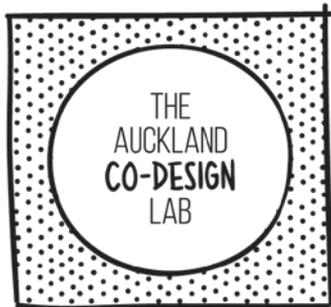


# Policy By Design Seminar

19 November 2018, 9.30 am – 1 pm



**The  
Policy  
Project**

Responsive today,  
shaping tomorrow

# Purpose and intent

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The Auckland Co-design Lab and the Policy Project co-organised this Policy by Design seminar, **to explore the current state and opportunities for co-design of policy** that improves its efficacy and outcomes for all New Zealanders.

Note: This seminar was followed by a workshop focused on better ways to collect and use evidence in designing policy/co-design (see separate [conversation tracker](#)).

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## Seminar Presenters

**Penny Hagen**

Auckland Co-Design Lab

**Hoani Lambert**

DCE, Oranga Tamariki

**Katrina Smit**

Tertiary Education Commission

**Alastair Child**

Director, Auckland Co-Design Lab

**Phil Wihongi**

Auckland Council

**Rebekah Forman**

Auckland Council

**James Poskitt**

General Manager, Community and Families Policy, Ministry of Social Development



**Anne-Marie Mujica**

The Southern Initiative

This Policy by Design seminar was attended by 51 policy practitioners from 12 government agencies, the Policy Project, the Auckland Co-design Lab, the Auckland Council and the Southern Initiative.

# A call to action

## What's the imperative for working differently?

“Broaden our perspective to include the people we impact and Ministers. Bring people’s preferences, needs and experiences in to support and supplement quantitative evidence. Surface the assumptions we make that are wrong for the people we mean to serve.”

– James Poskitt



Design-led approaches have the potential to make the policy process more accessible to the people most affected by it, to develop policy that is more responsive to their needs and experiences, and to create a stronger feedback loop between policy and its impact on the ground.

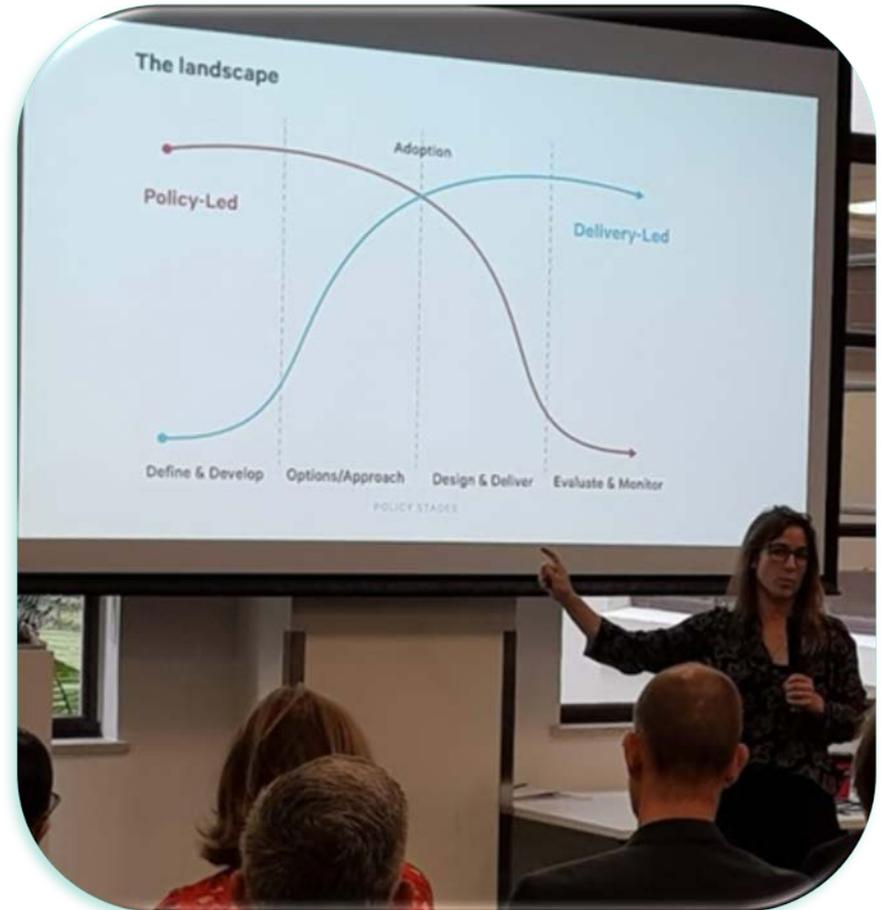
– Penny Hagen

“Utilising design to build [an] evidence base where there is none.”

