

Reflections on policy delivery



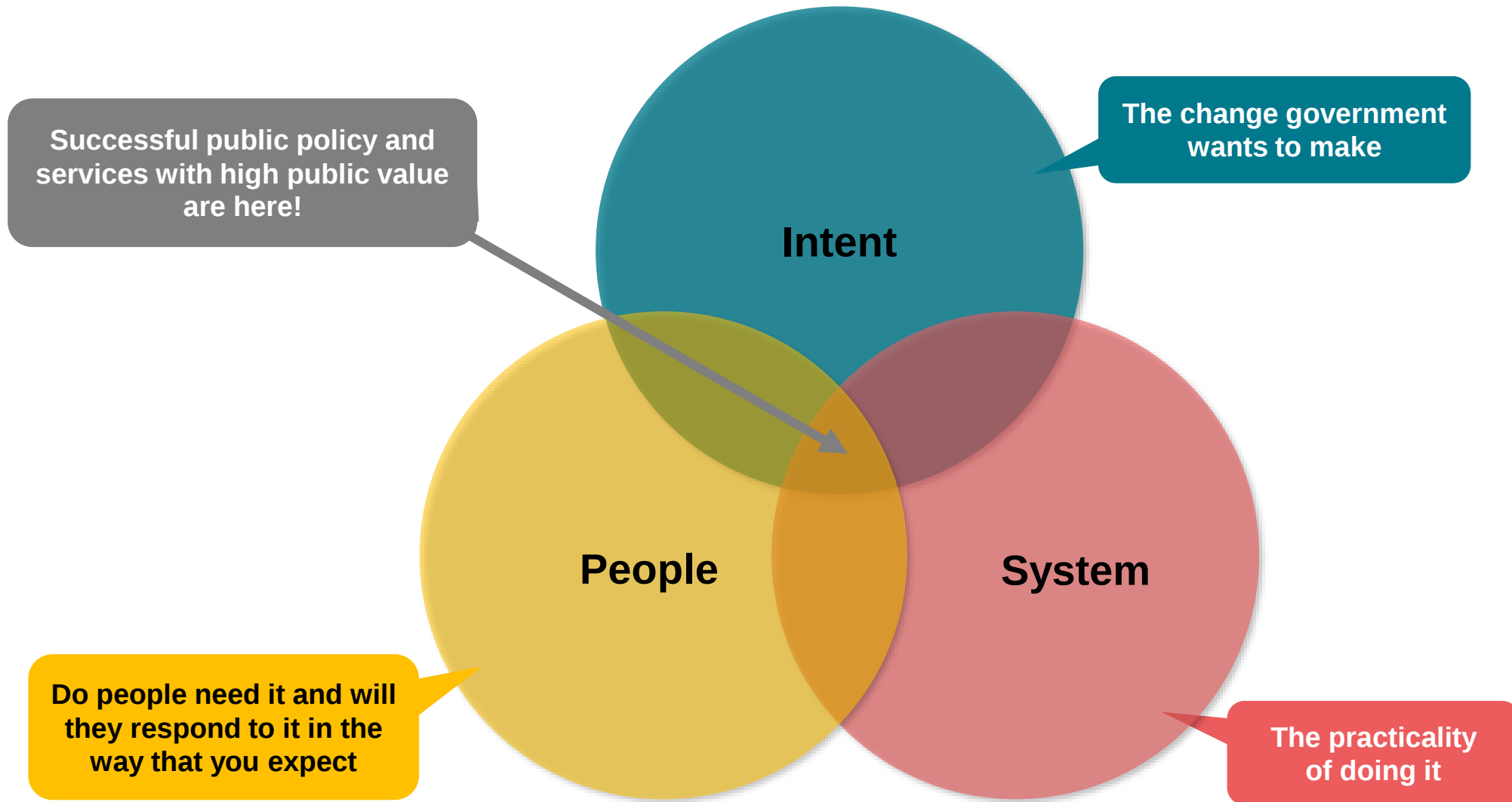
Andrew Knight

HUK Policy Design
Community

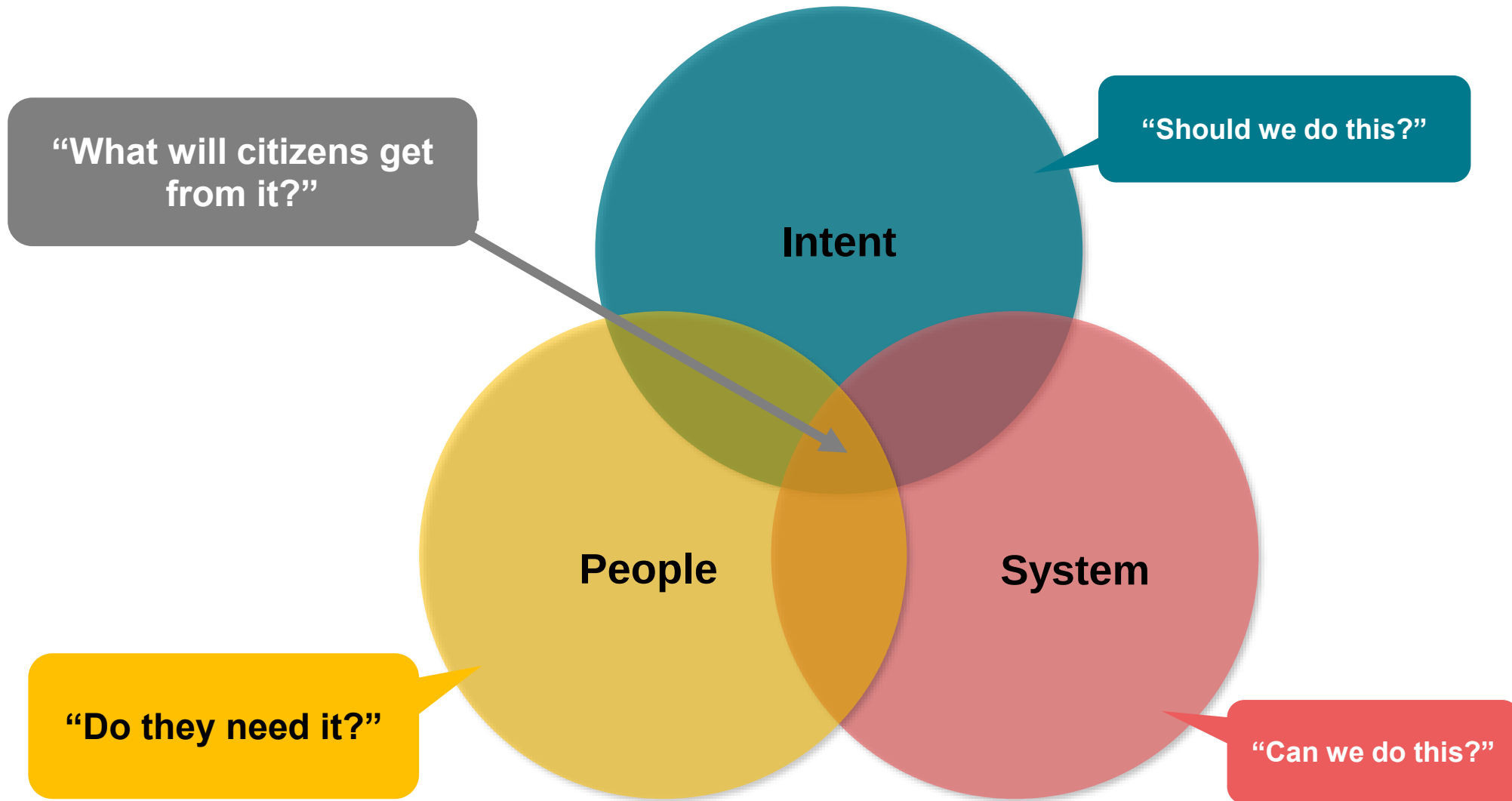


