

How Policy Works

- 09:30** **Registration and welcome**
- 09:45** **Introducing the key ingredients of policy: politics, evidence and delivery**
What “policy” is. Why a good understanding of politics, evidence and delivery is necessary at all points in the policy process and helps build public value. The skill of the policy maker in finding, and sometimes creating, the best fit between these elements. What happens when policies proceed without all three elements.
- 10:30** **Finding your way around: using policy cycles to guide what to do now and next**
Introduction to the Explore, Create, Decide, Deliver cycle. Exercise to unpack the activities which typically happen at each stage and the key questions that must be addressed. Discussion about other policy cycles which participants may have seen or used, and the limitations and challenges presented by complex environments.
- 11:15** **Break**
- 11:30** **Exploring the policy context**
Exercise to explore where policy comes from and how it starts to gain momentum within an organisation. The importance of problem definition and understanding the difference between outputs and outcomes.

Case study based exercise to establish the evidence sources available to policymakers, their advantages and disadvantages and the links between evidence and risk.
- 12:15** **Lunch**
- 13:00** **Creating options**
The importance of thinking broadly and creatively when generating options, whilst also being clear about success criteria. Why understanding the experience of service users is vital. An introduction to open policymaking, and how working with delivery partners, users and others with an interest greatly improves the quality of options developed.

Case study exercise to generate innovative policy options, drawing out ideas from behavioural economics.
- 14:00** **Reaching a decision**
The importance of building internal and external coalitions of support and the evolving role of communications. Techniques to refine, appraise and select options. Checks and questions to consider before going live.

Group exercise using PESTLE to test and appraise options.

14:45 **Break**

15:00 **Securing delivery**

How to set things up to maximise the likelihood of success. Trajectories, delivery chains and establishing appropriate accountability, boundaries, governance and enforcement. The perils of measurement. Making sure that information is gathered, shared and communicated. Discussion of case study examples to illustrate key lessons.

15:30 **Closing the policy cycle**

How to ensure that implementation informs future policy development and refinement. Discussion of ways in which learning can be shared and transferred. The role of formal and informal evaluation and key questions to be addressed.

Review of the policy cycle itself to understand its application in relation to participants' work, as well as its limits in real world use.

16:00 **Wrap up and personal action planning**

16:15 **Close**