What does policymaking look like?

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Q. Why do we visualise policymaking?
A. To describe …

1. What policymakers do.

2. What policymakers need to do.

3. What policymakers would like to do.

4. What policymakers would like you to think they do.

Is there an image that can sum up all of these things?
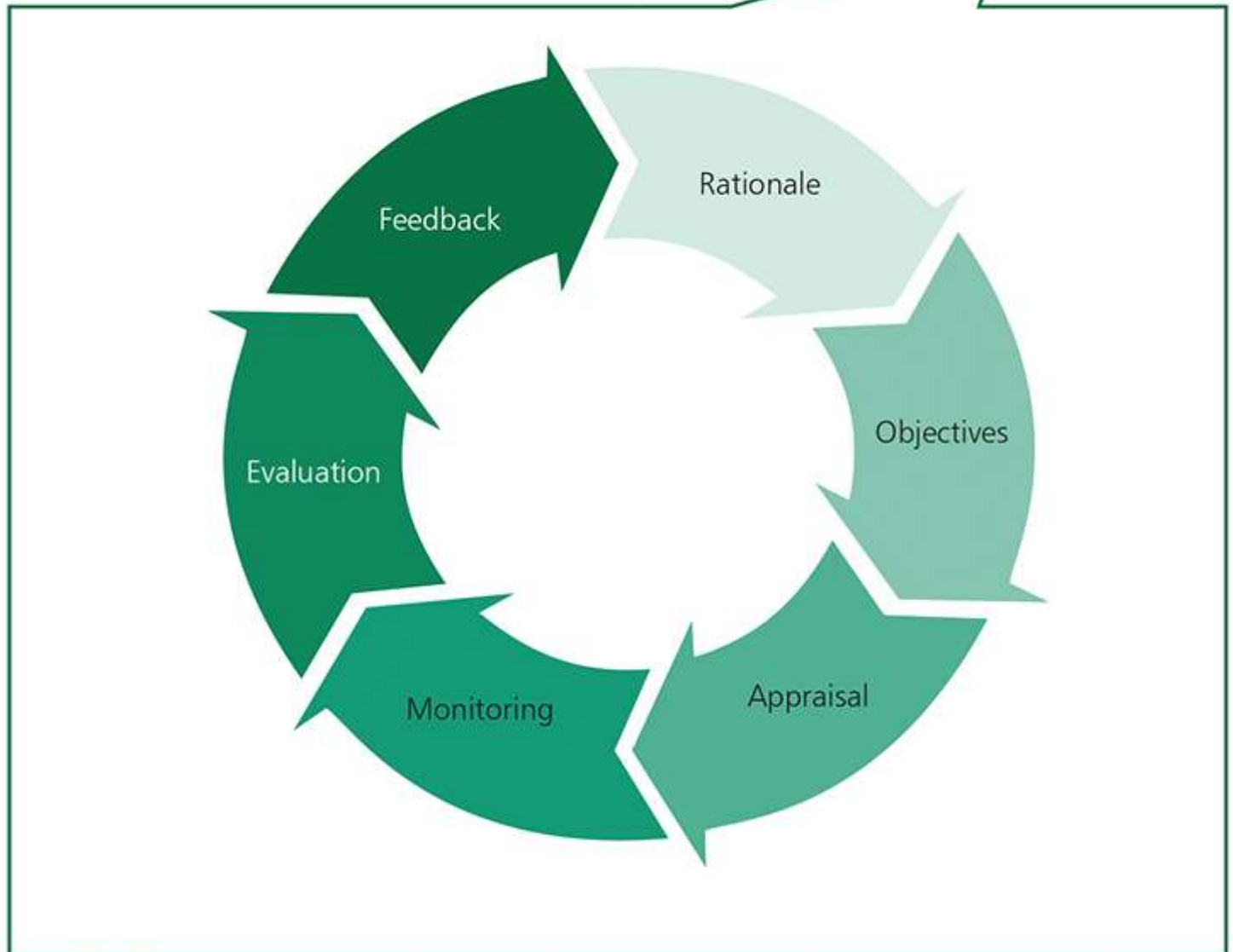
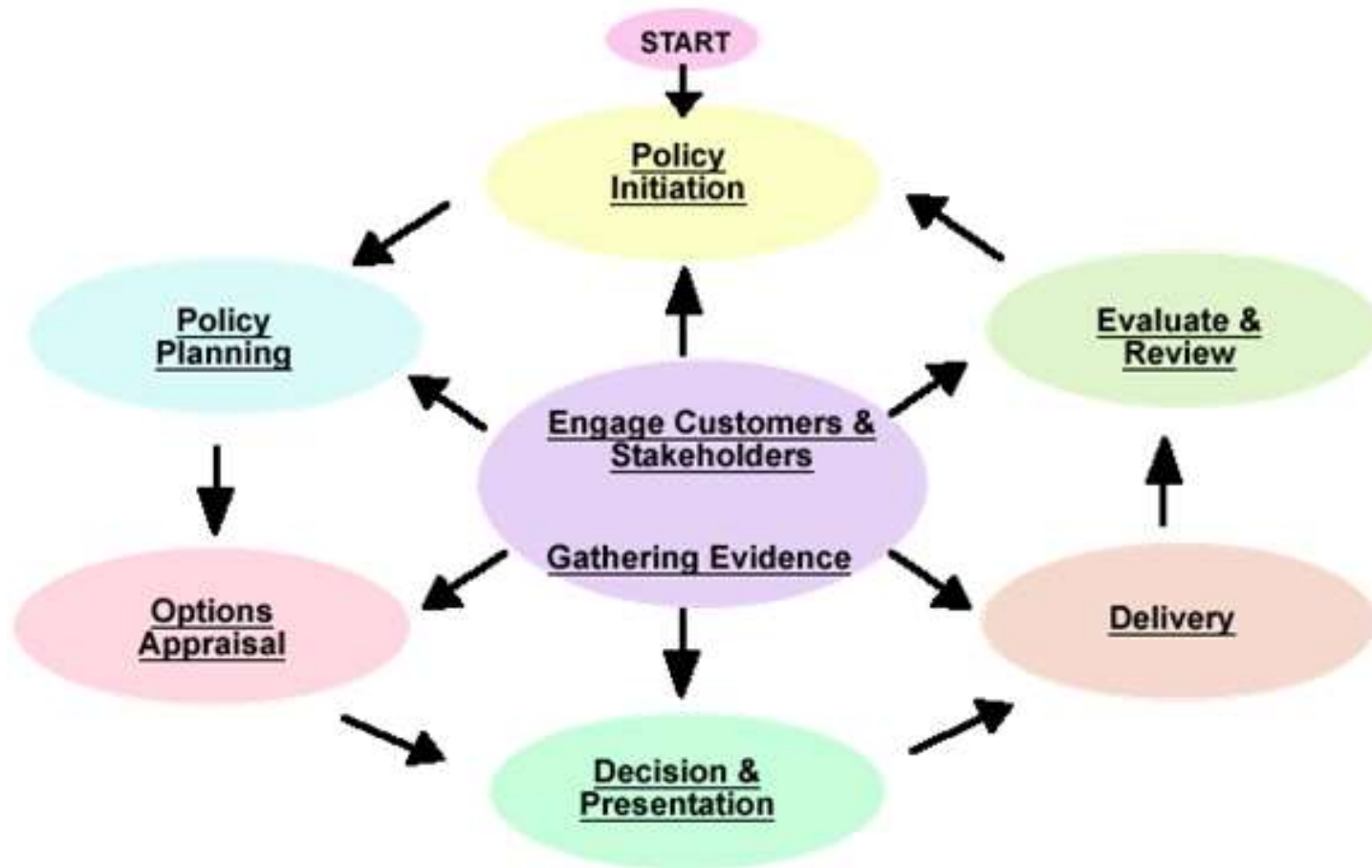# The ROAMEF cycle