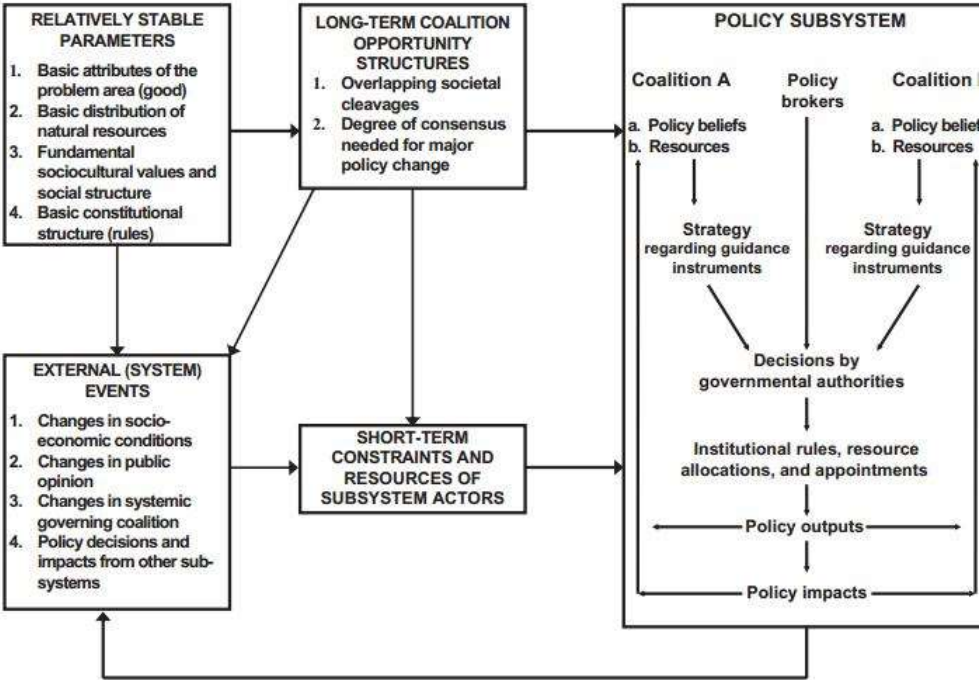
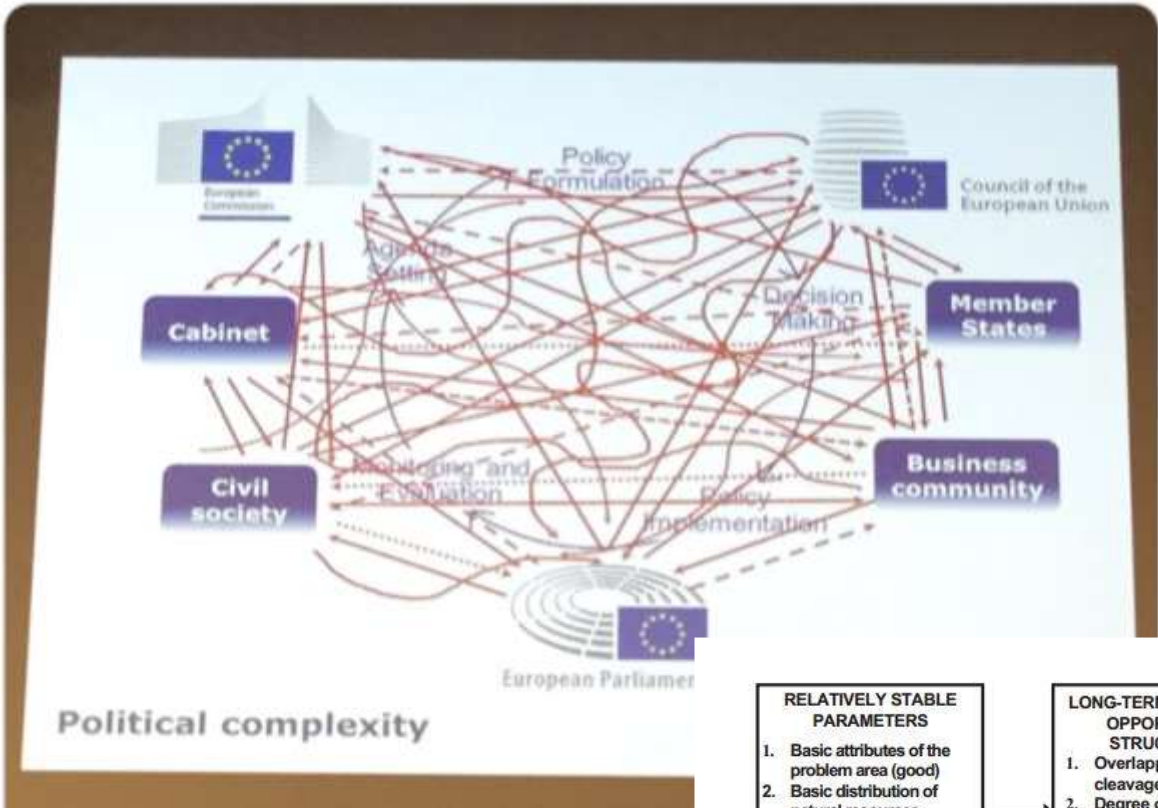
This work is licensed under a [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-nc-sa/4.0/).

