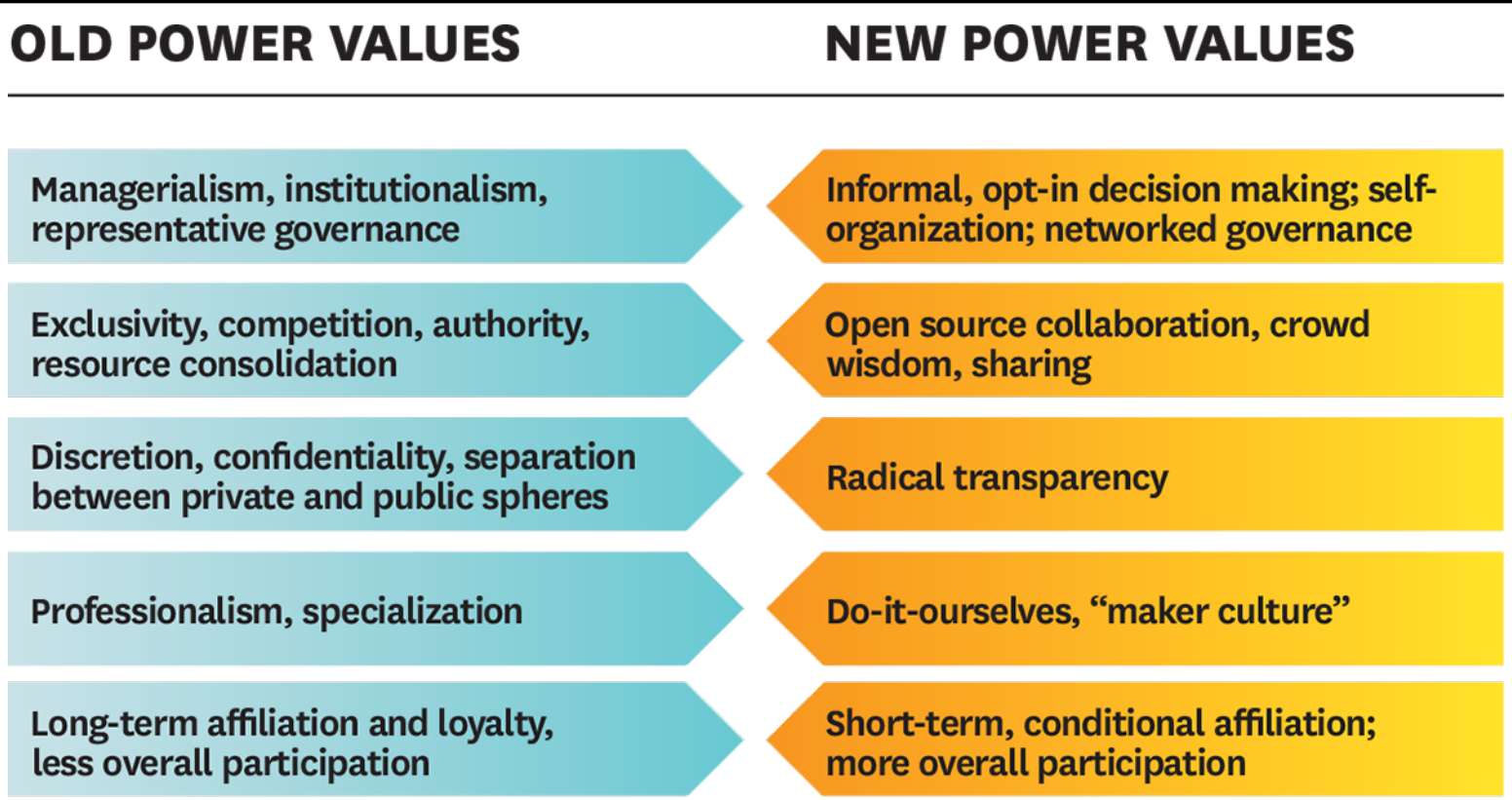
Policy Lab UK

Driving innovation from the centre

The University of Tokyo

7 December 2016

Rapidly changing world

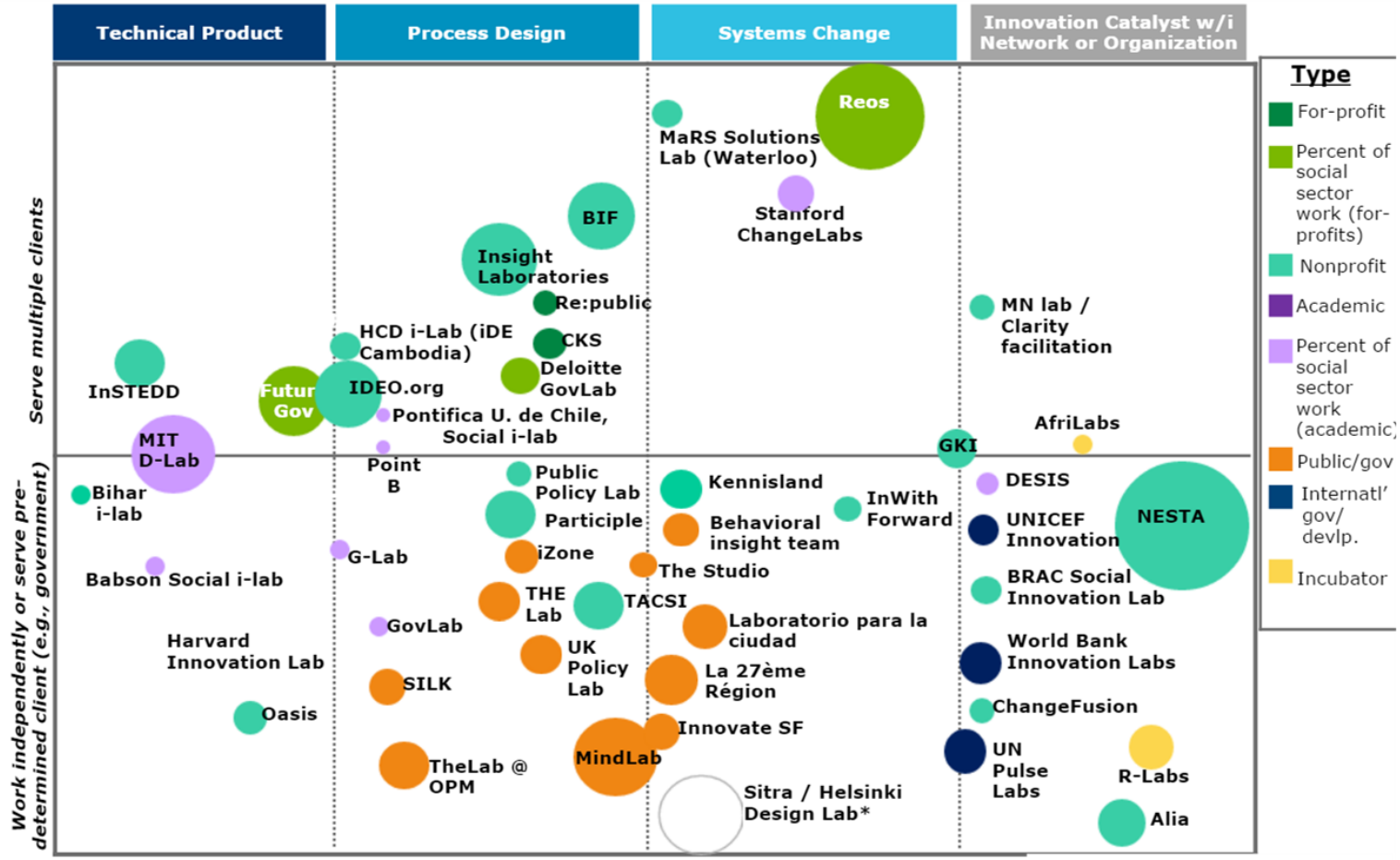


Harvard Business Review

#newpower

Open Gov
= Gov^{x}

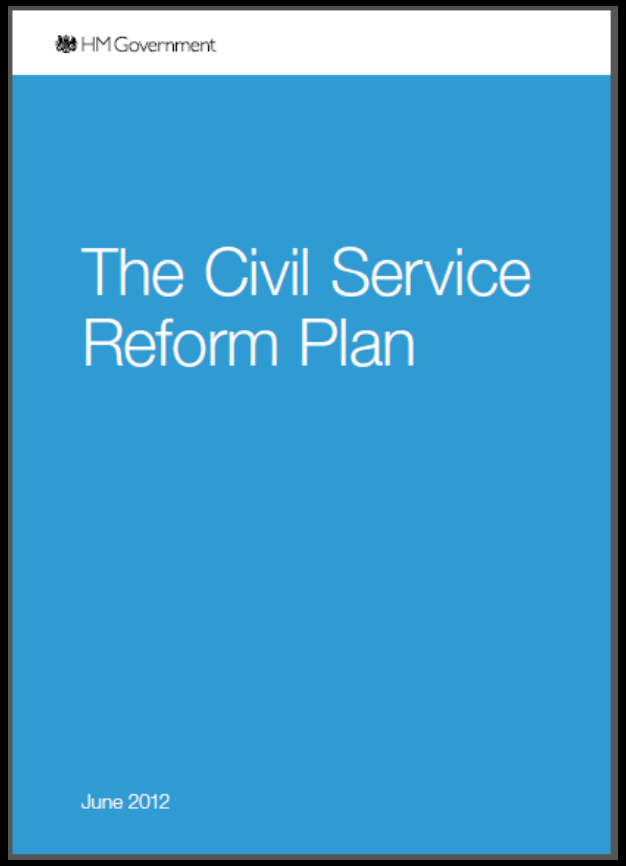
Global Labs



*Helsinki Design Lab is currently closed

Government context

"Civil servants need to be aware we don't have the monopoly on wisdom"
Sir Jeremy Heywood
Cabinet Secretary
Head of the Civil Service



Government transformation

GDS

Data.gov.uk

THE
BEHAVIOURAL
INSIGHTS TEAM

Agile & user-centred

GOV.UK

About Policy Lab