Rationale

Objectives

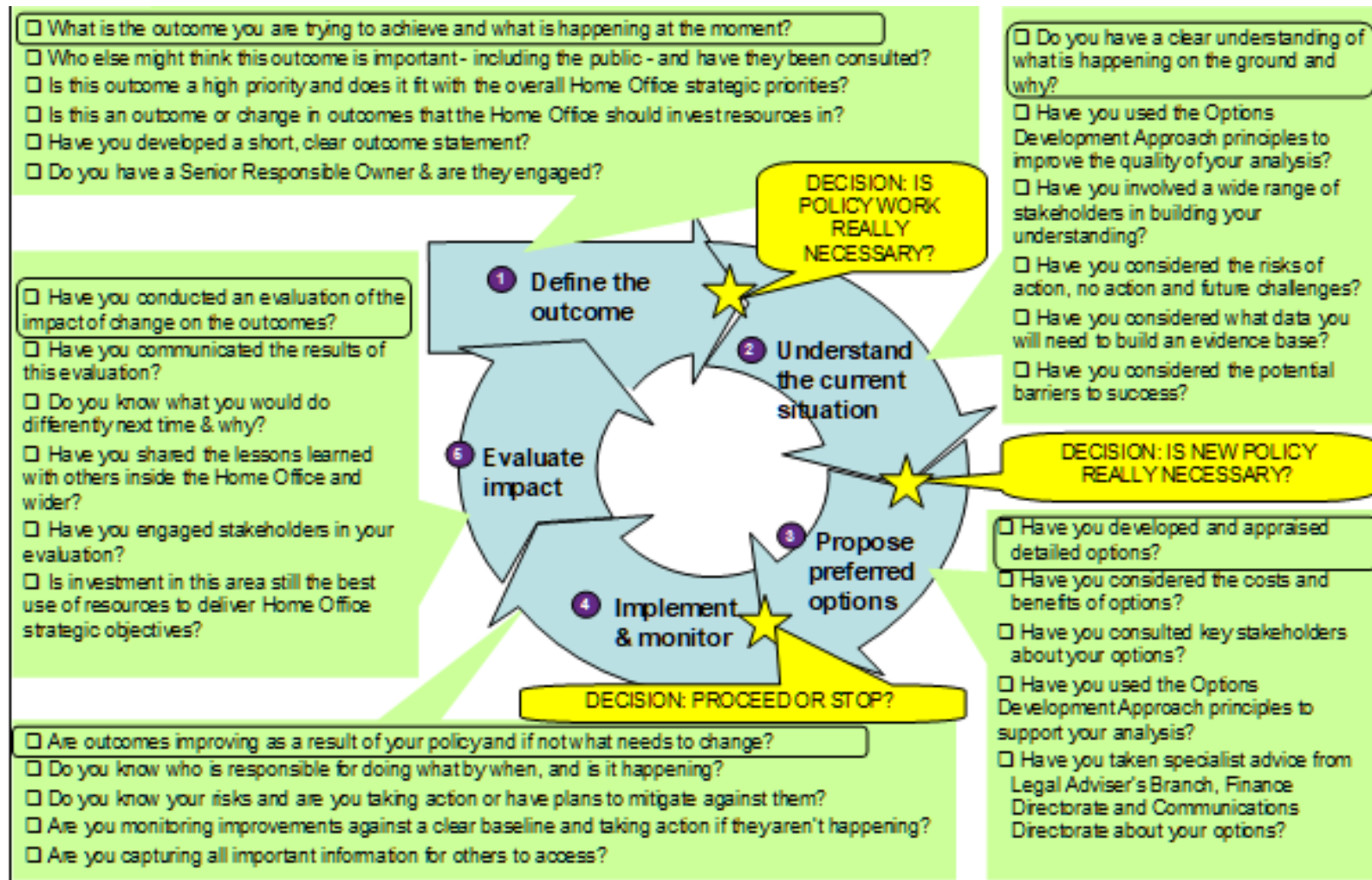**A**ppraisal

Monitoring

Evaluation

Feedback

The Business Case

Variants on the policy cycle: we consult a lot

Variants on the policy cycle: we do detail

□ What is the outcome you are trying to achieve and what is happening at the moment?
□ Who else might think this outcome is important - including the public - and have they been consulted?
□ Is this outcome a high priority and does it fit with the overall Home Office strategic priorities?
□ Is this an outcome or change in outcomes that the Home Office should invest resources in?
□ Have you developed a short, clear outcome statement?
□ Do you have a Senior Responsible Owner & are they engaged?