The public value sweet spot



The public value sweet spot





2007 Advocacy Coalition Framework Flow Diagram

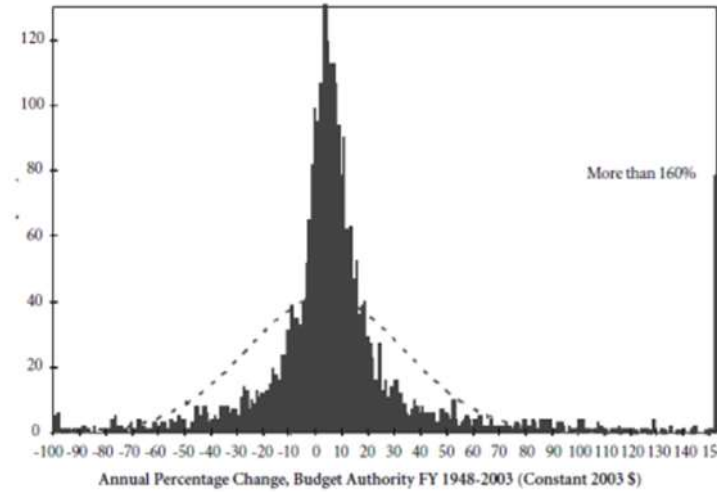
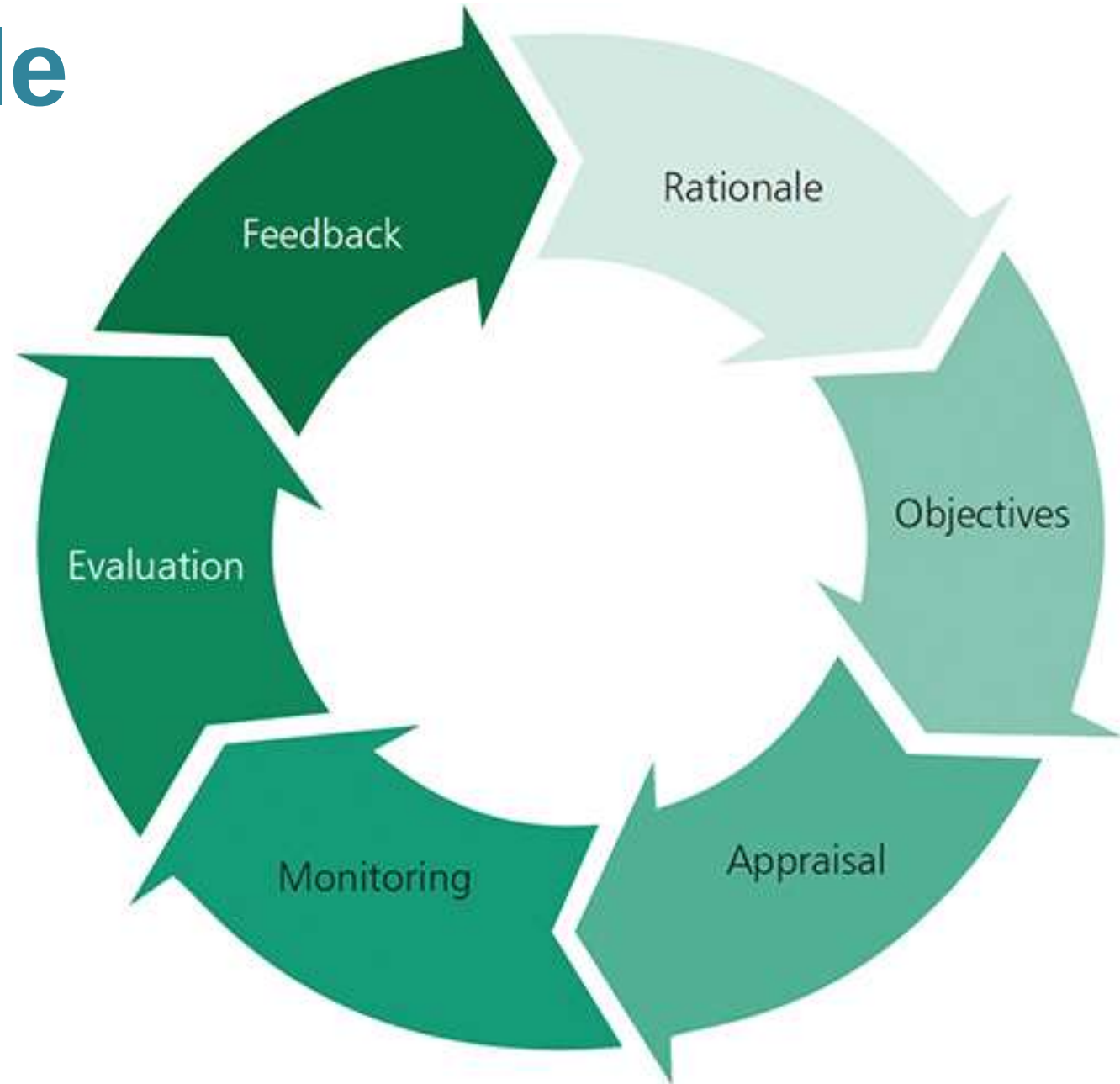


FIGURE 6.2 Annual Percentage Change in U.S. Budget Authority for Office of Management and Budget Programmatic Subfunctions, FY 1947 through FY 2003