Who are we?

Creative space for policy teams

Develop policy in a more open, data-driven, digital and user-centred way.

Test and trial new tools on complex policy challenges

Upskill civil servants in people-centred approaches to policy-making

A small team

POLICY
LAB

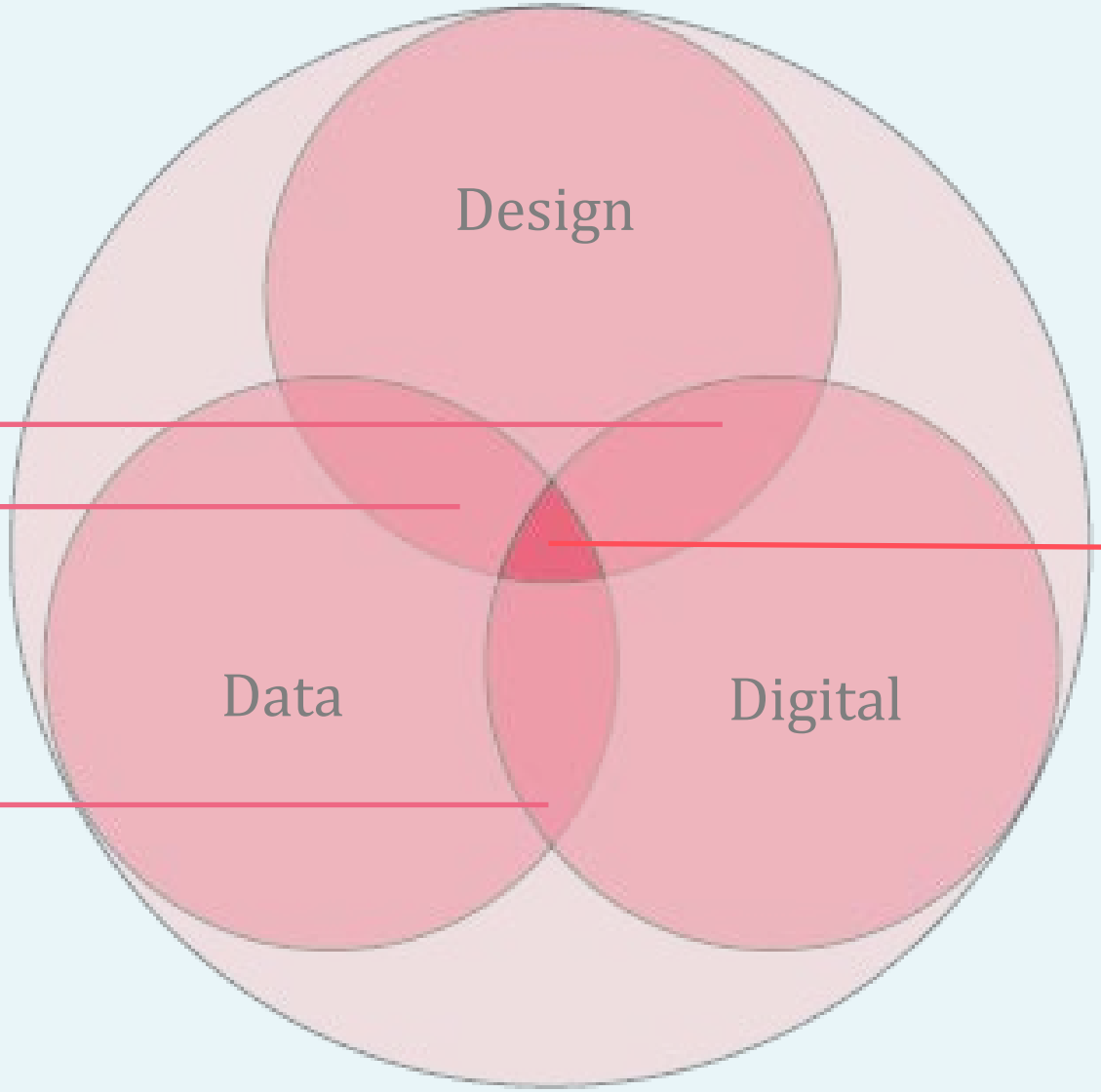
POLICY LAB
3. LANDSCAPE
4. BARRIERS TO EXP
PLAYERS IN THE EXPORT LANDSCAPE
BARRIERS
Internal barriers
External barriers
Market failures
3. LANDSCAPE
PLAYERS IN THE EXPORT LANDSCAPE
Expertise #3
Expertise #4
Professional contacts they can trust. Lawyers, real estate firms, freight forwarders, agents, distributors, etc.