# The policy landscape

## Opportunities for design-led approaches

- Integrating design mind-sets and methods requires new and different ways of working that can challenge the conventional policy cycle and 'policy shop' culture
- This includes rethinking who the 'customers' of policy are and how we engage them in the policy-making process, how we test early ideas, and how we collaborate with others inside and outside the policy community to share data, insights and learning
- Who is in the lead role differs at different stages in the design process.



# Design-led practice can improve policy outcomes

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It challenges us about what 'better' might look like for communities

- Bring people- their motivations, perceptions, choices and experiences- to the foreground of policy thinking and the policy process
- Enable those most affected by policy to participate in its development- including citizens, frontline staff and decision makers.



...we cannot know in advance the precise nature of the specific solutions that will work for communities...

**From Complexity to Collaboration** A provocation for change by Elizabeth Eppel, Girol Karacaoglu and Donna Provoost 2018

# Hoani Lambert, DCE, Voices of Children, Oranga Tamariki

## To enable policy to benefit from co-design, focus on:

- The role of leaders to champion this (service design/customer orientation) approach
- Creating an authorising environment with space for/that provides permission for designed practice
- Building trusting relationships with people who have good reason not to trust government
- The strong policy muscle that will always draw us back to Ministers – that will always be the dominant muscle unless you get leaders focusing you on a wider range of ‘customers’
- The reality of a safety net for politicians - that their officials have spoken to and incorporated the voices of users within the policy parameters.

“We need to push policy people, asking ‘how will this benefit customers’ – and be free and frank about what our customers need, based on their lived experience....Gnarly social problems take time and leadership.”



“Where there is friction there is heat, and where there is heat there is action: you always want a little friction when you are working with policy and design. This is where the magic is.”

# Case Studies

## Better policy outcomes through policy-led and delivery led projects

### Facility Partnerships Policy

Rebekah Forman, Community and Social Policy, Auckland Council

First Auckland Council policy project to be fundamentally shaped by a design approach



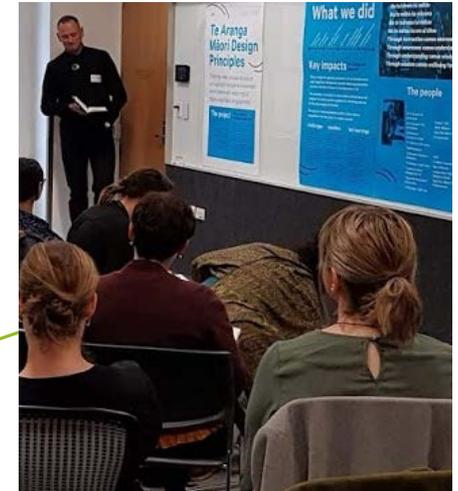
Experimenting with human-centered design to put customer experience and cross-organisational collaboration at the center of policy development

The principles are intended as an enabling strategic foundation for iwi/hapu to adopt, customise and further develop in response to local context

### Te Aranga Maori Design Principles

Phil Wihongi, Auckland Council

Creating a new, unique structure and approach to built environment development with meaningful matauranga Maori engagement



# Case Studies: what 'better' may look like

## Careers System Strategic Direction Katrina Smit, TEC

A cross-agency effort using 'design sprints' to engage different stakeholder groups and rapidly inform key strategy directions for the careers system

"Our organization (TEC) is ahead of most regarding co-design in that we have senior management buy-in at the highest level.

As a small organization this is easier to achieve.

Key is getting middle management thinking the right way then influencing up.

Start with small wins".