ROAMEF Cycle

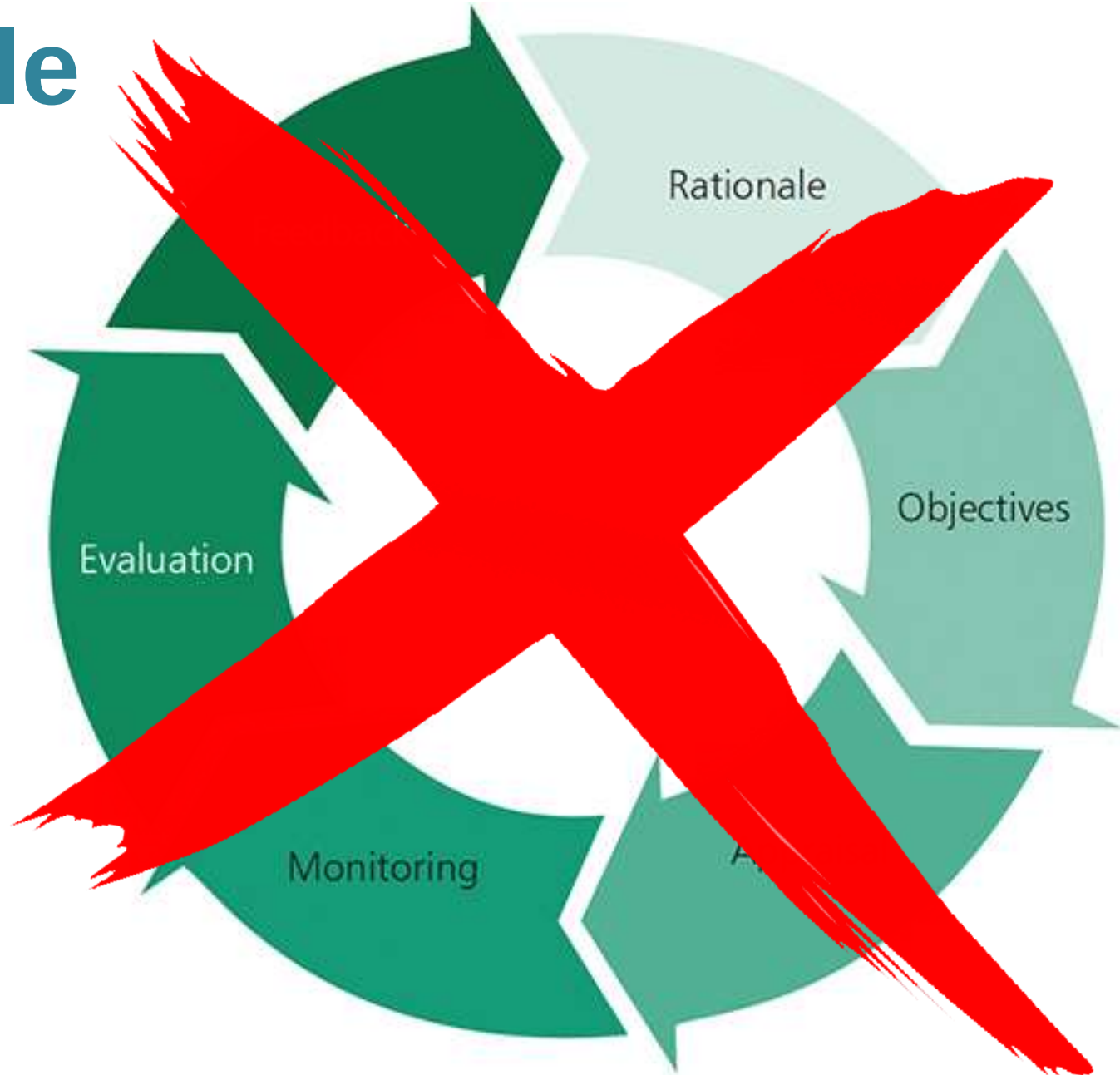
The policymaking model in
The Green Book is known
as ROAMEF