3Ds in policymaking

We design the Government levers (e.g. regulation, nudge) that sit around digital services

We combine 'big' data from large datasets & 'thick' data from human observations

We use alternative digital data sets to understand what's going on



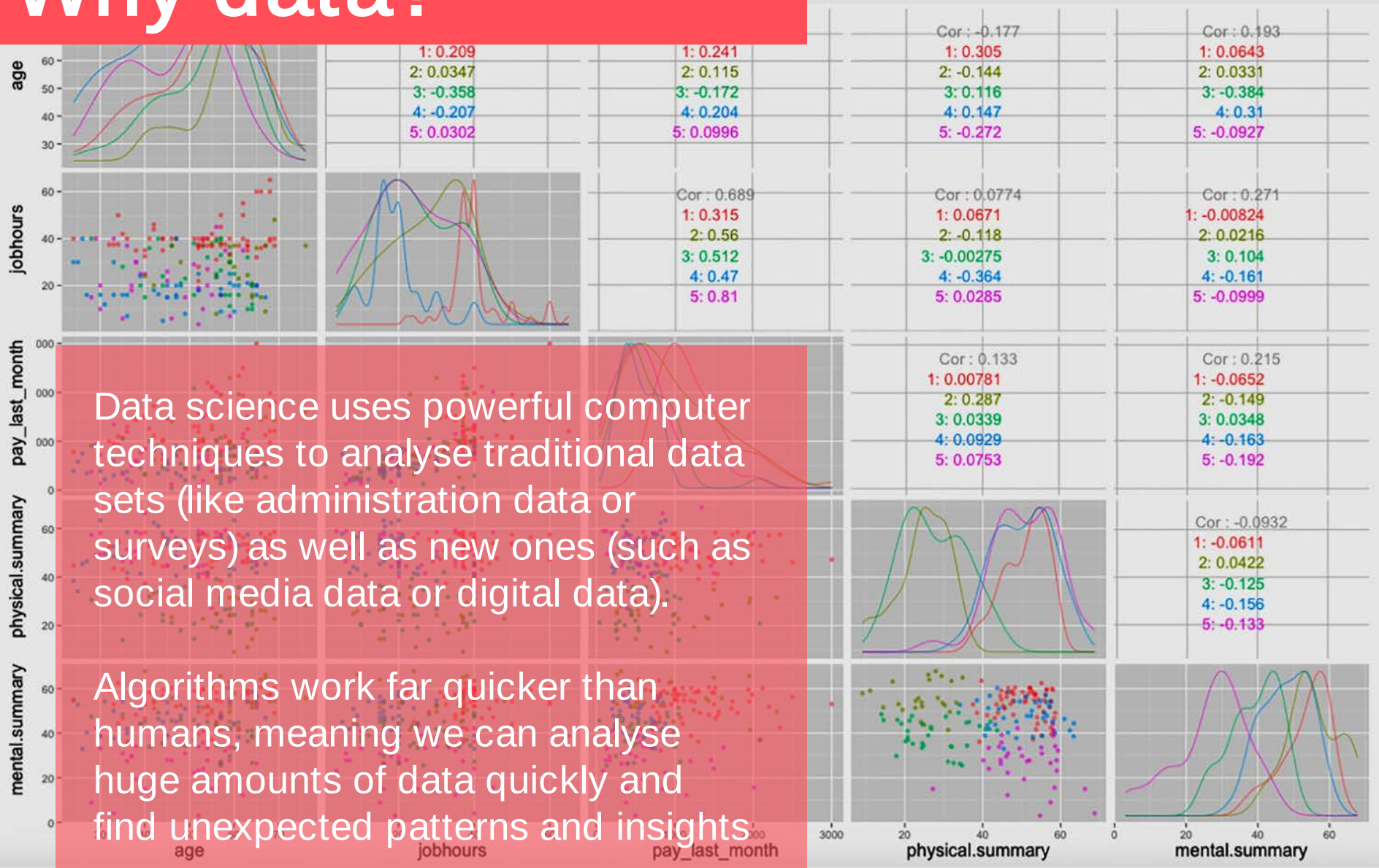
Our perfect project is the intersection of all three

Why design?

Design can:

- Save money.
- Generate transformative ideas
- Create people-centred services.
  Tackle complex problems.

Why data?



Data science uses powerful computer techniques to analyse traditional data sets (like administration data or surveys) as well as new ones (such as social media data or digital data).

Algorithms work far quicker than humans, meaning we can analyse huge amounts of data quickly and find unexpected patterns and insights.

