

Policy Delivery & Implementation

At individual and organisational levels poor engagement with those responsible for delivering policies can lead to misunderstandings and weak implementation resulting in perverse and unintended consequences.

This one-day programme will equip delegates to actively and meaningfully engage with those ultimately delivering the policies being developed.

Aim

To provide participants with a clear understanding of:

1. Policy implementation in England
2. Systematic approaches: collaboration and engagement
3. How to identify who you need to work with
4. Their point of view
5. How to explain your policy and 'what's in it for them'
6. Gaining consensus
7. Working together to identify the wrinkles
8. Collaborating on solutions and practicalities
9. Action planning for continued working together.

Methodology

The training approach to be used, which governs the design and delivery of the training is based on the following principles:

- To actively involve the participants throughout the training
- To enable participants to share their thoughts and enquiries
- The training is designed based on the needs and expectations of the participants that are reflected in the pre-training questionnaire

Workshop methods and tools

In order to achieve the objectives of the training, the following tools and methods will be utilised:

- **Presentations:** presentations will be used in order to provide the background of each subject and create discussion and questions.
- **Discussions:** throughout the training, participants will be encouraged to contribute to discussions and share their experiences and thoughts with the rest of the group. The discussions will be facilitated and coordinated by the facilitator in order to maintain the focus in the key areas of interest
- **Case studies:** case studies will be used so as to facilitate and trigger discussion, as well as allow external benchmarking so as to achieve competitiveness
- **Group work:** group work will be used in order to facilitate practical understanding of the issues and in order to enhance team working, team building and cooperation amongst participants

Aim:

To provide participants with a clear understanding of:

- What makes for successful implementation

By showing participants the skills and approaches for

- Building a strong rationale and narrative
- Mapping your policy delivery architecture
- Identifying who you need to work with
- Using data and evidence to bring out the benefits to strengthen implementation
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Resulting in a plan of action for taking your learning forward in the workplace.

Agenda

10.00 Welcome and Introductions

- Aims and learning objectives of the day. Participants' aims and experience.

Implementation in a nutshell

- Group work to investigate the key elements to successful implementation

Planning for implementation

- A live case study will be used to explore the importance of a strong mandate and scope, making the most of governance structures.

11.30 Refreshment Break

Delivery mapping

- A case study looking at delivery mapping to understand leadership and where best to engage others in implementing your policy
- The importance of having a clear narrative and how best to use evidence
- This will be followed by group work to start building your own delivery architecture.

13.00 Lunch

Benefits mapping to strengthen implementation

- A case study will be used to show participants the pitfalls of not getting the rationale right and focussing on the wrong benefits, and tips for getting delivery back on track

- Followed by group work to explore ways in which you can strengthen areas for delivering your policy

14.45 Refreshment Break

Next steps planning

- Participants work together with the help of the facilitator to produce an action plan for taking their learning forward in their work place.

16.00 **Close**

Our trainer

Ruth Knox

Ruth Knox is a top level delivery expert and experienced facilitator, with over 26 years of experience across operational and policy delivery, portfolio and programme management and corporate services. She has a successful history of working across national and international boundaries, with the ability to work through ambiguity whilst maintaining excellent relationships with a wide range of stakeholders.

Ruth has led numerous teams in her career; she was the Head of Operations at the Foreign and Commonwealth Office (FCO) where she led the team that managed the FCO's major investments portfolio and delivered £100m in efficiency savings across the global network. She delivered major transformation programmes, identifying alternative delivery models including One Team overseas which is part of the FCO's contribution to delivering Civil Service Reform.

Ruth also led the Delivery Resource Unit at FCO, delivering a range of corporate services to support the business needs of 4 Directorates in the UK. She was involved in designing an international performance management system that translated strategic priorities into frontline delivery and supported accountability and effective governance in the FCO.

In addition to the FCO, Ruth was the Joint Action Leader at the Prime Minister's Delivery Unit. She led on the Prime Minister's key NHS service delivery targets, including Primary Care Access, an effective communications strategy, and an impressive turnaround on failing A&E performance.

Ruth's operational experience ranges from helping people on welfare benefits, to working with the emergency services on England's response to terrorist related attacks. It also includes knowledge of commercial and procurement activities, having reviewed arrangements in the Department of Health and the NHS, where she made recommendations for change that realised £500 million in savings.