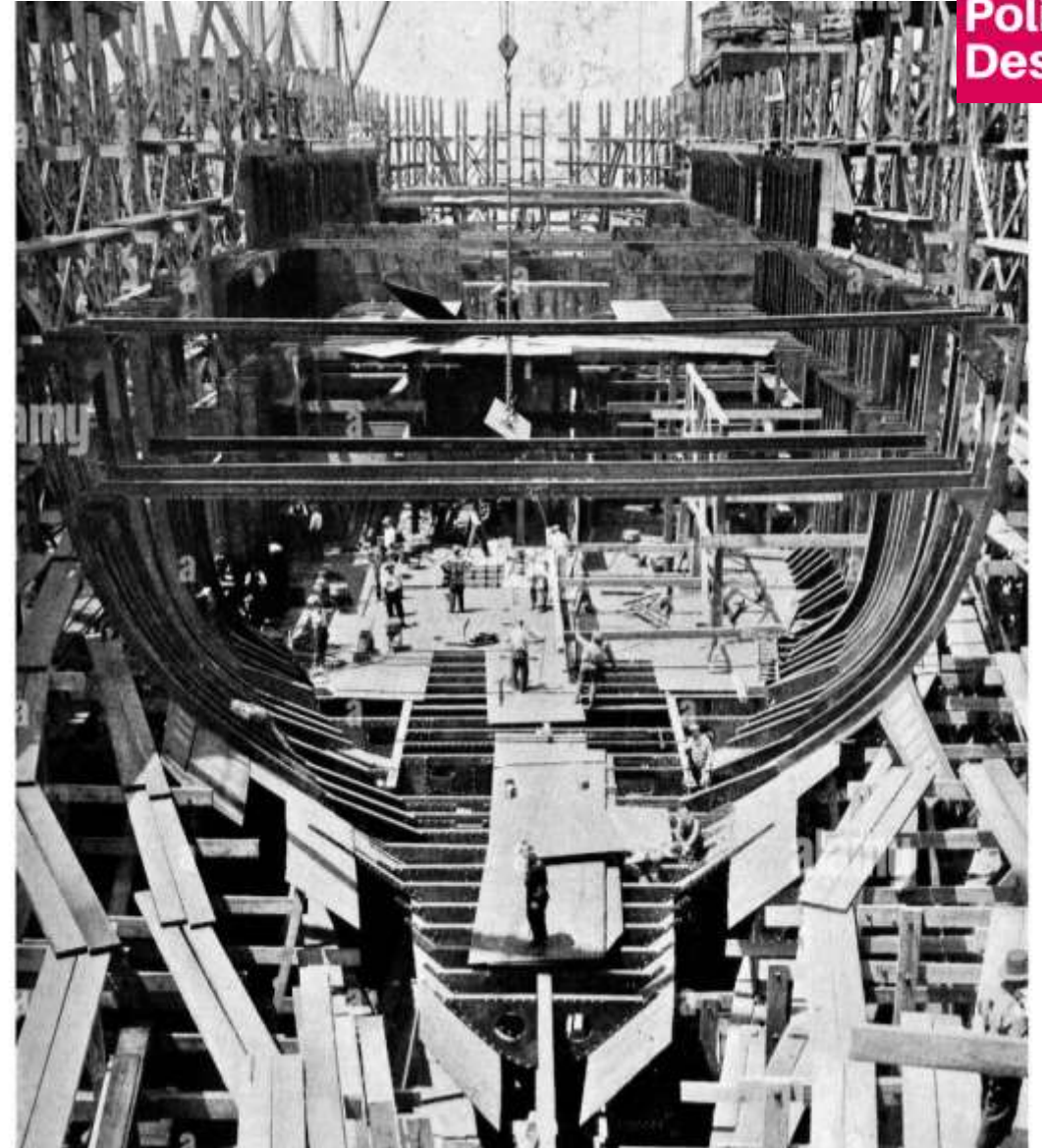


ROAMEF Cycle

ROAMEF is fine as a theoretical model, but it is not practically applied in the UK's government.

[Institute for Government](#) say that policymaking reforms fail because they fall into the trap of “*setting out idealised process that is too distant from the realities of policy making (e.g. the Treasury’s ROAMEF policy cycle)*”.





Delivering Policy

Policy Profession asked UK policymakers ‘how do you actually make and deliver policy?’

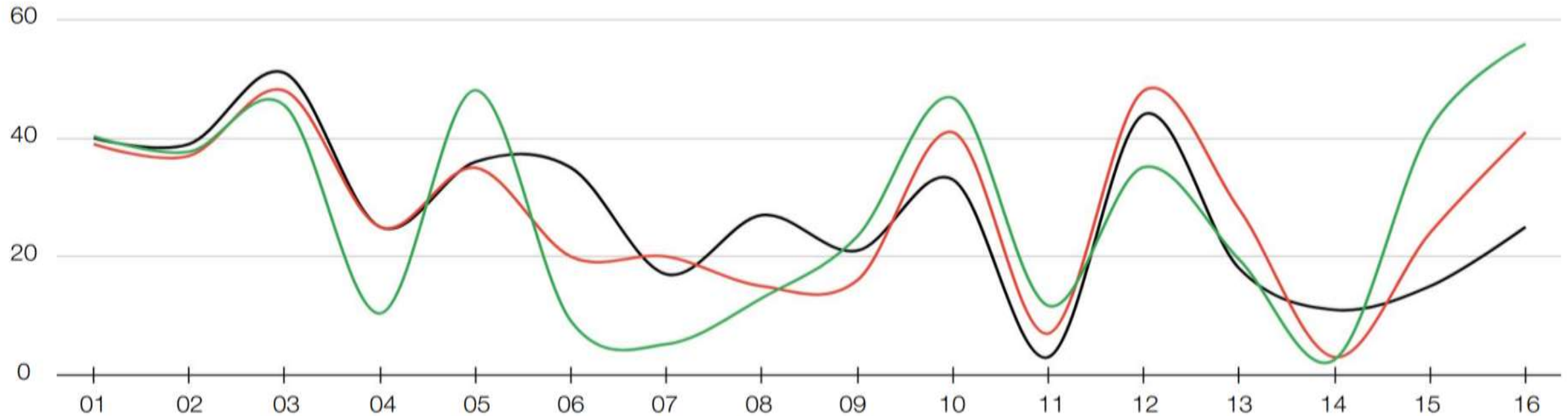


Delivering Policy

Which parts are **most important**? Which parts **take the most time**?



Here's what UK colleagues said...