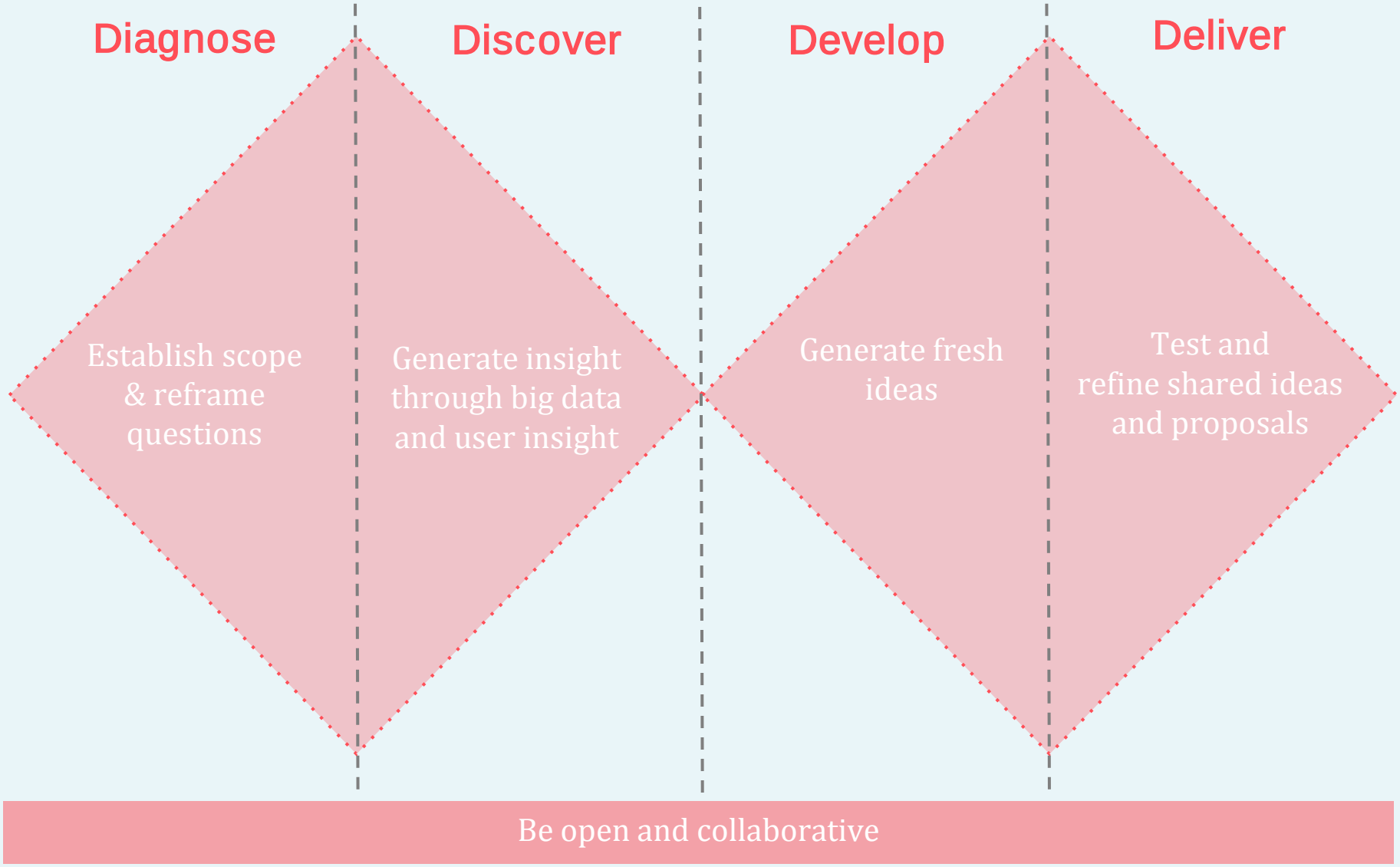
Why digital?

Help us reach out to far more people to understand their views and crowdsource ideas.

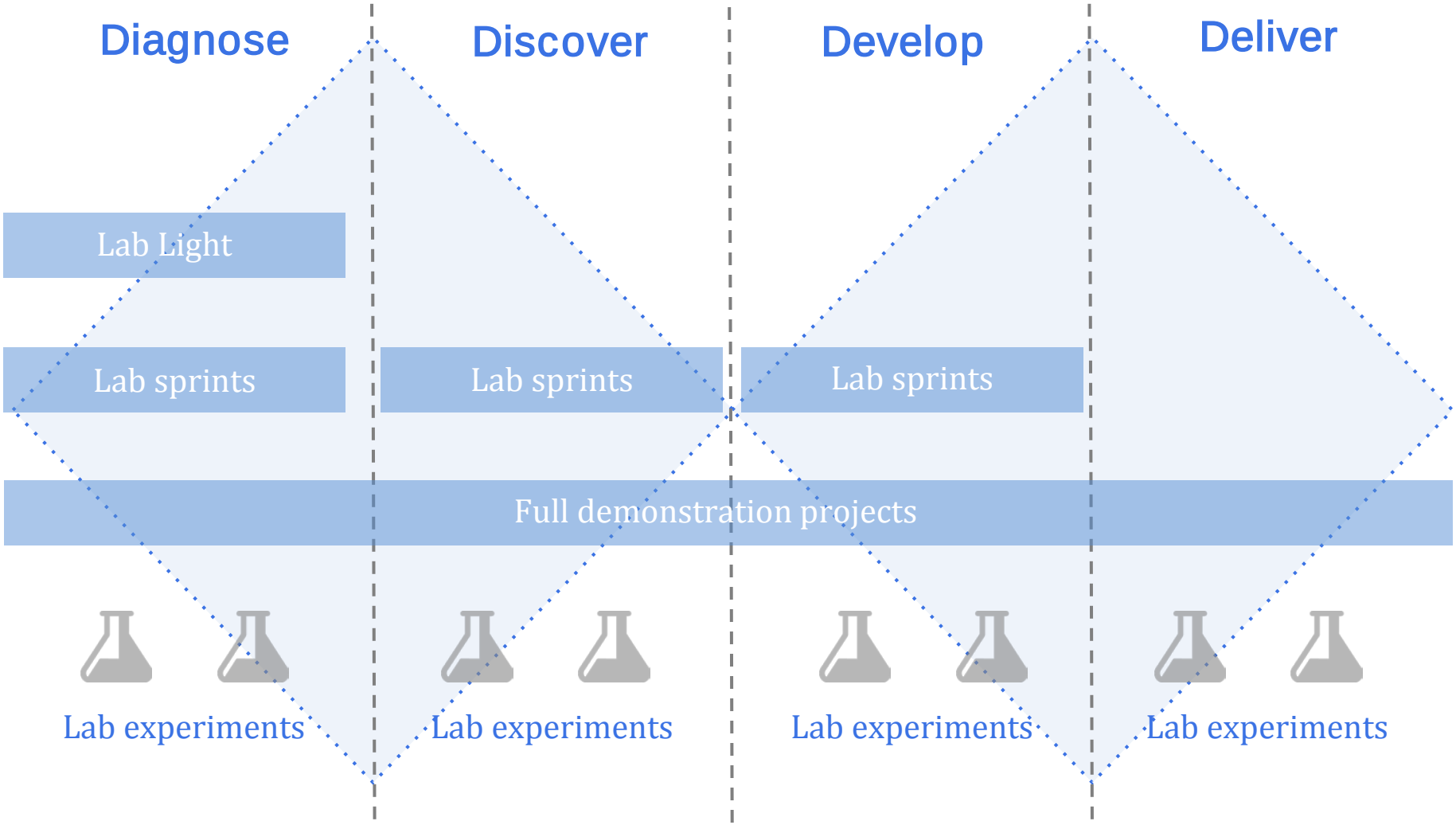
More efficient, accessible and tailored services online.

Create digital data to continually improve services

How do we work?



How do we work?



Some of our projects

How can we support people to manage their health conditions & stay in work?