□ Have you conducted an evaluation of the impact of change on the outcomes?
□ Have you communicated the results of this evaluation?
□ Do you know what you would do differently next time & why?
□ Have you shared the lessons learned with others inside the Home Office and wider?
□ Have you engaged stakeholders in your evaluation?
□ Is investment in this area still the best use of resources to deliver Home Office strategic objectives?

□ Are outcomes improving as a result of your policy and if not what needs to change?
□ Do you know who is responsible for doing what by when, and is it happening?
□ Do you know your risks and are you taking action or have plans to mitigate against them?
□ Are you monitoring improvements against a clear baseline and taking action if they aren't happening?
□ Are you capturing all important information for others to access?

□ Do you have a clear understanding of what is happening on the ground and why?
□ Have you used the Options Development Approach principles to improve the quality of your analysis?
□ Have you involved a wide range of stakeholders in building your understanding?
□ Have you considered the risks of action, no action and future challenges?
□ Have you considered what data you will need to build an evidence base?
□ Have you considered the potential barriers to success?

□ Have you developed and appraised detailed options?
□ Have you considered the costs and benefits of options?
□ Have you consulted key stakeholders about your options?
□ Have you used the Options Development Approach principles to support your analysis?
□ Have you taken specialist advice from Legal Adviser's Branch, Finance Directorate and Communications Directorate about your options?

DECISION: IS POLICY WORK REALLY NECESSARY?

DECISION: IS NEW POLICY REALLY NECESSARY?

DECISION: PROCEED OR STOP?

1 Define the outcome
2 Understand the current situation
3 Propose preferred options
4 Implement & monitor
5 Evaluate impact

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BE THE DIFFERENCE

Policy studies: 1. describing a messier reality ….

Policy Maintenance, Succession or Termination → Agenda Setting → Policy Formulation → Legitimation → Resource allocation → Implementation → Evaluation →