01 Idea, opportunity or threat arises

02 Receive briefing/ information on event

03 Understand the problem

04 Understand the people (users)

05 Define the policy question and intent

06 Plan and estimate work

07 Find or build a team to respond

08 Get permission and assure others

09 Collaborate with stakeholders

10 Evidence gathering

11 Consultation

12 Identify solutions

13 Test a solution

14 Receive sign-off from minister

15 Build and implement a solution

16 Evaluate the solution

Frequency rating

Number of policymakers that said this element happened a lot or for a long time

Value rating

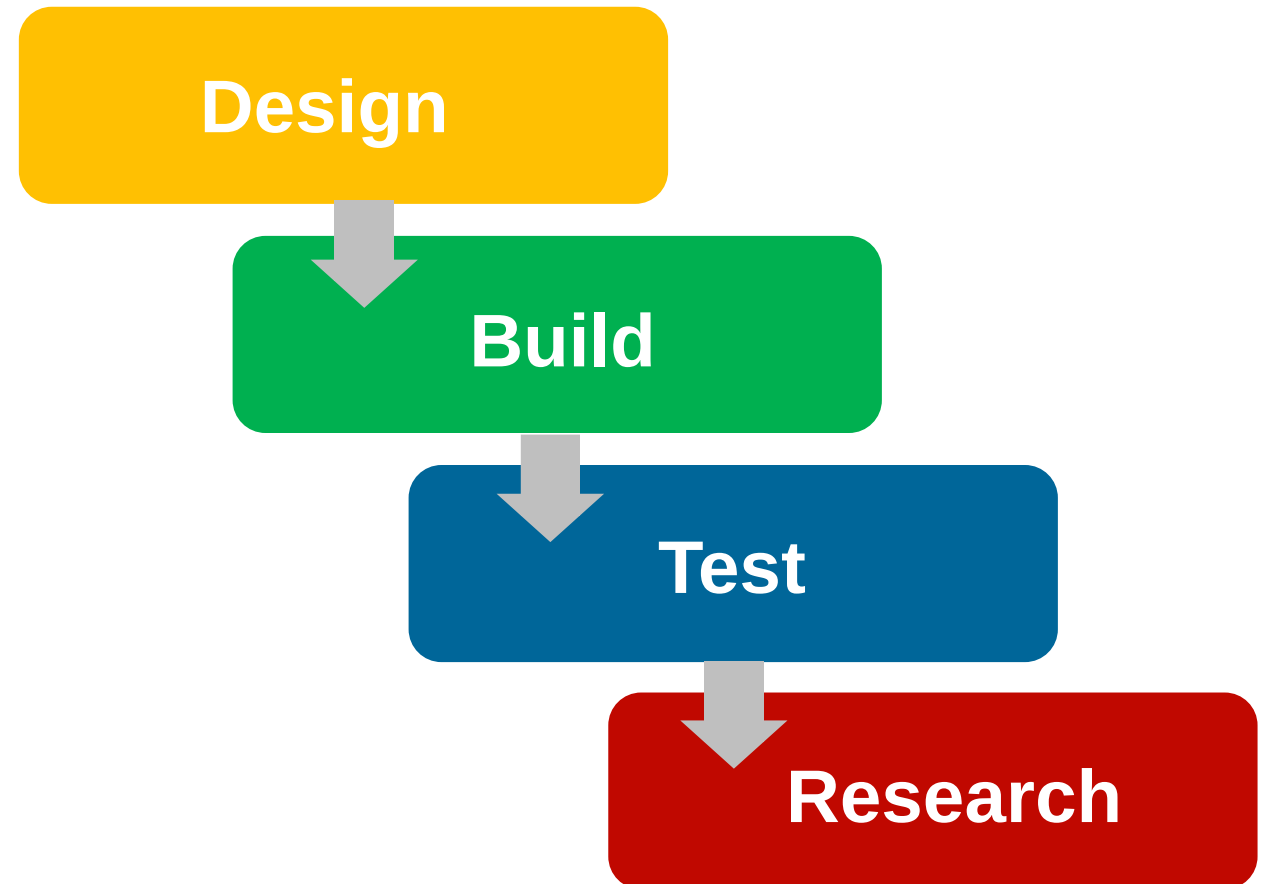
Number of policymakers that said this was a high value element with purpose