How can we create a vision for the future of rail with passengers at its heart?

How can we prevent and help people exit homelessness?

How can we encourage young people to value their National Insurance Nos?

How can we create a vision for the future of rail with passengers at its heart?

How can we support victims of crime in a digital world?

How can we achieve £1trillion exports by 2018?

How can we persuade people to use mediation services when they separate?

How can we encourage businesses to provide better childcare solutions?

How can we meet the challenges of an ageing society?

How can we increase the take-up of free childcare for 2 year olds?

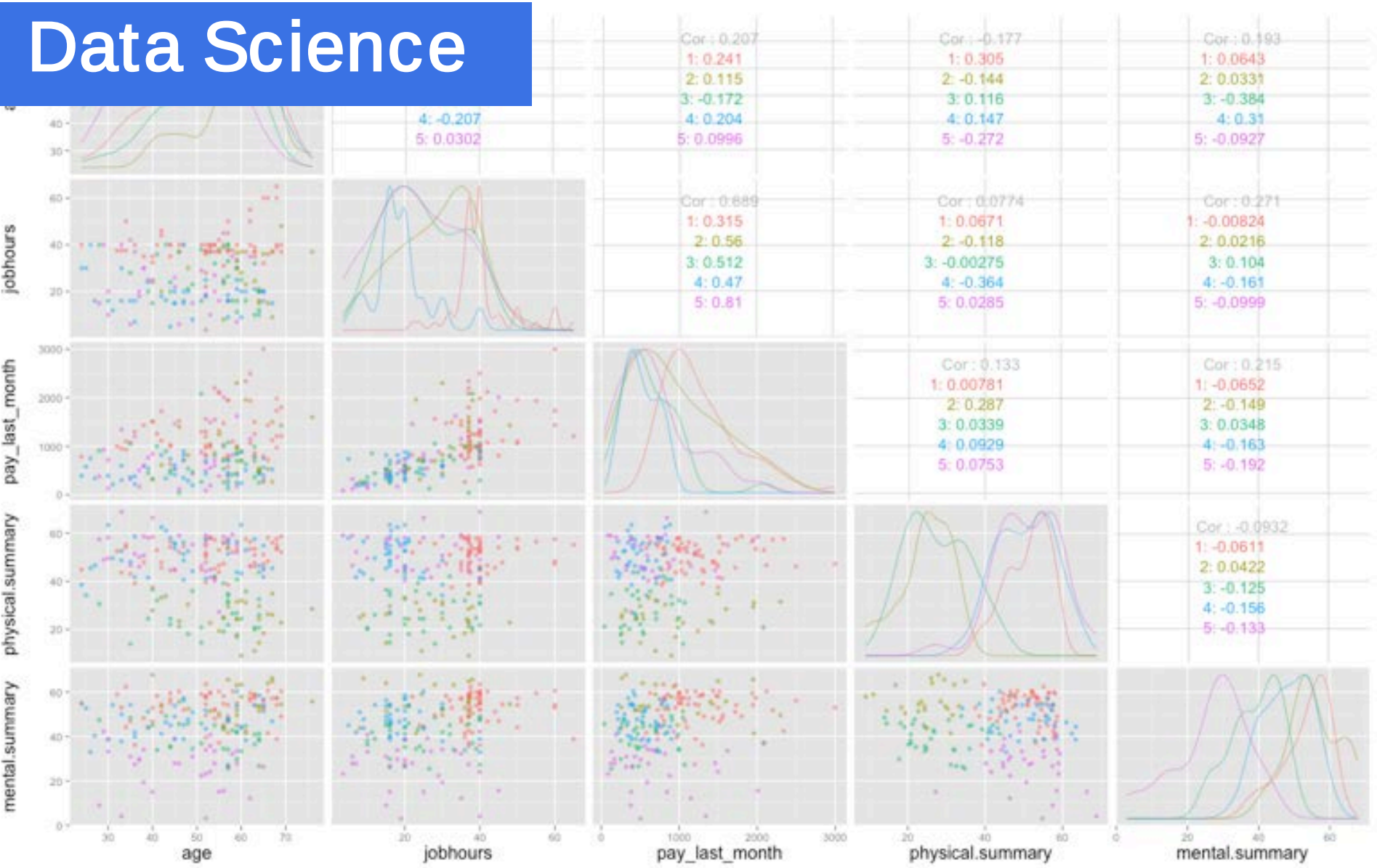
How can we prevent absenteeism in schools?

Creating space for innovation

In unexpected places…

Understanding the ‘what’