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Political complexity

2. Using metaphor to describe non-linearity

3. Visualising data (on non-incremental change)

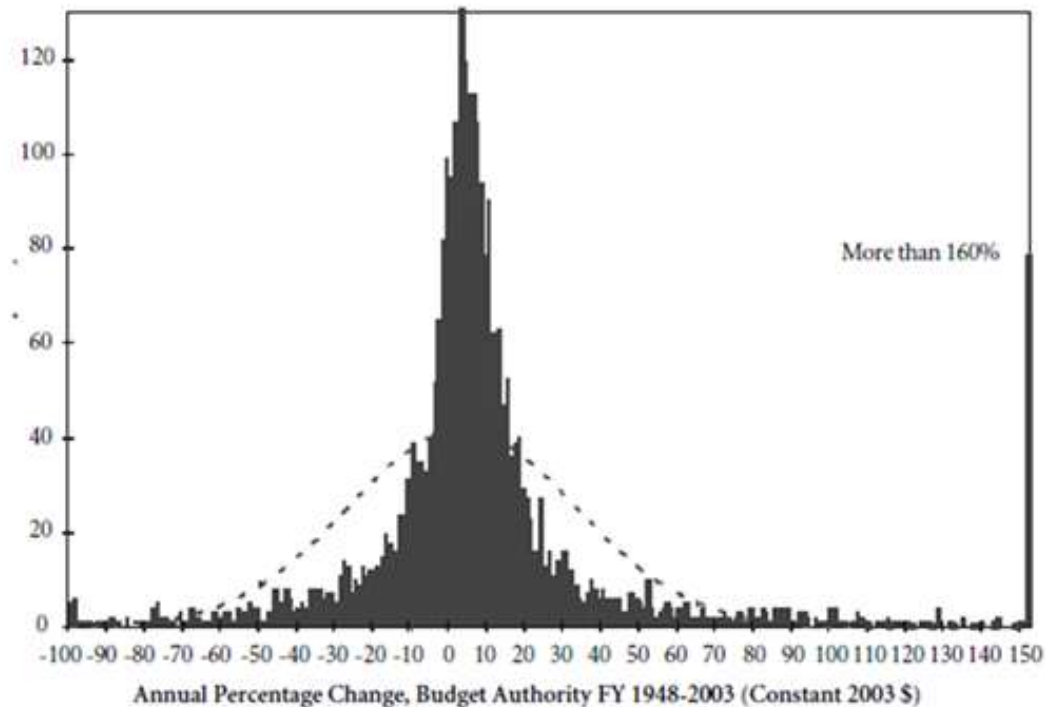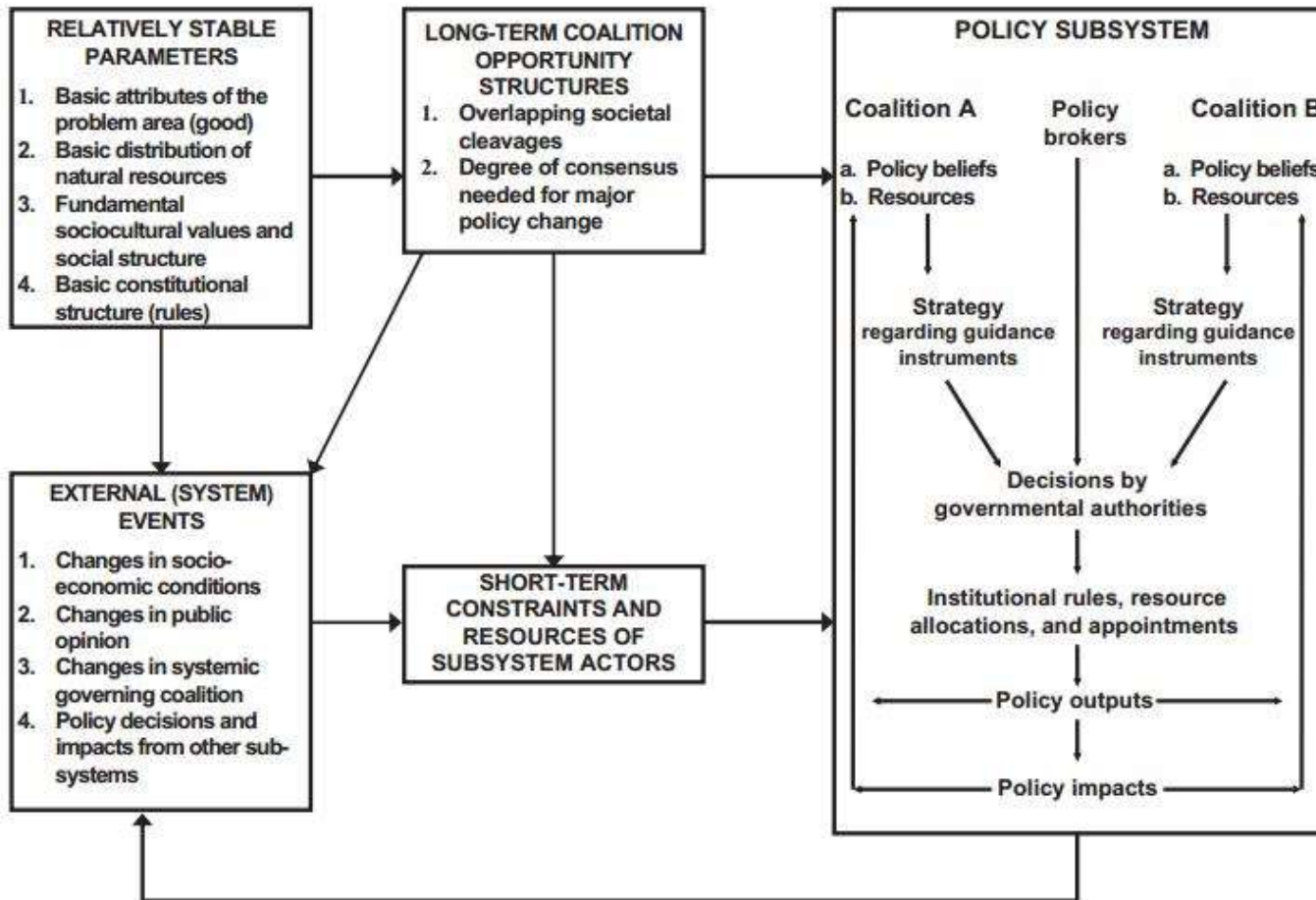170   James L. True, Bryan D. Jones, and Frank R. Baumgartner
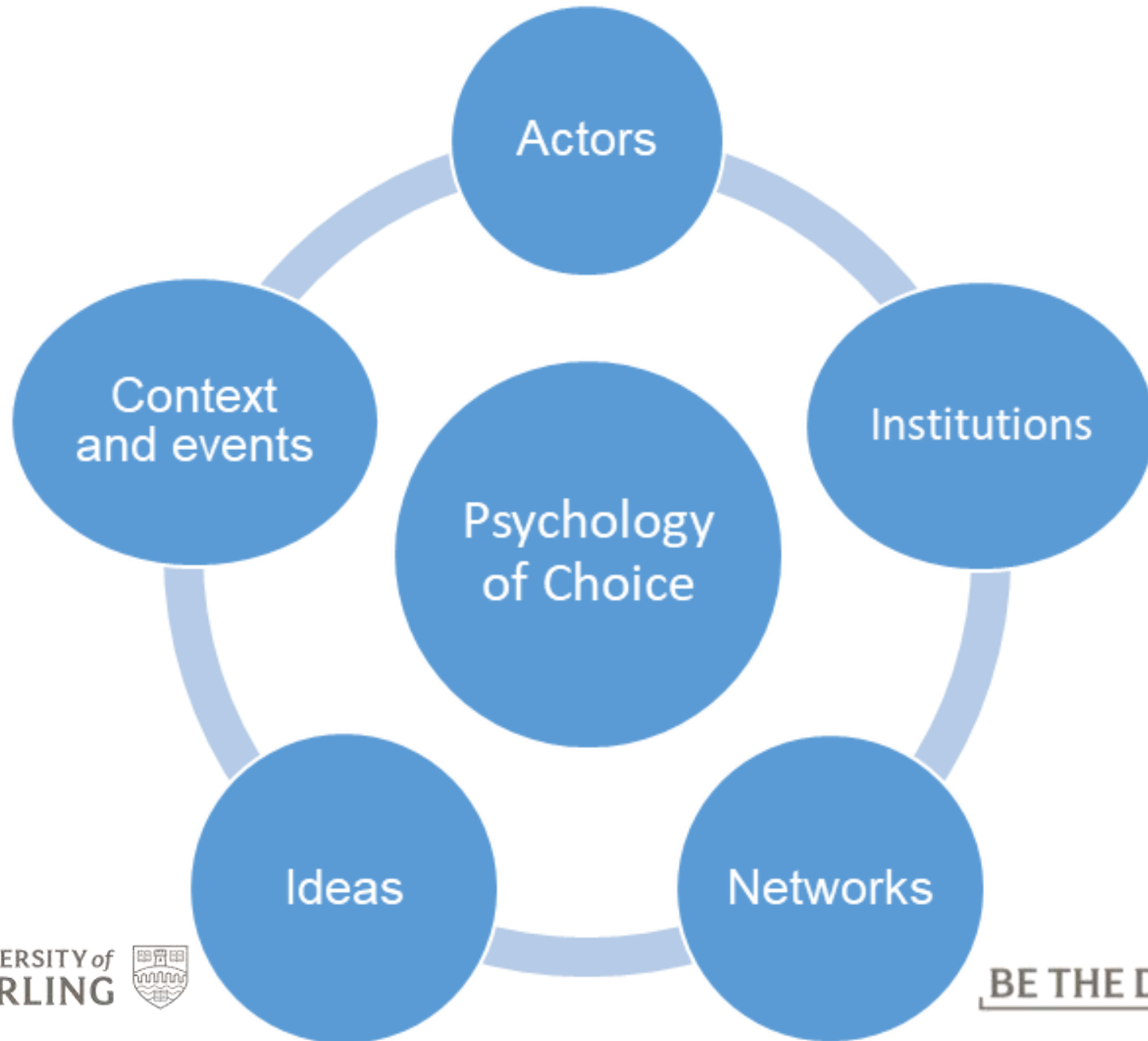
FIGURE 6.2   Annual Percentage Change in U.S. Budget Authority for Office of Management and Budget Programmatic Subfunctions, FY 1947 through FY 2003
SOURCE: Calculated from data made available through the Policy Agendas Project, Center for American Politics and Public Policy, University of Washington. (http://www.policyagendas.org/).