Outcome rating

Number of policymakers that said this element contributes to meaningful change for citizens

Traditionally policy is often made and delivered like this...

- 1.Design** – a minister, special advisor or senior official comes up with an idea or solution and commissions a policymaker to make it happen. The policymaker clarifies exactly what they want
- 2.Build** – the policymaker gets delivery people to build the service
- 3.Test** – a pilot is run to see if it operate
- 4.Research** – an evaluation of the pilot is conducted to understand if it has had the desired effect



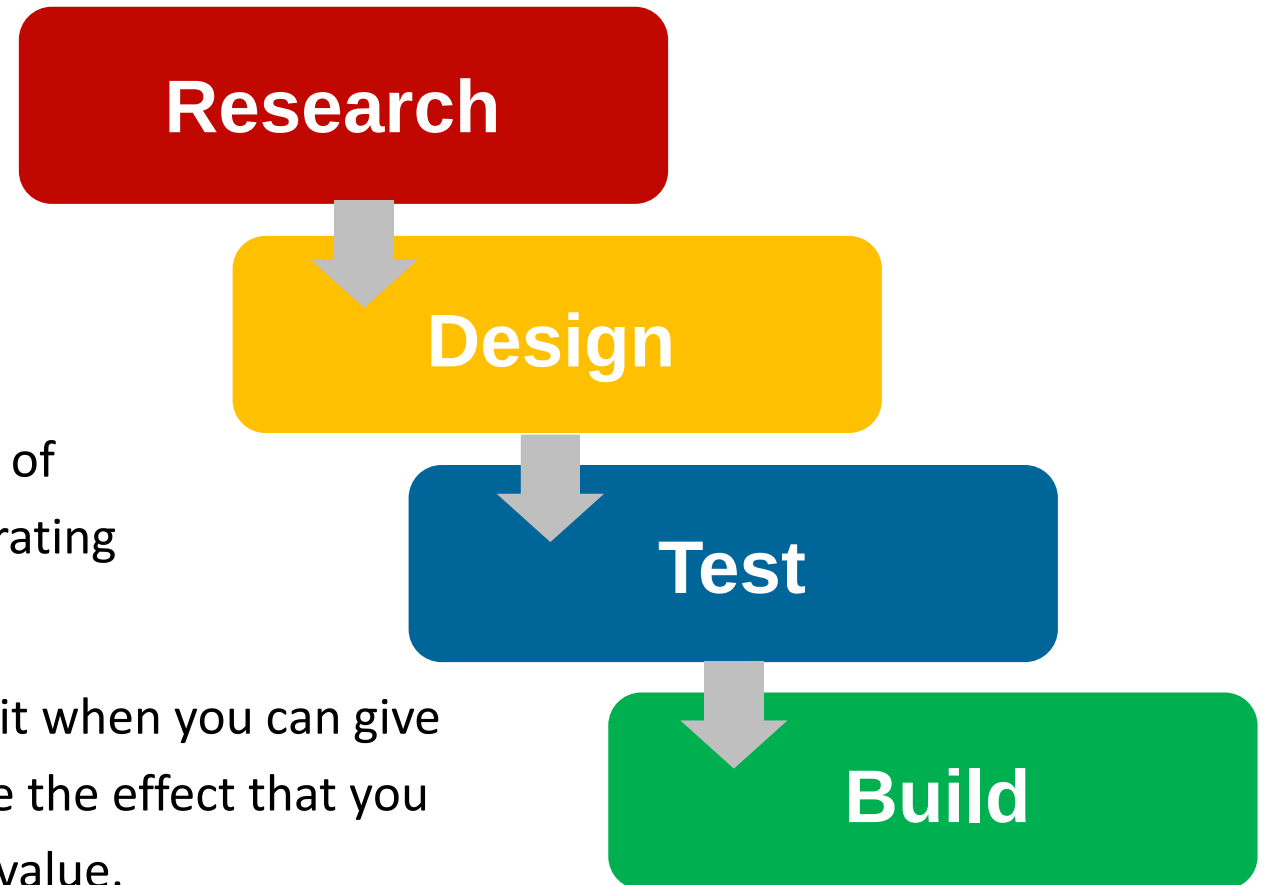
...but better policy and services are made like this