Data Science

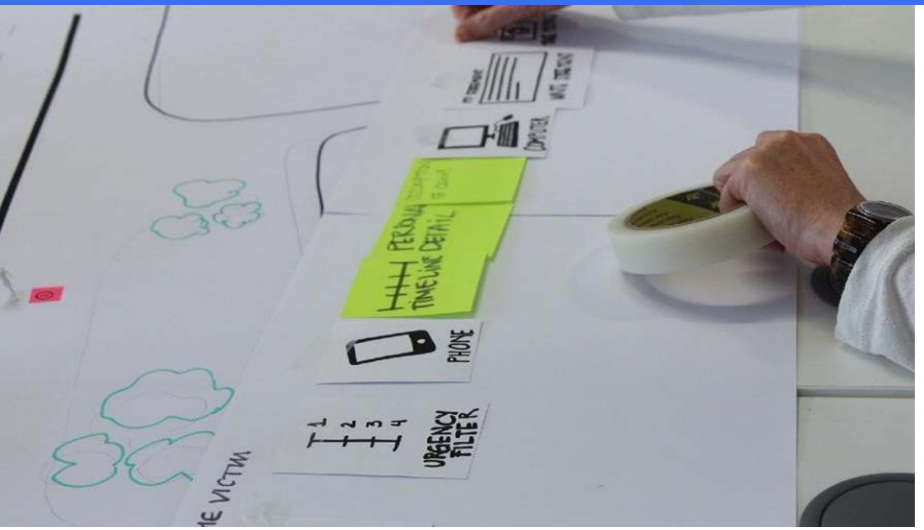


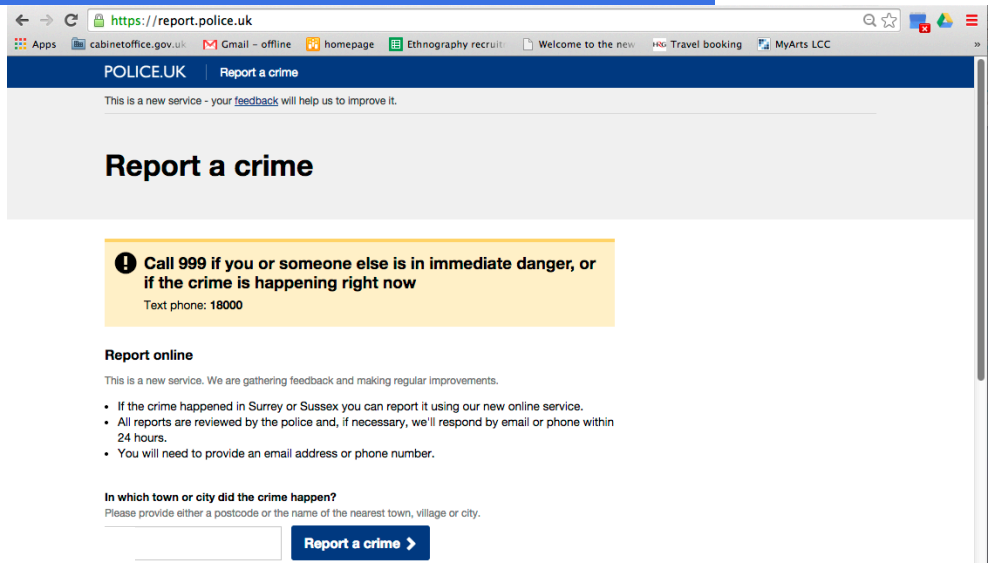
Understanding the ‘why’: Ethnography

Developing solutions together: Co-design

Trying it out:

Prototyping & testing at every stage





Speech

Home Secretary at the International Crime & Policing Conference

From: Home Office and The Rt Hon Theresa May MP
Delivered on: 28 January 2015 (Transcript of the speech, exactly as it was delivered)
Location: The King's Fund, London
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Theresa May announces new £10m Police Knowledge Fund

So today I am pleased to announce a further step to make reporting crime even easier.

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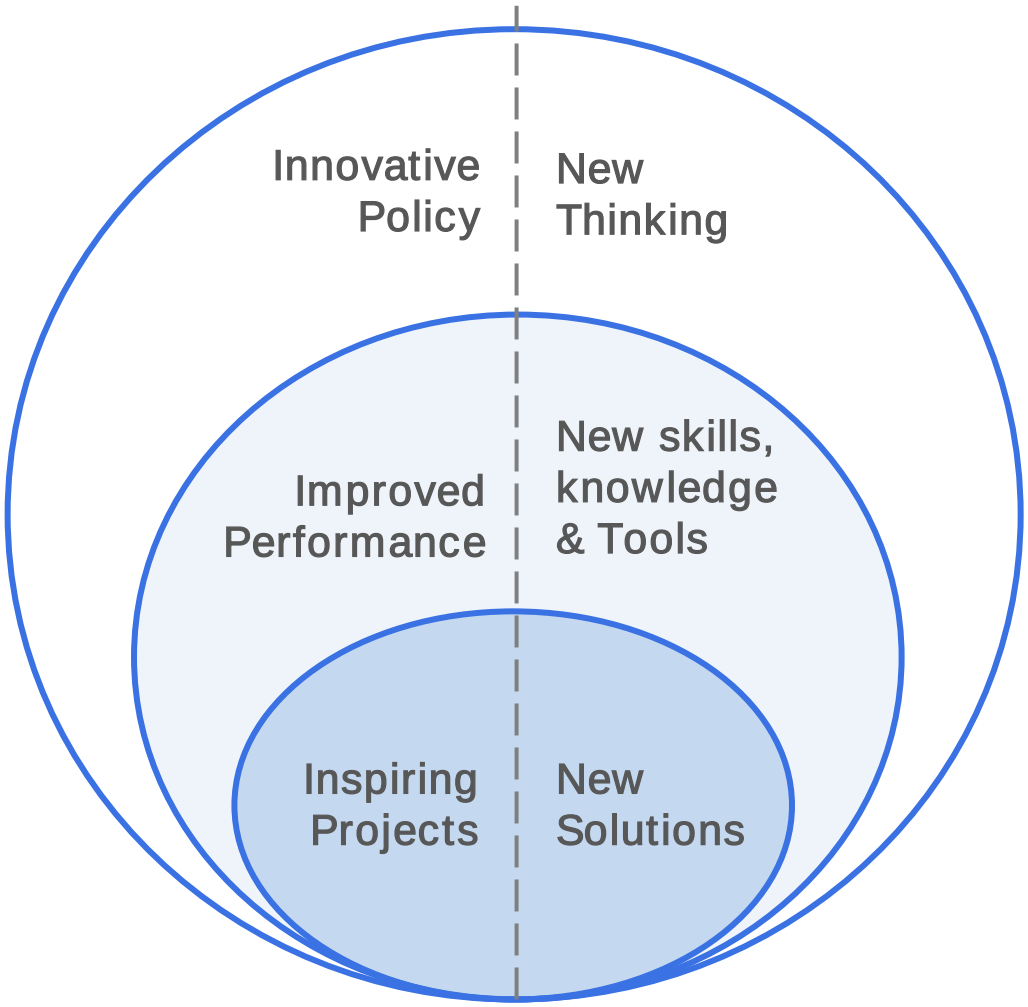
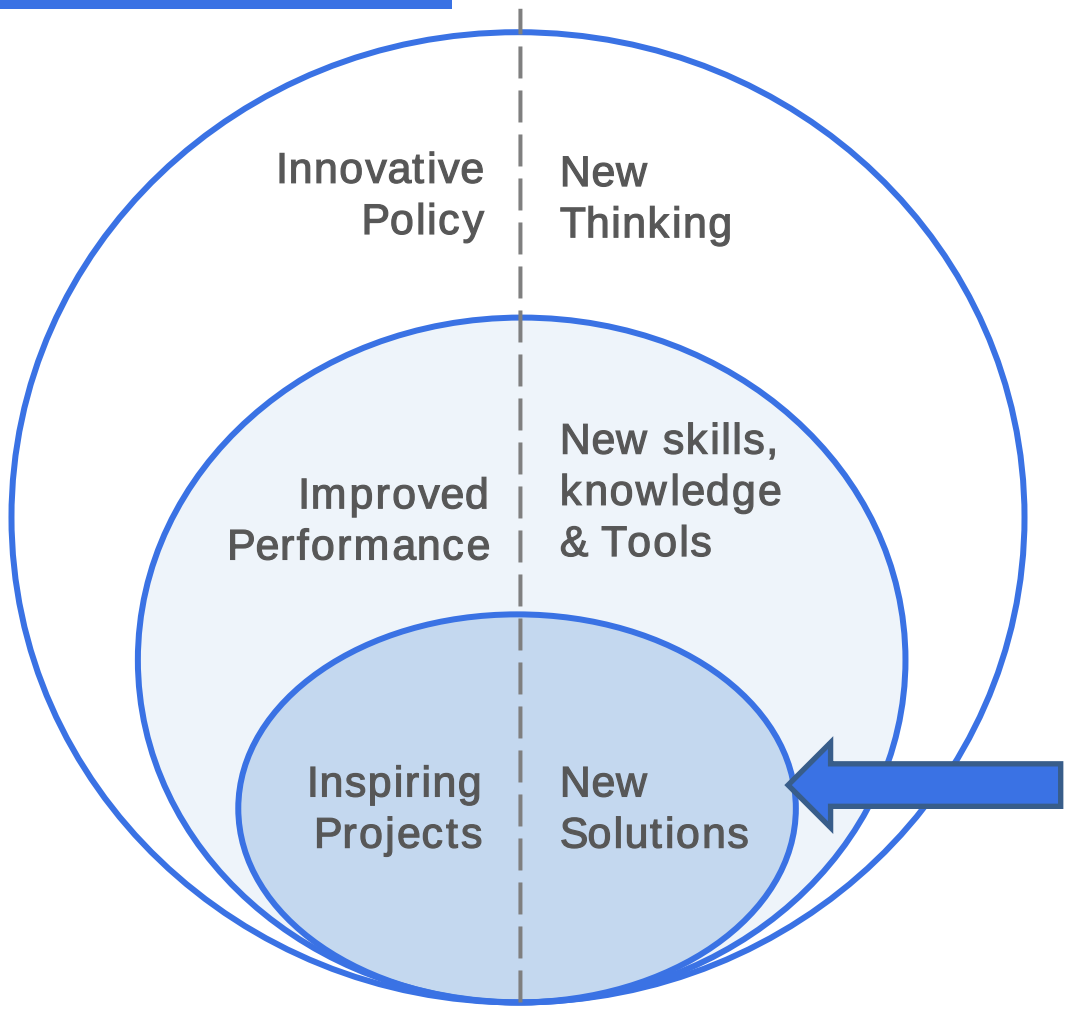
It also has the potential to substantially reduce costs to the police. Early estimates suggest online reporting could save forces an estimated 180,000 officer hours a year, and around £3.7 million.

