame you have, you know you may have to explore a policy problem from a more narrow.

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Standpoint. you know that that's maybe a very building block towards something bigger. and in other cases this might be the prime opportunity where all the stars aligned to actually blow up the policy problem into a much bigger problem And make the necessary connections.

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So I think it is a bit circumstance dependent to kind of gauge what you are.

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You know what what space you are able to occupy with that policy problem.

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But I think the finding that and defining that with others those who need to bring you know their expertise and perspective to bear is important.

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But once you've defined that scope of that policy problem.

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That's where I say you know again bring the diverse perspectives to help you within that scope of the problem definition, and to see the problem from very different vantage points, because you know we all come from the biases many of them

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are unconscious, because if we knew about them we would shatter them.

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But in order to really shine a light on the different angles to that problem, we need different players to be at the table.

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Hopefully. that's useful. No, that was fantastic James yeah I can see you meet yourself.

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I'll pass over to you I see I saw Rachel too.

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But I'll go first. i'm just going to give 3 quick tests, which I might do constantly to see if I could fall out of love with the problem.

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So the first would be constantly horizon scanning.

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So is there a bigger, better opportunity out there? Where can I see a bigger, better source of value?

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My second days, constantly looking for how I could stop, so could I stop this and leave the world better off

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And the third there's not actually a way to deliver this like people will say they want it, and I've got this problem.

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But I wherever I go, I'm just running up against up the places where I can't deliver, and maybe I should just try something else for a while, and the stars will align around this another time. Rachel, if I can come to you as

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Well, yeah, I was gonna say something similar. But one reflection I was having is, you probably need to remain in love with the problem even as you go through the the journey of scoping it, defining it, starting to deliver and this comes back

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to starting to test things in really small ways. so you can get go down at a track where you start to implement something.

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But you realize that you're actually maybe working on the wrong problem coming back to change this point, that there might be something bigger out there.

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But actually the evidence you gain by putting something in contact with the real world can then give you the evidence to sort of shift.

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Come back to you the points made before shift the mandate and shift the context. So you can.

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If you're being forced to get something out try and do it in a way where you're able to gather the evidence and pivot, and the art of creating flexibility to pivot in delivery is also is also

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a challenge which we can come to richard so I I think there's there's a really interesting bit about here around, and and the theme is sort of curiosity.

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Is key. Those people who stay curious about their work. stay that brings with it an element of objectivity.

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And that's true from line delivery services so if you're trying to engage a rough sleeper for example, and you get to a point of becoming maybe a little bit desensitized, or trying the same approach with every rough sleeper you try to

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engage or in the policy what you know you're trying the same solution, or repeatedly trying to do the same solution, or pull the same lever in a policy space.

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It's a similar problem, whereas if you are consistently retaining that curiosity of how can I make this better?

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Which everyone said, I think, then, you know, that that really really does help and it's the same whether that's in a delivery environment or a frontline direct service environment is in the policy environment that maintained curiosity is the thing

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that is a right balance of you know you're engaged in your loving it.

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But it brings with it some objectivity, hope that makes sense.

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So yeah, that was great, thank you, and thank you for sharing your your views.

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I'm gonna go to a question and I will come to a few of our speakers here, but i'm going to start off with with with James.

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We're getting a few questions through around kind of bringing together the policy and delivery teams when they are still quite silent.

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Now I know you mentioned your the speed dating in your presentation.

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But how? How are there any other ways that you kind of can effectively bridge that gap? Yeah.

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When when you are experiencing those silos. yeah, So building like building a team.

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Culture is all about getting people to have shared experiences.

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So you want people to be experiencing similar things. So

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You want to break. The act of getting rid of silos is like getting rid of things that make people different and getting rid of things that make people back up against each other.

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Not diversity. you want to get rid of that, but getting rid of the things that get in the way of people.

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So get rid of geographical barriers as in co-locate your teams, put them in the same place wherever's wherever possible, get rid of technology barriers.

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So get people using the same tools, the same tooling, the same equipment.

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Get rid of organizational barriers, like line management structures, or the inability to communicate at the same time get rid of.

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Even such silly little things like eat The wrong email address can be a big cultural barrier to people collaborating properly.

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So one of the things I did when I joined the Government officer.

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Science was that must have been like 7 or 8 years ago. the office of the Government chief scientific advisor was to create a culture by making sure we had an email address which made people feel bonded together.

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So you I think you've just got to use everything at your disposal to get rid of the things which, as humans create tribalism.

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Thank you. there's a really practical tips Rachel.