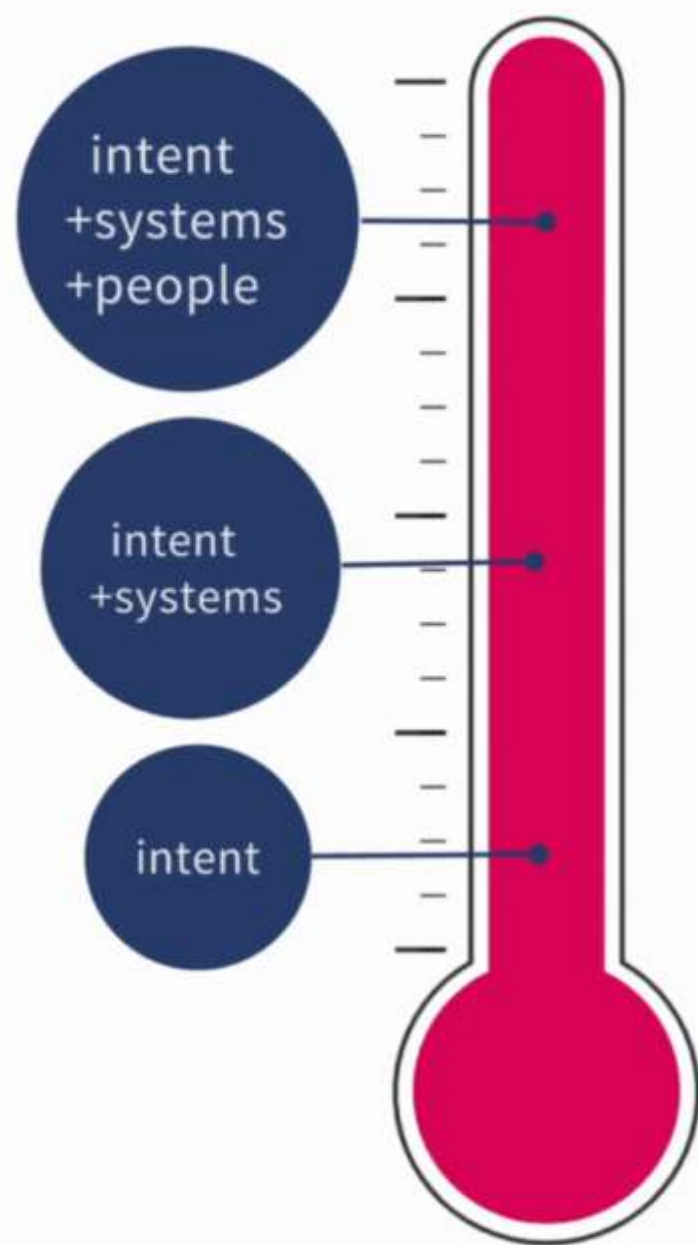
1. Research – understand the intent and the problem

2. Design – create ideas based on what government wants, what people need, and what is deliverable

3. Test – experiment by mocking up small chunks of it, testing it with people who will use it, and iterating the idea

4. Build – the last thing you should do is to build it when you can give people assurance that it is needed and will have the effect that you expect – so you are providing maximum public value.





PUBLICPOLICYDESIGN.BLOG.GOV.UK/SUBSCRIBE