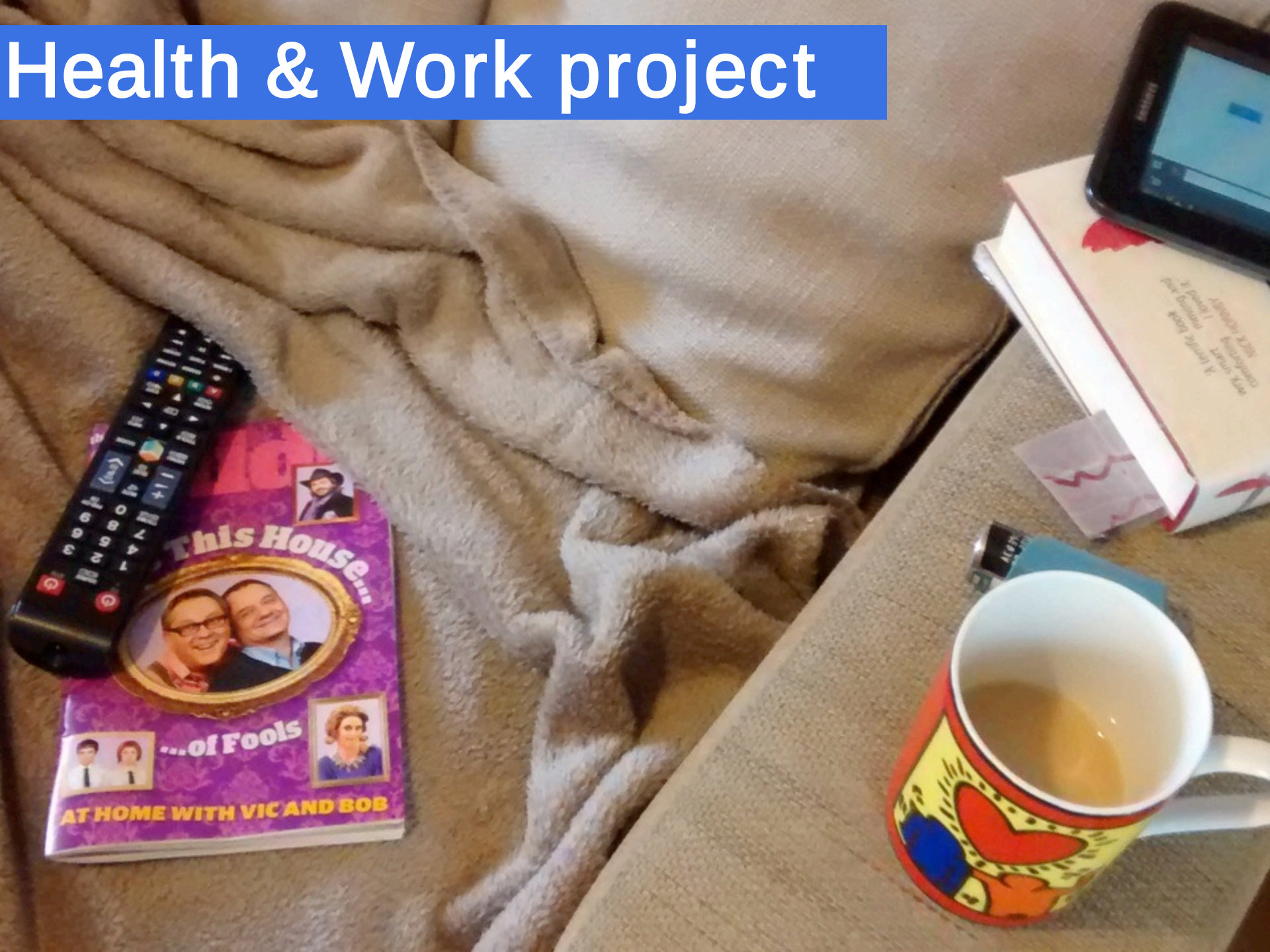
Three levels of impact



Level 1 impact Projects



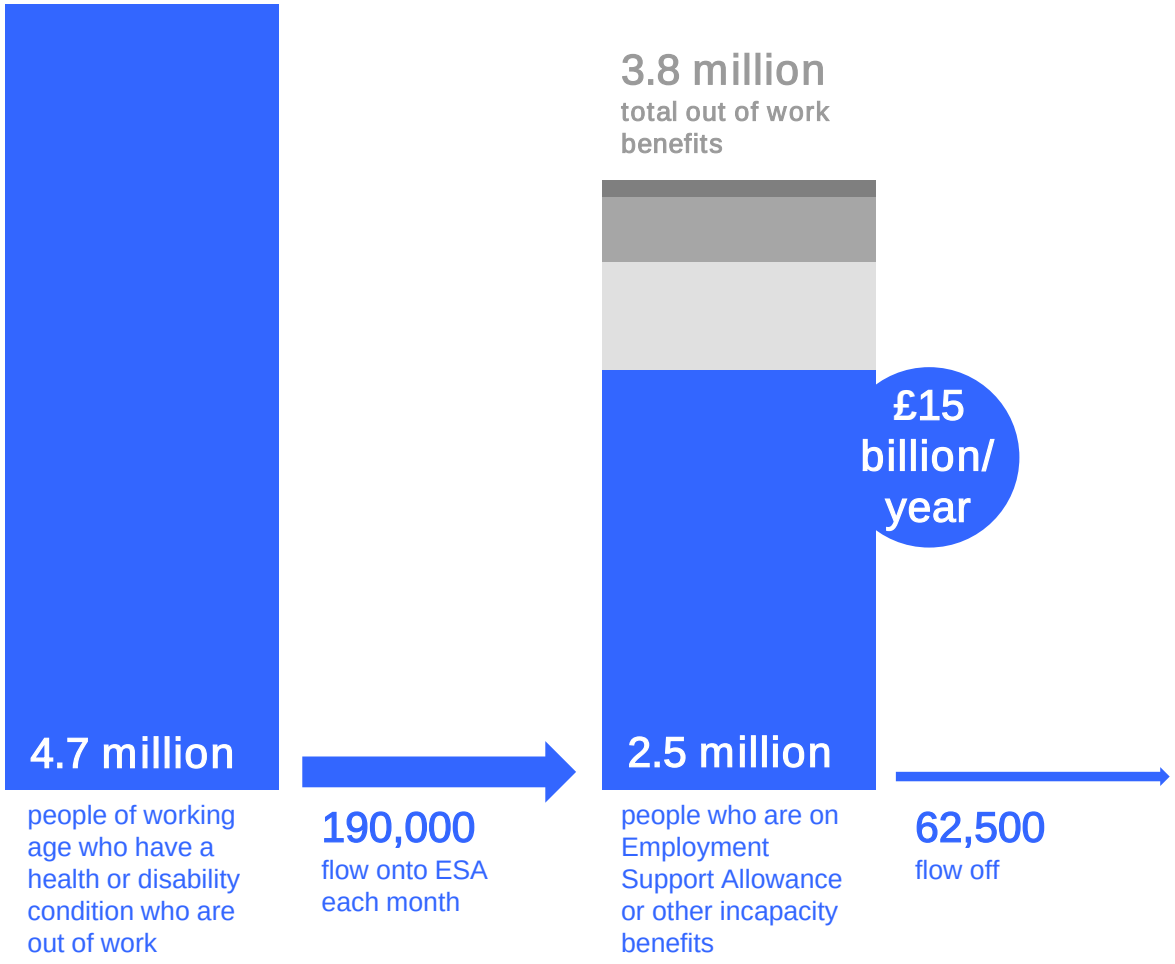
Health & Work project