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I'm gonna move on to you we've had a question coming through.

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I know your presentation was a lot around kind of a user being user centered.

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And somebody has asked How and how can you go about embedding insights from users across a program? level transformation?

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Including including policy, as well. so yeah i'll come over to you for that one.

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And then, and then many ways into this So there's firstly how do you collect the user insights?

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And then it's how do you embed it in that wider way.

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So I think what's really important is there's no finish line when you're collecting user insights. So it should.

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The way you work should embed regular testing with users in lots of different ways, and that's all the way from going out and having call it, you know, doing your qualitative research, going out and having those discussions with users through

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to measuring what's happening as they interact with your services or other places.

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But then the really interesting thing I think in this question is okay.

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You may be doing all of that. but is it in one small part of the team, or the wider program that are working on it?

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And this is where I think it comes back to the point around.

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We talked about radical transparency. So how are you getting the messages out?

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And people will want to consume those messages in lots of different ways.

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So there's some aspects of just simply sharing it making it really available.

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Having we have big playback sessions where everyone's invited, and they can hear things, and they might not even be about the topic.

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They're working on we'll publish blogs about what's happening, and we'll share regular updates through shared communication channels like slack. But I think there's also a real role for then creating it

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and making it really really digestible for people if they not find it easy to tackle.

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So that's about thinking, Okay, What are the priority problems and if someone's not gaining the insights they need, how can we go about and help them?

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Answer it, and sort of prioritize in that you richard i'm gonna come to you for a question.

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So we've we've had a question come through and It is kind of a two-pronged one.

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How do you manage delivery of policy when when you, when the commitment of one arm of the team is less than the other arm of the team?

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And maybe how do you get that emotional buy-in?

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But for a policy initiative. when when maybe we're skeptical about how it's because kind of chances of success are going to be.

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That's a tricky emotional buy-in from a policy they don't believe in is implicit sort of sort of in there.

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I think one of the things I really like they've been around for quite a long time now is sort of called the Kissstack test, or the 5 policy tests at Dvd have have only been in Df for yet.

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But it, you know there's quite a few aspects in those i'll try and share a link in the chat that are quite important is, you know what's the point What are you trying to achieve.

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Are you clear on? That, you know, is one of the core things? You know.

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What does the expertise say? what what is in isn't going to work?

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If that if part of the the reason isn't emotional by it is that people don't believe it's going to work, or some of those you know it's not going to fix the problem.

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It's not going to deliver on the policy intent. then, So if we frame the policy professional standards around strategy, delivery, democracy, good policy making is holding those things sort of equal.

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If you see what domain so if if there's a group of people who are who aren't doing this because they don't think it's going to work it's it's What would have to be true for that to

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to work. so in engaging with that group as a team is so to to deliver it in the way that you think will work.

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What would need to be true to make that happen if you see what I mean.

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So I think it's working at it from the other you know So what's the resistance, or what would what would need to happen for you to see that this would work i've placed a whole lot of assumptions in there about what the resistance

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to the problem is So if there's a bit more specific context on that, I might be a bit more specific if that makes sense.

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Yeah, no, that that completely make sense. And I really like that explanation.

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Gonna come back to you. key now with a slightly different question, So this one's kind of following on I think from your comments on that on this kind of policy continuum that you had and we had a question come through saying and as somebody who

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works on strategy, policy, and delivery. I struggle with the line between planning and doing and that line being delivering, strategic planning and back to delivering again.

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Do have any tips for kind of for dealing with that when they're looking at that that process as a whole Yeah, I'm, I mean, I think that that that seems to be a good to have a good problem to have you know

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to kind of go from if i'm understanding the question correctly. but I think this is where I think our maybe Rachel or others have already touched on it.

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I think this is a very much an iterative process I don't think when we're talking like when we have the the beauty of being able to play in multiple parts of the spectrum is precisely to toggle between the

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2, and to have the insights of one influence and inform the other, and not to only stay in one space at a time.

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So I know this is very different, I think, from at least the way the Government of Canada, you know, approaches policy where it's very.

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Linear you know we go from once one step to the next and onto the next, and usually, as Richard says, heads it over to other people.

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But when we can actually hold those multiple spaces, multiple parts of the policies and play in multiple parts of the policy continuum like, really embrace that.

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And and I think it's okay, to to have the multiple parts of it.

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Inform each other. So yeah, like I know that's more complexity to hold, and i'd say also to to all of us trying to do policy integration.

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It's not easy, and I think it's okay for us to recognize This is not easy.

