



**The Policy Project:**  
Responsive today,  
shaping tomorrow

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# The Policy Project

Populating a policy 'heat map'

**Tier 2 Policy Leaders Network**

9 April 2015



# Our Intent

Our intent is to collectively improve policy quality, capability and performance across the system.

This was our eighth working session. We:

- received an update on Policy Project work in progress
- discussed ideas and approaches to working as a group, including topics for forthcoming Tier 2 Policy Leaders sessions
- were joined by Andrew Kibblewhite, Head of the Policy Profession (HoPP) who gave us a preview of themes and sought input for his 26 May IPANZ speech
- workshopped a 'Heat Map' of policy/ issues – urgent, looming and future.



## Workshop participants

Helen Wyn  
**Department of the Prime Minister and Cabinet**

Cath Atkins  
**The Treasury**

Paul James  
**Department of Internal Affairs**

Tony Lynch  
**Ministry of Defence**

Struan Little  
**Inland Revenue Department**

Rajesh Chhana  
**Ministry of Justice**

Katherine Baxter  
**Ministry of Culture and Heritage**

Clare Ward  
**Superu**

Su'a Kevin Thomsen  
**Ministry of Pacific Island Affairs**

Michael Papesch  
**Customs New Zealand**

Deborah Roche  
**Ministry for Primary Industries**

Kevin Guerin  
**Ministry for the Environment**

Andrew Kibblewhite  
Head of the Policy Profession  
**Department of the Prime Minister and Cabinet**

**Policy Project team**  
Sally Washington  
**Programme Manager**

Nigel Evans  
**Senior Advisor**

Laura de Haan  
**Analyst**

# Policy Project Update

## Managers Forum - 15 April

- Tier 2 Policy Leaders were invited to the end of the Managers Forum to hear the insights and report back. The HoPP will also attend.

## Capability Maturity Model and Critical Friend Peer Review

The CMM and review model is in development. Responses to requests for critical friend reviewers and agency review hosts are:

- volunteers to be critical friends (Guy Beatson, Andrew Jackson, Andrea Smith)
- Tier 2s inviting critical friends into their agency (Education, Transport, Customs, Environment)

## Policy quality and assessment framework

- A Policy Project cross-agency group is working up a policy quality and assessment framework (looking at 'streams of advice', not just papers)
- A small agency demonstration case is being developed (MCH, DoC, MfW, LINZ) which will inform the overall framework

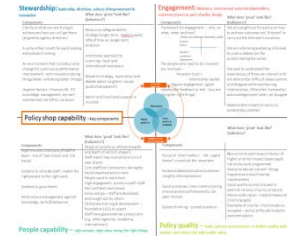
## People capability design workshop (held 18 March)

- The workshop identified opportunities and challenges for developing a high performing policy workforce, prototyped possible frameworks and identified key components for success. This will form the bones of the Policy Project people capability work stream. <http://www.dpmc.govt.nz/policyproject/news-and-events>

## Head of Policy Profession speeches and messaging

- Andrew spoke at the launch of the International Year of Evaluation (18 March) and emphasised the importance of evaluation in evidence-based policy
- He will be giving a speech at an IPANZ lunchtime seminar on 26 May [https://www.ipanz.org.nz/Event?Action=View&Event\\_id=343](https://www.ipanz.org.nz/Event?Action=View&Event_id=343)

The Minister of State Services will attend Tier 2 session on 2 July (tbc)