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BE THE DIFFERENCE

4. Visualising processes (simply)

RELATIVELY STABLE PARAMETERS
1. Basic attributes of the problem area (good)
2. Basic distribution of natural resources
3. Fundamental sociocultural values and social structure
4. Basic constitutional structure (rules)

LONG-TERM COALITION OPPORTUNITY STRUCTURES
1. Overlapping societal cleavages
2. Degree of consensus needed for major policy change

POLICY SUBSYSTEM

Coalition A   **Policy brokers**   **Coalition B**

a. Policy beliefs
b. Resources

a. Policy beliefs
b. Resources

Strategy regarding guidance instruments

Strategy regarding guidance instruments

Decisions by governmental authorities

Institutional rules, resource allocations, and appointments

Policy outputs

Policy impacts

EXTERNAL (SYSTEM) EVENTS
1. Changes in socio-economic conditions
2. Changes in public opinion
3. Changes in systemic governing coalition
4. Policy decisions and impacts from other sub-systems

SHORT-TERM CONSTRAINTS AND RESOURCES OF SUBSYSTEM ACTORS

2007 Advocacy Coalition Framework Flow Diagram

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BE THE DIFFERENCE

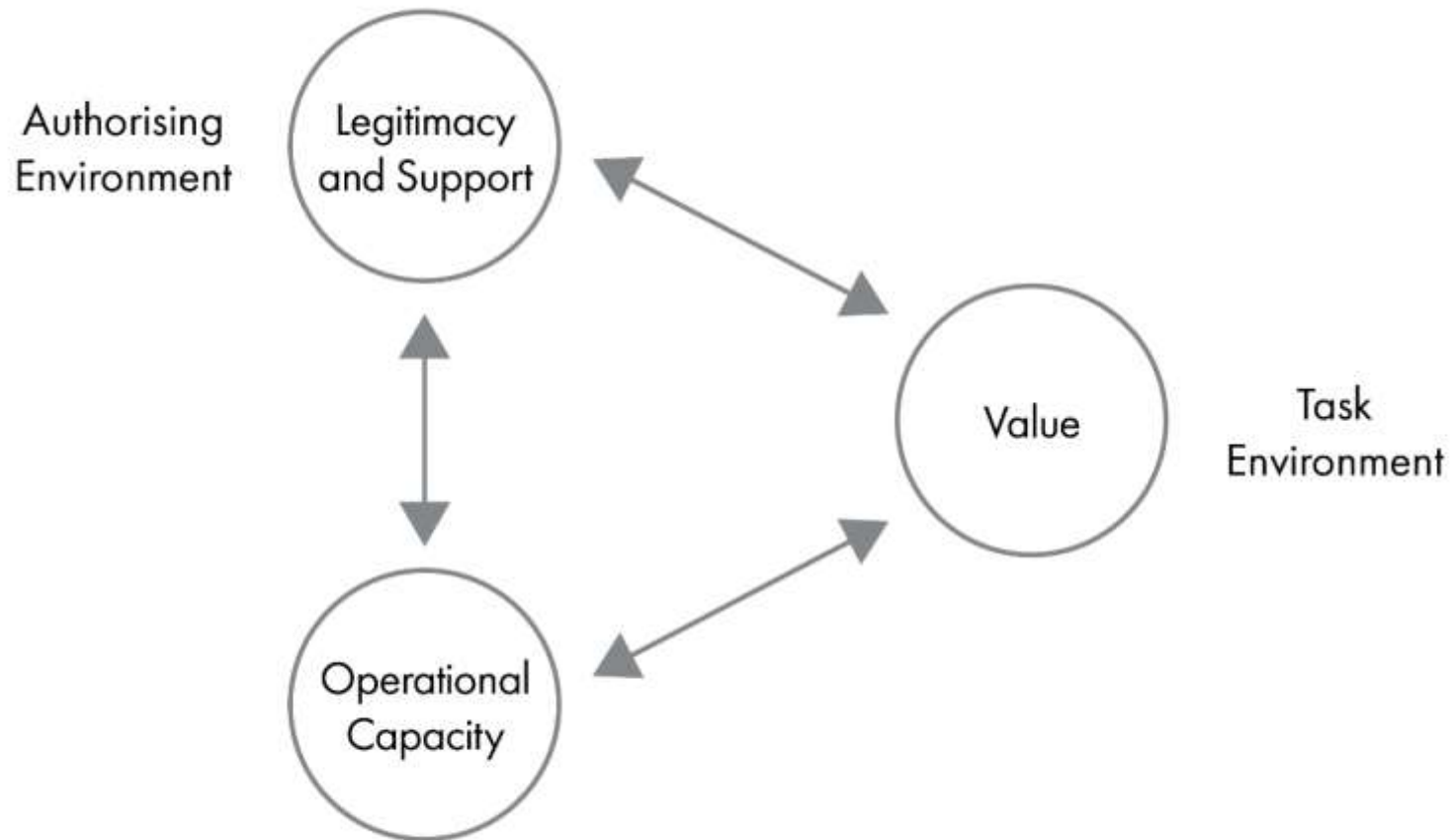# 5. Visualising complexity (simply)

