



The Policy Project:
Responsive today,
shaping tomorrow

The Policy Project

Tier 2 Policy Leaders Network
Conversation Tracker

11 September 2014



Our Intent

Our intent is to explore how we might collectively improve our policy advice, capability and performance across the system.

This was our fourth working session. We:

- shared our pressure points and successes
- were updated on developments in the Policy Project since the 19 June workshop
- provided comments and feedback on Treasury's Policy Measurement Project
- initiated thinking on a Capability Maturity Model



Workshop participants

Helen Wyn
Department of the Prime Minister and Cabinet

Andrew Crisp
Ministry of Business, Innovation and Employment

Andrea Smith
Ministry of Foreign Affairs and Trade

Fiona Ross
The Treasury

Guy Beatson
Ministry for the Environment

Deborah Roche
Ministry for Primary Industries

Denise Lievore
Ministry of Women's Affairs

Kevin Guerin
Ministry for the Environment

Andrea Schollmann
Ministry of Education

Anneliese Parkin
Ministry of Social Development

Clare Ward
Families Commission

Sally Washington
Department of the Prime Minister and Cabinet

Andrew Jackson
Ministry of Transport

Todd Kriebble
Ministry of Culture and Heritage

Paul James
Department of Internal Affairs

Laura de Haan
Department of the Prime Minister and Cabinet

Tony Lynch
Ministry of Defence

Don Gray
Ministry of Health

Michael Bird
Ministry of Business, Innovation and Employment

What's on top

What is keeping me awake?

Embedding new ways of working

Applying Continuous Improvement to policy	Better Public Services
Needing to embrace, then challenge user/customer focus in policy	Strategy projects – future of demand, funding and economics

Capability and resourcing

Budget - population based. How will it work?	Having the <u>right</u> capability	Resourcing/capability for upcoming major projects
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Election – uncertainty and pressures

Who our Minister(s) will be?	A new minister with new priorities. Have we prepared enough?	Opportunities with new Minister
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Crisis

Staff Safety



What am I proud of?

Decisions and moving forward

Decisions from SSRLG	NRS Medium term Framework
Climate change directors agreeing to Tier 2 climate change BIM	Strategy project and implementation

Team work

Lift in staff engagement achieved	Taking over a new team & establishment of great relationships
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Being responsive and ready

7 BIMs (for 6 portfolios) in 6 weeks, have framed internal consultation	Lift in the Minister's satisfaction
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Policy Project – progress report

Helen updated the group on developments in the Policy Project since our last session.

1. State Sector Reform Leadership Group decisions

Background: After considering the initial Policy Project narrative paper SSRLG requested a further paper with recommendations related to system leadership of the policy function, location of that leadership position, and project resourcing and funding. The paper was distributed to Tier 2 Policy Leaders prior to being discussed by SSRLG on 10 September. Helen outlined the **SSRLG decisions (see box)** and we discussed the following areas:

- **Leadership** – The group expressed an interest in having more engagement with Andrew Kibblewhite in his new capacity as Head of the Policy Profession.
- **Funding** – The group agreed with SSRLG’s list of the BIG 8 policy agencies to be approached to resource the Policy Project. Agencies can also contribute by seconding staff to the Project.
- **Governance** – We had a brief discussion about which CEs would have a governance role in the Project, noting that there are CEs who are not in the Big 8 but who have extensive backgrounds in policy that could be drawn on.
- **Vision and outcome statement and detailed work programme** – SSRLG recommended the Policy Project develops a snappy, ‘light on the hill’ vision statement. The Policy Project has articulated an initial desired ‘future state’ but needs the Tier 2 group to help build a vision and outcome statement to excite and mobilise the wider sector. Volunteers please...

SSRLG Decisions on the Policy Project

Agreed the broad direction of travel and approach of the Policy Project

Agreed the broad role of the Head of the Policy Function (as set out on pages 3-4 of the paper) but amended the title to ‘Head of the Policy Profession’

Agreed that the Chief Executive of DPMC be appointed as Head of the Policy Profession for an initial 2 year term with the expectation that the role would then be rotated to another chief executive for a 2 year term

Agreed that responsibility for key policy positions not be delegated to the Head of Policy Profession at this time, but that the delegation options be re-considered in mid-2015

Agreed that the CE DPMC engage a group of chief executives to agree on funding and resourcing of the Policy Project work programme

Invited the Policy Project to better articulate the vision, statement of outcomes and measures of success for the Project

Agreed that the Policy Project would not report progress to SSRLG. Instead arrangements for reporting progress should be decided with the group of chief executives listed above.

Policy Project - progress report

Actions

Sign up to help the Policy Project create a tight vision statement.

