

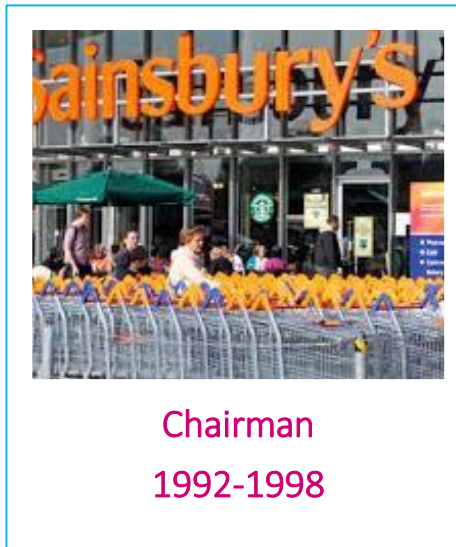
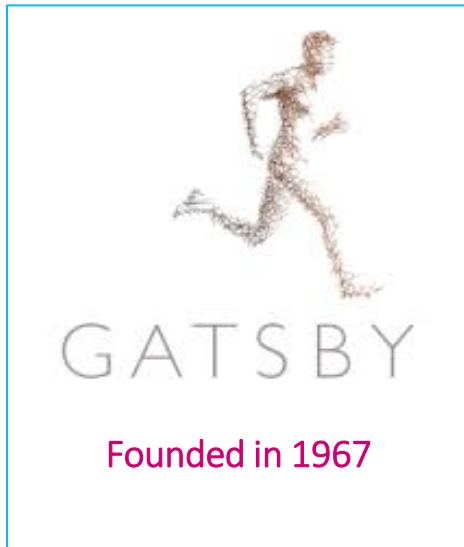
# Institute for Government

Nehal Davison, Senior Researcher

December 2015

- Story of the Institute for Government
- How we seek to drive changes in government
- Why I came to New Zealand
- Some reflections on the Policy Project
- Questions for discussion

# In the beginning...



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# Institute for Government was established in 2008

- Independent charity with cross-party and Whitehall governance working to increase government effectiveness.
- Our funding comes from the Gatsby Charitable Foundation, a Sainsbury Family Charitable Trust.
- We work with all the main political parties at Westminster and with senior civil servants in Whitehall, providing evidence-based advice.
- We undertake research, provide the highest quality development opportunities for senior decision makers and organise events to invigorate and provide fresh thinking on the issues that really matter to government.

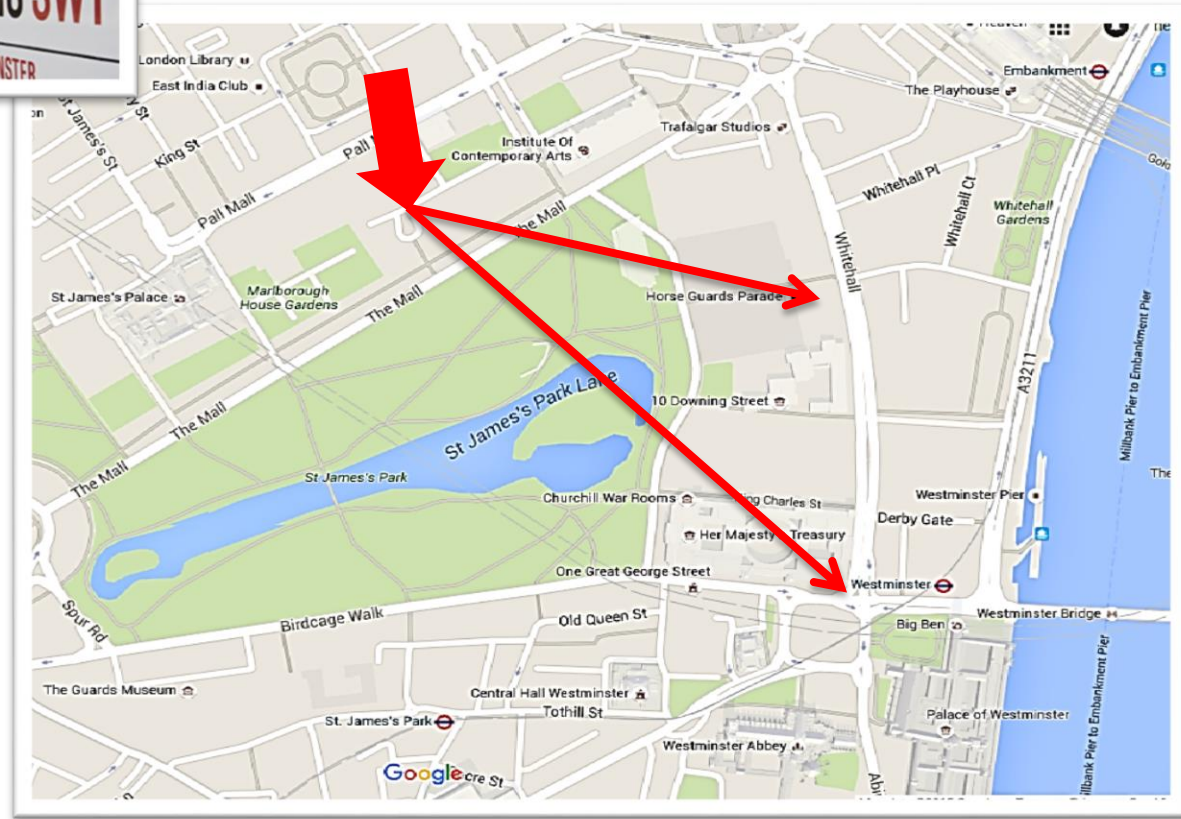


# Our location



We are a short 10 minute walk from most government departments and parliament

Seen as a 'safe space' for ministers and civil servants to openly discuss the challenges of government