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If it was easy. We wouldn't have the session we wouldn't be talking about how to do it, and how to give you know tips, and and and give examples of the illustrate that we can do this so does not

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you know, baked into our dna at the moment this is not how we're organizationally structured at the moment.

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So we have to overcome these these barriers so know that when you're struggling it's, Okay, you know, to persevere and to kind of be resilient. I really enjoyed that sentiment around around kind of this is this is a problem that

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we are all having and all trying to overcome together as Well, Rachel, i'm going to come to you with a question.

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Now if that's okay, we had one through around and kind of what to do when it's hard to get the users attention that you want in this specific example, they gave they working in the wastewater, sector so people

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don't want to think about those services quite frequently so how do we get?

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Make sure We're getting that attention through so we can make sure that our police policies are really putting users at the center. Yeah, that's helping I've also seen another question come through about what happens. for those who don't work.

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The directly with some of the deliveries. So the example, the other example in the question was health care policy, and when Covid hit, how how busy the health care providers were, and what you do when you try and get their

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insights, and there are a lot lots of different ways depending on the context.

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The one thing is, where what insights can you gather, or that already exist, without having to have that direct engagement?

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So what can you scrape from how people are interacting with both your services?

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But other people's services. What is it showing you in terms of those patterns of behavior, and what do you already know from times when you have been able to get engagement.

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There's something around, especially when it's it's maybe not a sexy problem is trying to then hone in on what is the problem.

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People, Presumably we normally have a policy because we're trying to change something.

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So there's something we're trying to fix so what is the problem that people feel engaged about, and how do we sort of pivot and and loop that in that direction, and and get their attention in that way and then I think

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the question about around the health care providers during the period of the pandemic is such a good one, and it's really hard. I think it's at those times where there's some really radical questions.

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We have to ask ourselves as well if we are separated from the delivery and the delivery needs to happen at such pace, because it's a crisis which is how much can I delegate to those decision makers on the ground

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such that they can respond to their emerging needs because they're the ones who have in the the day-to-day interaction.

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And that's that's a really brave question and It comes with lots of like I kind of give it with lots of health warnings around making sure you don't have a completely chaotic system.

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But there is a There is something around how much you can close the gap between the policymaker and the deliverer, and in times sometimes that is delegating responsibility to someone else with it with a clear direction you yeah, Richard, I can

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come to you just got a I took the I totally agree with the point definitely.

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And are you clear on what the actual problem is here I think That's a really really important point That's caught in a couple of things?

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I think i'm not and and I know it's not necessarily the same for the pandemic, because of health, protection, reasons and equipment and minimum minimum number, and so on.

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But in in voluntary community sector settings, if you you know board members and trustees of charities, and so on.

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If you wanted to get a real sort of sense of users contact and experience, even in some places where it was chaotic and difficult to do so.

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A way of doing that was to spend time in services in a way that could be useful.

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So like sort of mentoring engagement sunday morning paper sessions, or you know, and there's a way of doing it where you're actually contributing to the service which gives a less structured more informal way of doing

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it, but actually putting yourself in the service or the frontline or the whatever it is, in a way that's contributory is a is a way to do that with less structure.

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But very valuable. i've also had okay thank you Richard.

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James, i'm gonna come to you with the question now.

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So we had one through about, and I know Rachel actually just touched on this.

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But I think this pits really well with the the example you gave in in your presentation around delivering at pace.

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So it was it's the desire to deliver at pace hinders our ability to make policy that is deliverable and beneficial, as there isn't time to to think about the impacts How do you balance getting things

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done quickly, but also creating policies that actually do work and can be delivered.

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Wow! great, huge question, huge question I think what's helpful for so what I think, what we're really talking about here is learning, and the ability to learn from the context.

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Still with, and a key for learning is humility and and appreciating that we're probably not going to get it right first time, but equally having having the right attitude to failure so i'm going to go for the answer being

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failure and learning, going out with the the smallest, most helpful, most informative bit of of policy or delivery that you can do.

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First that that sets the scene that helps people to understand and then that you can then grow out of, and I appreciate not.

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You can't always do that with policies sometimes you have to make sure you've got you know a nationwide policy first before you go out with something.

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But you know policymakers do pilots. and there's no reason not to do a beat test or a small test of your delivery, and you can call it a pilot.

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So I think you should put things out there which maybe not.

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Everyone will find, but which your early doctors or your interested people will find, and will begin to give you feedback mechanisms.

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So one of the things we did on our example on DeZona gave earlier was that we put out. but didn't kind of push.