Volunteer to be part of a small sub-group to work up a 'starter for 10' on working with Ministers, to be tested with the wider group at our next session on 23 October and to feed into the Cabinet office project.

Tell us about your deliberate capability for design and innovation (if any).

Identify young policy stars to be part of the Analysts Forum.



2. Cabinet Office Project – Enabling Ministers to get the most out of policy services

The Cabinet Office is refreshing the induction programme and materials for Ministers. The Policy Project will contribute to this project as part of the 'demand side' component of our work programme. This will be the subject of our next Tier 2 session on 23 October. We would like a sub-group to shape a 'starter for 10'. Volunteers please...

3. Auckland Co-design Lab and Innovation Capability – where do you sit?

Helen briefed the group on the Auckland co-design lab.

We need to understand what **innovation capability** we already have in the system, where there are gaps, and where we could be investing more. That means building a map of capability - not describing individual innovations but deliberate capability and investment in 'doing things differently'. Please let us know if your agency has developed any particular expertise in innovation methods, especially related to user-centric design, and how that is being used to inform, design or deliver policy options.

4. David Albury Visit – invitation forthcoming

David Albury (Director of the UK Innovation unit, Fellow of the UK Institute for Government) is visiting New Zealand in November. The Policy Project will organise a conversation between David and the Tier 2 Leaders Network. Invitation to follow...

5. Analyst Forum – 23 October – nominate your potential policy stars

We are organising a Policy Forum for young analysts, to help define what a 'great analyst' looks like, and to find out what motivates them and what will keep them passionate about a career in policy and the Public Service. The Analyst Forum will be held on 23 October coinciding with the next Tier 2 session. We will come together at the end of our respective session where the analysts will share their insights and recommendations with the Tier 2s. We are seeking nominations from you of your young potential policy stars. Guidance on ideal nominees and details of the Forum will be sent to you shortly...

Treasury's Policy Measurement Project



Treasury was pleased to see the Policy Project's narrative refer to the Treasury's measurement work. Treasury acknowledged that there have been concerns about the Policy Measurement Project and were keen to improve the exercise so that it supports the Policy Project, assists agencies in improving their policy management practices, and provides a system view of the performance of the policy function.

Tier 2 Policy Leaders Network feedback and questions

- Does the data reflect this given the variability in how agencies have approached measurement and some indicators? Should we go back to the original objectives of the Treasury's project – is it fit-for-purpose?
- The standard definition of 'policy' assumes that a policy shop only does policy. Does not include the range of tasks carried out by policy shops that are not classified as 'policy' (OIAs, Ministerials, etc.)
- These metrics are potentially useful for any management team but are they being used for improvement purposes or to compare agencies against each other? There are concerns about potential league tables and the competitive model this engenders. What are the aspirational targets?
- At the various workshops for the Policy Measurement project it became apparent that that there is a lack of connection between planning people and policy shops in agencies. Agencies need to be better joined-up internally for these metrics to be relevant and useful.
- Where could the Tier 2 Policy Leaders intervene to design a really useful tool? How would we design it? What are the vital few metrics we want?
- Is this the best way to measure policy? "Input measurement does not guarantee success".
- "There has been an increase in the number of accountability documents (BASS, PIF, 4YP, Engagement Surveys). Every month we are looking at another reporting exercise. We need to align all of these."