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# What we do



New models of  
governance  
and public  
services



A more effective Whitehall



Leadership for government



Better policy making

Parliament and the  
political process



# Combination of research and learning

Research  
reports



Events and  
roundtables



L&D and  
Workshops



# The wider policy landscape



Charities & campaigning groups



Consultancies



The University of Manchester



Think Tanks

Academia



Research organisations





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# Increasingly focusing on how to drive impact



## MINISTERIAL EFFECTIVENESS

IfG supports  
ministers to perform  
more effectively in  
their roles



## PUBLIC SERVICE REFORM

IfG supports  
commissioners to be  
more effective in  
designing and  
managing markets in  
public services

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# Ministerial effectiveness

## Our research agenda

- How to support ministers be more effective in their roles
- How to manage a transition opposition to government
- How to make effective policies in opposition

## Practical support and challenge

- Ministerial team away days and workshops
- Expert briefings and seminars
- 360 reviews
- 'Preparation for Government' sessions for the opposition



# Example of our engagement

## Ad-hoc networking opportunities for ministers and special advisers

- Talks from former ministers and special advisers
- Safe space discussions

## Individual and team development

- 360s
- Team building and effectiveness away days

## Rigorous approach to policymaking and prioritisation

- Interactive workshops
- Expert seminars
- Inductions

Offer is open to all three major parties, but demand varies significantly

50 seminars, workshops or 360 reviews through which we have engaged approx. 290 politicians and advisers

## Our research agenda

- How to effectively introduce choice, competition and markets in public services
- How to join up and integrate public services around citizens

## Practical support and challenge

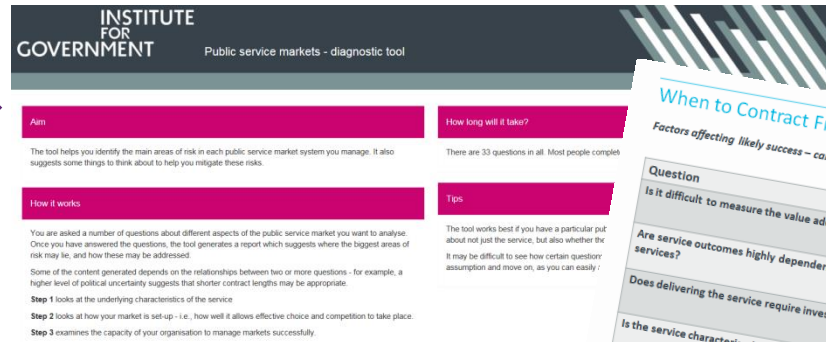
- Develop practical frameworks and tools
- Run training sessions for commissioners
- Advocate for greater transparency in contracting and outsourcing
- Deep dive visits to local areas to support efforts to collaborate on the ground



# Example of our engagement

8 research reports between 2012-2014

Development of frameworks and online diagnostic tools to help commissioners



Question	Rating
Is it difficult to measure the value add of providers' services?	Yellow
Are service outcomes highly dependent on the performance of other services?	Pink
Does delivering the service require investment in highly specific assets?	Yellow
Is the service characterised by high demand uncertainty?	Green
Is the service characterised by high policy uncertainty?	Yellow

Transparency taskforce

Training sessions



# Why I chose to come to New Zealand



Improving capability across the civil service (e.g. policy project)

Working around silos to deliver cross-cutting outcomes (e.g. BPS)

Engaging citizens in the design and delivery of public services

# The Policy Project



## The Policy Project

Responsive today,  
shaping tomorrow

*“Lifting the  
policy game  
across the  
system”*

### The “problem”

- The lack of a cross-government view on what ‘good’ policy advice looks like.
- Difficulties in finding, paying for and retaining top talent.
- Insufficient use of evidence and user insights in the policy development process.
- Limited focus on the capability needed to meet future policy challenges.

### Collaboration and engagement central to the approach

- 10 Tier 2 workshops
- 19 inter-agency workshops
- Head of Policy Profession speaker events

### “Improvement” products

- Policy Quality Framework
- Policy Skills Framework
- Capability Maturity Model

### My role

- Case study charting origins, development and influence
- Workshop with core team to take stock of progress, challenges and next steps
- Advising on offer for supporting ministers to ‘get the most out of the policy services available to them’

# Questions for discussion

- What mechanisms are there in New Zealand to drive and influence changes in government?
  - How similar/different is this from the UK policy landscape?
  - Which models appear to be most effective in the New Zealand context?
  - What underpins this?
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