## Co-design for the Healthy Homes Initiative - Anne-Marie Mujica, STI

The Southern Initiative facilitated a co-design process to support the Healthy Homes Initiatives for the Ministry of Health. It demonstrates how collaborative prototyping in complex and sensitive settings can lead to system-level insights that improve national policy and outcomes for whanau.

The project was well suited to a design-led approach: it was complex, with no silver bullet; and with a clear gap between existing initiatives and desired outcomes



# What's holding us back?

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There are no (policy-specific) design training courses, frameworks, tools; no community of practice or centre of excellence, to build capability and ensure consistency.

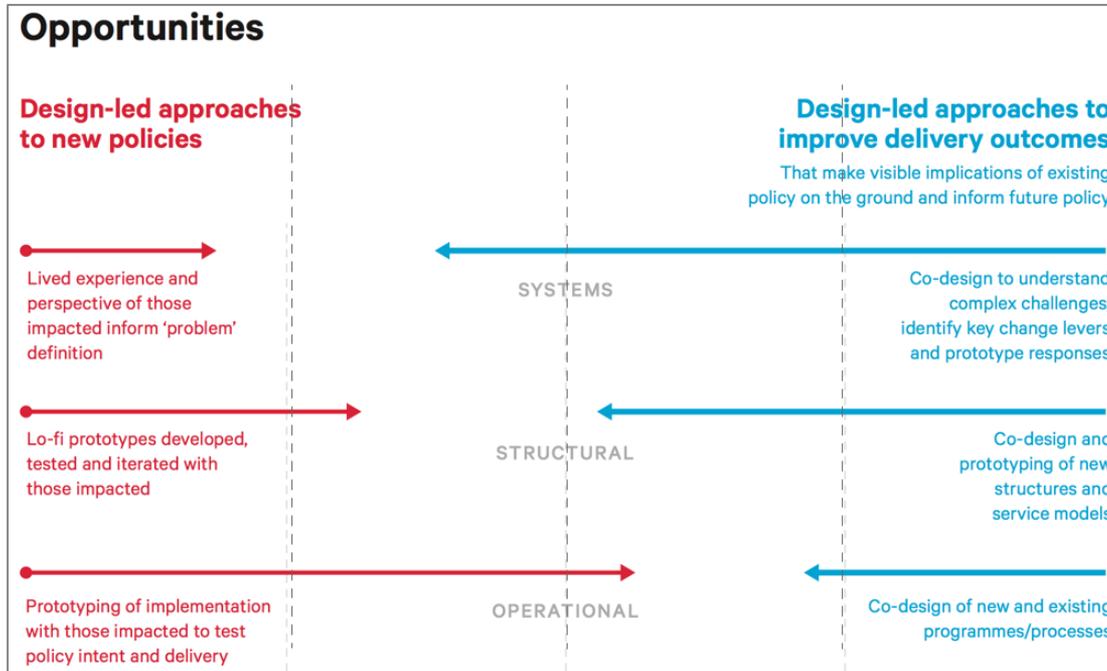
We need a shared understanding of design... and when to use different methodologies.

The language is a barrier for me, but the principle is simple... we shouldn't over-complicate it.



# What challenges and opportunities do we face?

## What might we focus on?



*“Collaboration, communication, openness to new ideas and ways of working.”*

*“What do we need to do to demonstrate credibility and validity... take traditional policy thinkers on the journey?”*

*“A policy/design framework with criteria to select the most appropriate way to address a problem.”*

*“Targeted and specific support rather than high level workshops.”*

*“Let’s get leaders and doers – regulatory and operational policy, IT/finance & HR... operations, iwi and communities, NGOs and private sector – together at once in the same conversation.”*

# Acknowledgements and Resources

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We would like to thank and acknowledge all the agencies, collaborators and individuals who gave their time and shared their learning, making this seminar possible.

The Auckland Co-design Lab is a public sector team sponsored by eight government agencies and Auckland Council. The tools and case studies used at the seminar and many other resources are available on their website under a creative commons licence.

<https://www.aucklandco-lab.nz/>

The Policy Project is about building a high performing policy system that supports and enables good government decision making. The Policy Project offers policy frameworks, a policy methods toolbox and conversation trackers (like this one) on our website.

<https://www.dpmc.govt.nz/policyproject>