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Really, you know, really, really big way, a calculator for people to come in experience working out how much

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How much levy they were going to pay, and then see what the benefits they were going to get were, and then engage them in a conversation about the benefits, and that gave the people who were really engaged, and who wanted to kind of get

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started something to work with, and a way to start giving us feedback. and then we could learn from that feedback, and say you know what there's something in here which really isn't going to work.

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So starting as small and as incremental as you can And when you can't pilot stuff fantastic, Thank you.

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I am just gonna i'm actually gonna sweep only got a few minutes left, or I'm just gonna finish us up on the last question. and I'm actually gonna come to all of my speakers with this one and because it is something that we have

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spoken out spoke about throughout today's session so we just have the question and key.

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I'm gonna start with you If that's Okay, and for your answer as how, How do you stay connected with your all your parties that are part of this policy?

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Continuum that you spoke about like, How long do you stay connected with them?

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At what point do you kind of release Maybe that that connection that you're having, or how long do you stay kind of implementing and monitoring?

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What's going on. Yes, a key i'm gonna come to you first with that one.

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Okay, well take a stab, think you know. Maybe the short answer is probably never.

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I mean to Richard's point you know if we are part of a public service, and we are, you know, doing things for the for the public good.

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You know our roles probably don't end you know for 9 to 5 are probably kind of you know, toying with all kinds of ideas.

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Even after that we're seeing what's happening in the world it's the stimulating our thinking.

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But also, you know, even when you move on to another project, I think there should always be this curiosity as to what happened to the thing that I contributed to, and how can I continue to give back?

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You know, I think, for example, this session is just beautiful, because I move on to another position, and no longer work in support of the policy community directly.

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But I will always, you know, have a passion for policy integration.

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And so speaking with policy practitioners so so I think this this sense of ownership that you know what we you know what we hand off to others maybe eventually is always is a is a is a you know it's that's I think

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good whether it's really you ever you ever kind of leave that just, you know, walking away from it, or whether you will always kind of be invested.

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And I think that's, you know I think the investment we have and what James mentioned, that you know we have to have people in that emotionally invested.

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I think once you make that investment it's hard to probably untie that investment.

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But I think the dose and the degree of of that investment may weigh, you know, over time.

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But I think, yeah, being curious about you know what's happening how can I continue to contribute?

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Would be great questions that keep asking fantastic and i'll just open up.

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If any of our other speakers want to jump in here I'm more than welcome to otherwise.

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I can start wrapping us up for today's session Yeah.

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James. Yeah, So what I agree with key I think you can't ever you can't ever let go but

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I think that the team is what owes it. So the team needs to stay connected and needs to own it.

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And you know from the start, and was it alive? And then you can finally there, I guess, when it closes.

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But the team is the long-lived institutional memory.

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But people come and go from the team and roles will be needed at the start that are needed in the middle, and Aren't needed whilst you're running in.

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Live and just keeping the thing going and that's okay because sometimes those roles gonna go, sometimes people move in and out of roles, and having that long-lived team, though that is connected to the outcome and knows that it will

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be part knows from the start that we always be part of that policy.

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Continuum is your key to institutional memory great thank you I'm gonna start wrapping us up for today, session.

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But thank you all for your comments. My colleague is just gonna pop a hole up really quickly, as we start wrapping up.

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Now just to let you know on a scale of one to 10.

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If you could just rank your agreement with the statement that this workshop was a valuable use of your time.

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So as you are as you're going out that would be really really useful.

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If you can just let us know how you found today's session, and if you can do it would be great to know what you're taking away from today's session So if you have any one word takeaways kind of something

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that's really stuck with you a word that's really resonated with you.

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Please do pop them in the chat. I would be delighted to see them.

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We will be sending through an email and with the resources from today's session along with the recording as well linked to the recording as well.

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So you've counted all access this again if there's any of the insights that you want to access after today's session.

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It would be great. We will also be flagging. We have another event coming up in just a few weeks time.

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On the 20 eighth of march around delivery in government, and what it takes to deliver in government.

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So if you enjoy today's session we have another one coming up with Sir Michael Barber, who will be leading that session. My colleague is just going to pop a link in the in the chat for you there and

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this is partnered with delivery associates and so there's more information all on that page for you, and thank you everyone for coming to today's session.

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It's really great to see your One-word takeaways all coming through in the chat, and thank you all for some of your time.

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I will let you all go now. but thank you and and and I hope you enjoyed today session, and i'll see you at the next one.