Policy – What is it?

- **policy** *n, pl policies* a course or principle of action adopted or proposed by a government, party, business or individual.

- Policy - official statements that may or may not be implemented and certainly do not guide what people actually do.

- A process rather than a product, involving negotiation, contestations or struggle between different groups.
Struggle in development – Strife in implementation

- Nature of the struggle and depth of contention during the policy development phase can translate to strife during implementation.

- Struggle can take many forms:
  - Lack of buy-in;
  - Competing or personal agendas;
  - Loss of ownership;
  - Change of policy direction mid-flow.
Life according to the Policy Development Rule Book
Features of good policy-making

- Forward Looking
- Outward Looking
- Innovative, flexible and creative
- Evidence-based
- Inclusive
- Joined up
- Learns Lessons
- Communication
- Evaluation
- Review
What is required of policy makers?

- **Traditional attributes**
  - knowledge of relevant law and practice, understanding stakeholders views, ability to design implementation systems.

- **Understanding of policy context**
  - how organisational structures, processes and culture can influence policy-making
  - Ministerial priorities
  - how policy will work out in practice
High performance policy development – what does it look like?

Internally
- Directly related to Executive priorities and PfG
- Strong policy capability within departments
- Professionalism and effective management of policy process
- Development of a ‘policy community’ - access to external ideas and expertise throughout
- Political and other relationships proactively managed
- Integration of policy development and implementation – single, seamless, flexible process

Externally
- Tailoring to meet local needs
- Creating the sense of opportunity to contribute to and influence policy development
That’s the Science Bit …
Case Examples – Success and Failure Factors

- Vetting and Barring Policy
- Children’s Strategy
- Safeguarding Vulnerable Adult Policy