# Tier 2 Policy Leaders Future sessions - what, when, how?

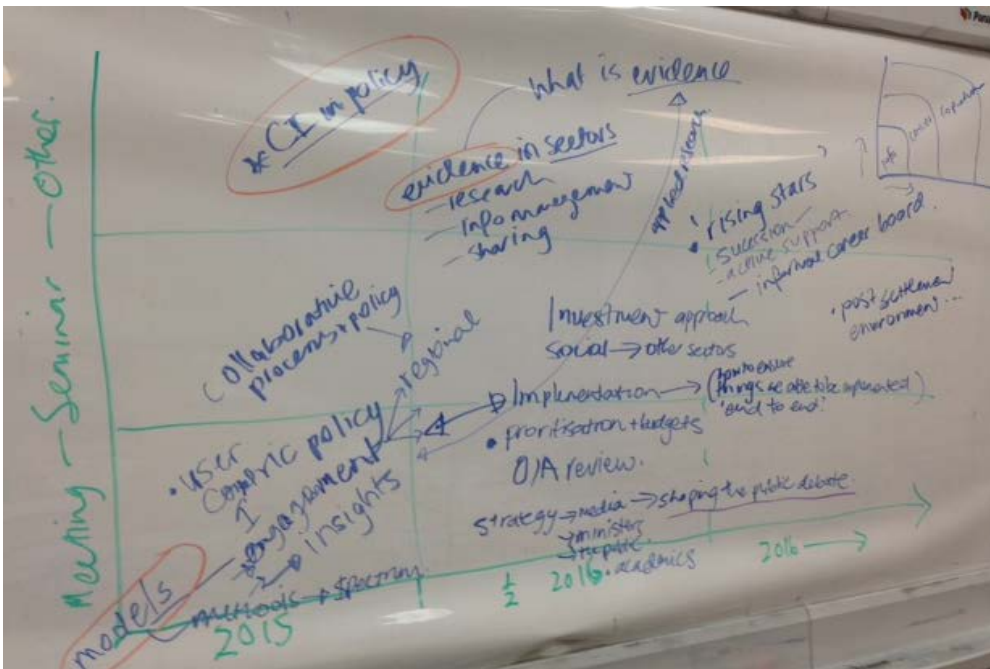


We **discussed ideas** for future Tier 2 Policy Leaders Network sessions, based on:

- What do you want to discuss/share with each other? How – what approach?
- What is most pressing, what comes first?
- How do we move from information exchange to changing our practices (individually and collectively)?

We **confirmed benefits** of Tier 2 sessions:

- Share information and lessons, and provide support for each others' efforts to lift policy performance
- Collectively shape Policy Project work, including identifying topics for analysis - on capabilities, approaches - that can be shared with the wider policy community, and to build an overall model of policy capability (in agencies, across the system)
- Identifying where a common approach to policy quality or capability makes sense
- Policy stewardship – shaping the debate.



# Tier 2 Policy Leaders Future sessions – our ideas...

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*Making sense of our brainstorm....*

## Policy eco-system – discussing/ understanding the context

Post Treaty settlement environment – implications for policy

Investment approach – from the social sector to other sectors  
Policy/regulation nexus

Working with other players – ministers, the media, academics  
(direct engagement with them – inviting them in eg. MoF, MoSS)

## Show and tell – sharing approaches

Continuous Improvement in policy (compare MfE/ Customs experience)

OIA – our approaches, the review, process efficiencies  
Prioritisation and budgets

Role of the Tier 2 Policy Leader – sharing our different approaches

## Tier 2 Policy Leaders Network

## Capabilities – building common frameworks

Evidence – what capabilities exist for data, research, evaluation, information mgt. and sharing, user and customer insights as evidence (potential trade show?)

User centric policy - frameworks, spectrum of engagement, tools, exemplars  
(case studies and critical success factors?)

Collaborative processes for policy (critical success factors?)

People – identifying and growing ‘rising stars’, succession planning (an ‘informal career board’?)

## Policy stewardship – shaping the agenda

Continue the ‘heat map’ discussion - big issues looming/future, what are the ‘top 10’ that we should be actively anticipating and shaping (half day facilitated session?)

Strategy – joining up in a BPS environment

Shaping the public debate – how, when, with who?

Implementation – ‘end-to-end’ policy, working with delivery up-front

# Heat Map – anticipating and shaping future policy

**Andrew Kibblewhite, Head of the Policy Profession, gave a preview of themes and sought input for his 26 May IPANZ speech**

The speech will:

**Set expectations** – e.g free and frank, stewardship

**Articulate what a high performing policy system looks like:**

- Delivers on responsibilities to ministers & citizens
- Provides analytically robust advice
- Stewardship – anticipates and responds to the big policy issues, invests in policy capability (people and systems)

**Articulate what success for the Policy Project looks like:**

- Sophisticated joined-up policy infrastructure
- Consistently good practice
- Policy community that can articulate and deal with the ‘big policy issues’ of our time