Why do we visualise policymaking?
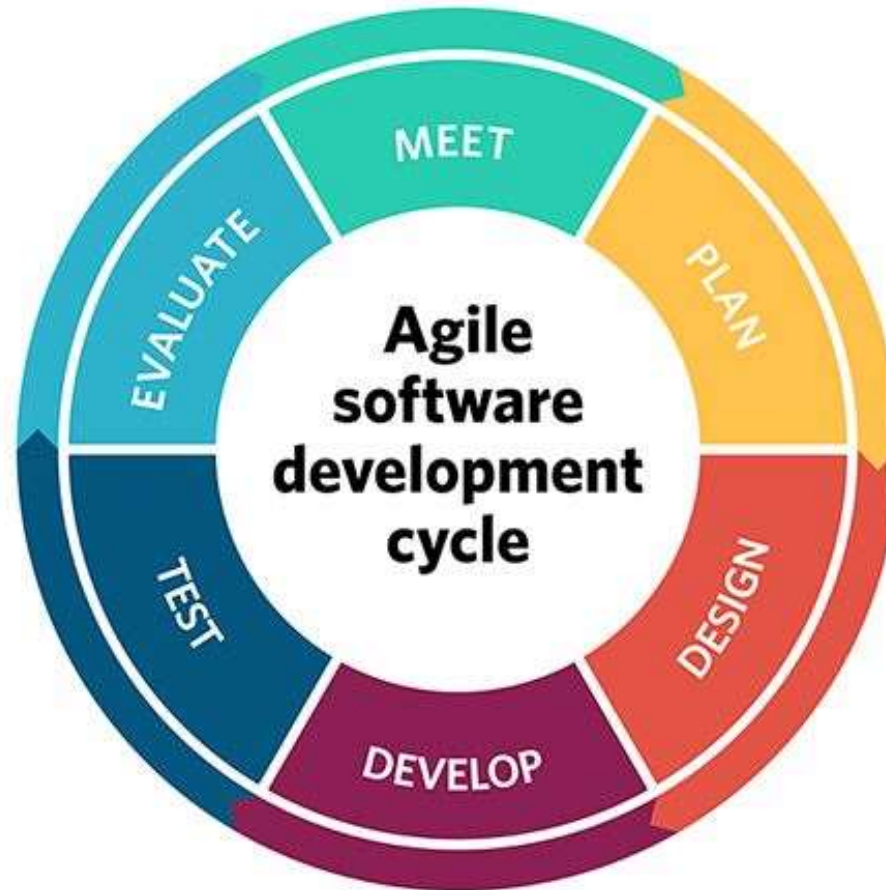# A. To describe …

1. .

2. What policymakers need to do.

3. What policymakers would like to do.

4. .

Is there an image that can sum up the practical reality?

What is visualised here?

Authorising Environment — Legitimacy and Support

Value — Task Environment

Operational Capacity

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E.g. Visualising AGILE: key tasks or a 'mindset'?

Q&A: **What images do you use?**

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