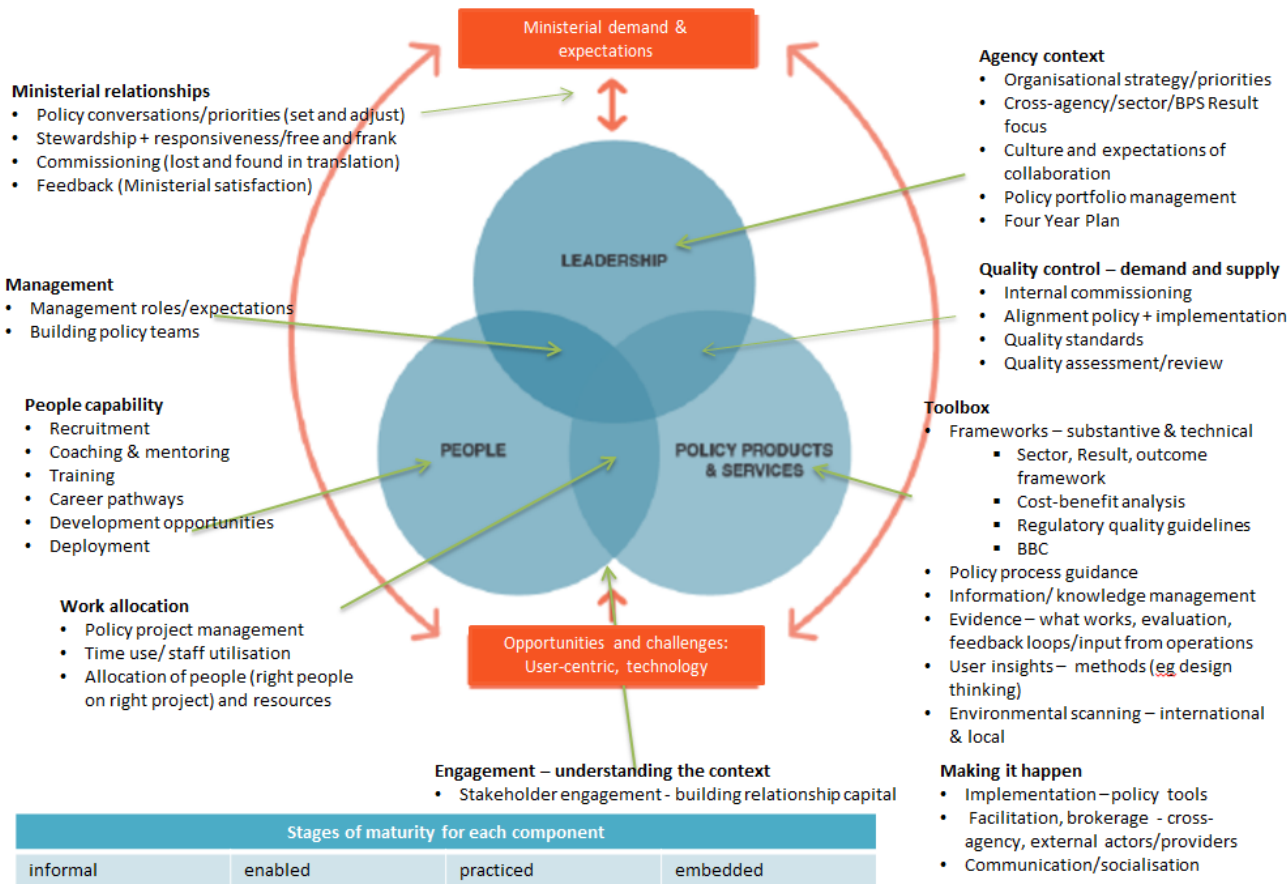
We are being measured (and rightly so) but it feels like we are constantly being measured for something...We need to align all of these



Treasury's Policy Measurement Project response

- Agencies are required to undertake annual policy measurement reporting for inclusion in Annual reports. Results should be understood within the operational context of each agency and should be used constructively not punitively. Treasury is considering extending the reporting period to every 2 years. Results should also inform 4 year plans.
- Treasury has a formal review planned after the FY 2014/15 measurement exercise and could reconsider the Project's objectives and if the Project is fit-for-purpose. The standard definition of policy could also be reviewed in this formal review process - the definition is currently mandated to align to the policy appropriation.
- The Project has only been going for a few years and over time inconsistencies will be corrected. The variability in agencies data is not unexpected in the first few years of a measurement exercise. It is also too early to be definitive about aspirational targets but agencies are expected to be aiming for upper quartile results.
- The Project will make more of an effort to engage with policy leaders in the future and asked for agencies to supply people to help 'storyboard' the results of the next measurement exercise.

Capability Maturity Model



The diagram (slides distributed) is the first 'brain dump' of potential components of a Capability Maturity Model. The CMM would describe an aspirational, high performing policy shop and development stages:

- What are the core components of policy function capability?
- What would great look like for each key component?
- How would you measure them?
- How might you put these together into a simple(ish) diagnostic tool?

We would like to identify exemplar agencies for each chosen component that could potentially act as a system centre of expertise.

Actions

Let us know if there is an area of capability in your agency that you are particularly proud of and could share your experience, tools or practices with others, or deliver some capability on behalf of others?

Some agencies already contribute at a system level to improving policy capability e.g. MoT's investment in aPAD.

Next Steps

Signal your interest in helping to:

- Build a tighter vision and outcome statement for the Policy Project
- Work up a 'starter for 10' on working with Ministers as part of the 'demand side' component of the Policy Project
- Storyboard the reporting of results from Treasury's next policy measurement exercise

Let us know if:

- You have deliberate capability for design and innovation in policy
- There is an area of capability that you are particularly proud of and could share your experience, tools or practices with others

Coming up:

- Analysts Forum – 23 October (call for nominations to follow)
- Next Tier 2 Policy Leaders Network session – 3:30 – 5pm, 23 October
- Seminar with David Albury – 18 November [TBC]



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