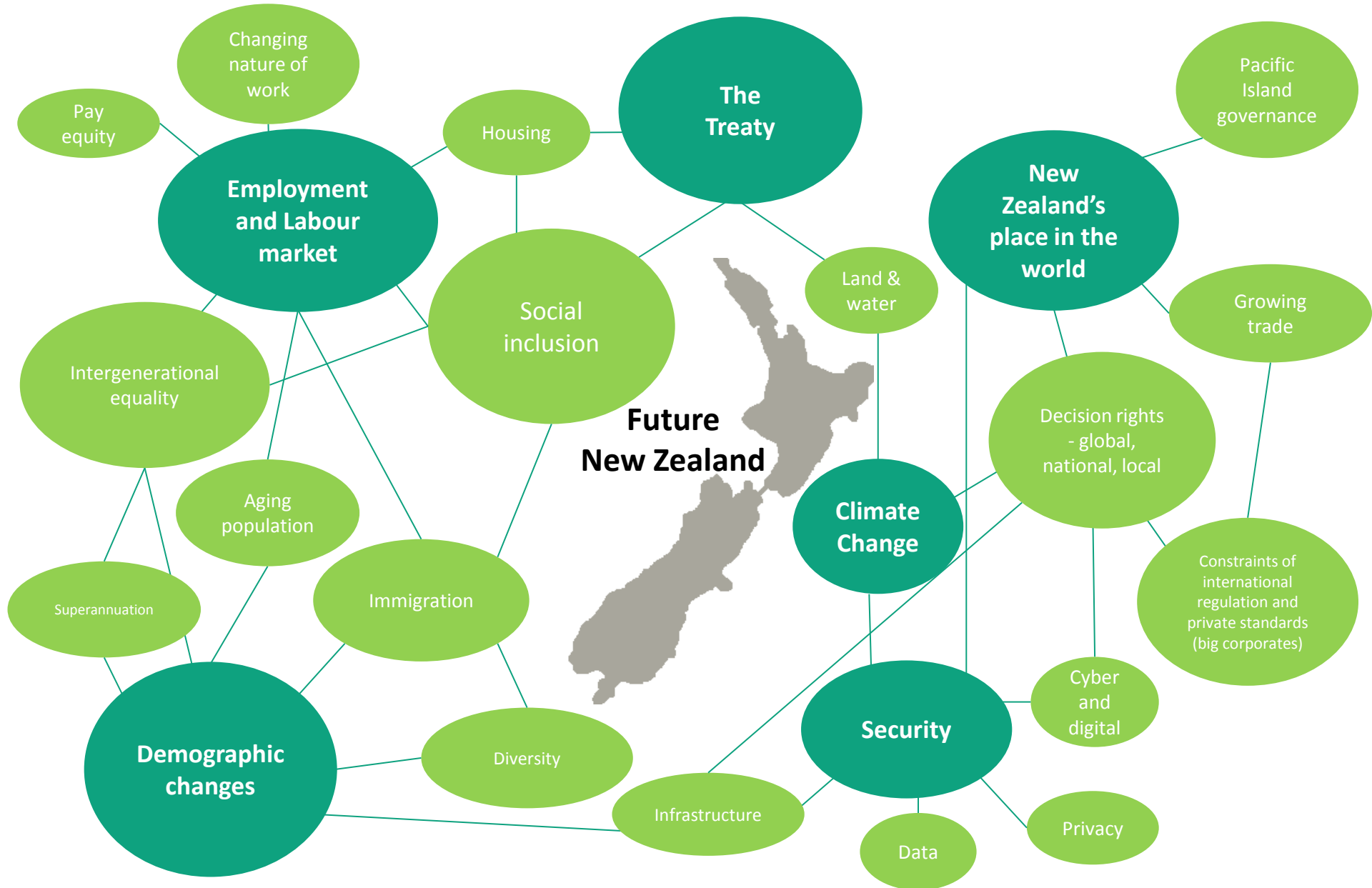
**We used a ‘heat map’ method to map those ‘big policy issues’ (urgent, looming, future)**

We came up with a number of themes. The discussion showed that while there are strategic policy conversations happening, there is a dearth of deliberate collective conversations to join these up e.g. to identify the ‘Top 10’ policy issues and how well placed we are as a community to address them. We agreed we need a longer session to build the map, diagnose the issues and work out how well placed we are to address them. Our raw output and initial themes appear next...





# An initial attempt to map big policy themes and connections...to be revisited





# Actions

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## **Tier 2 Policy Leaders Network half day – signal your interest**

- There was interest in a half day session to continue the heat map discussion on identifying, anticipating and shaping future policy. Please indicate whether you want to be part of this and/or help design the session.

## **Managers Forum**

- Come to the policy managers report back at the end of the Forum - 15 April, 4:45 pm @ MoT

## **IPANZ lunchtime speech by HoPP**

- Provide feedback on Andrew's draft IPANZ speech when he circulates it for review

## **Next meeting – 21 May, 3:30 – 5 pm @ Ministry for the Environment**

For further information – [Sally.Washington@dpmc.govt.nz](mailto:Sally.Washington@dpmc.govt.nz)