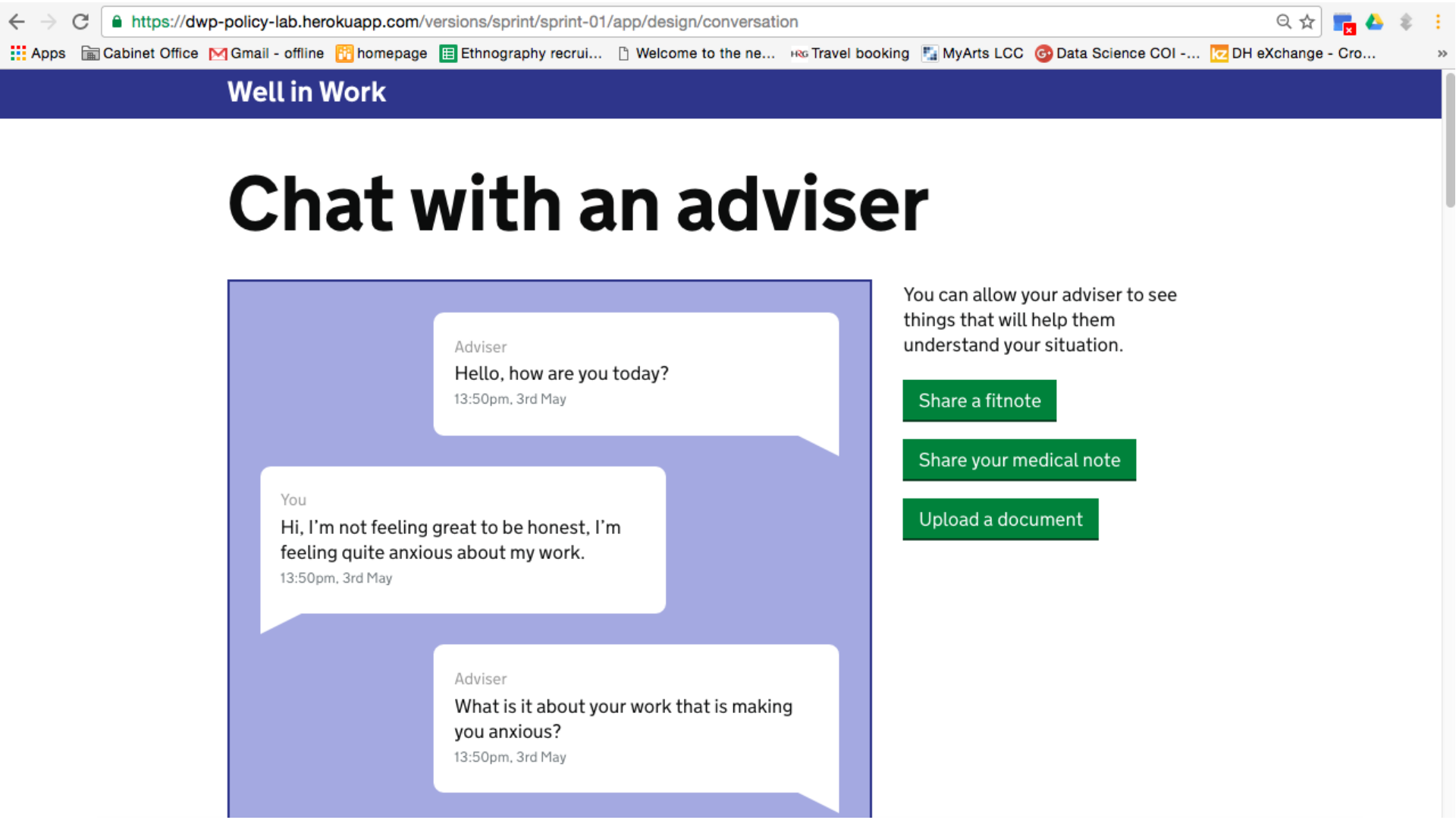
Health & Work

“How can we support people to manage their health conditions and stay in or return to work?”

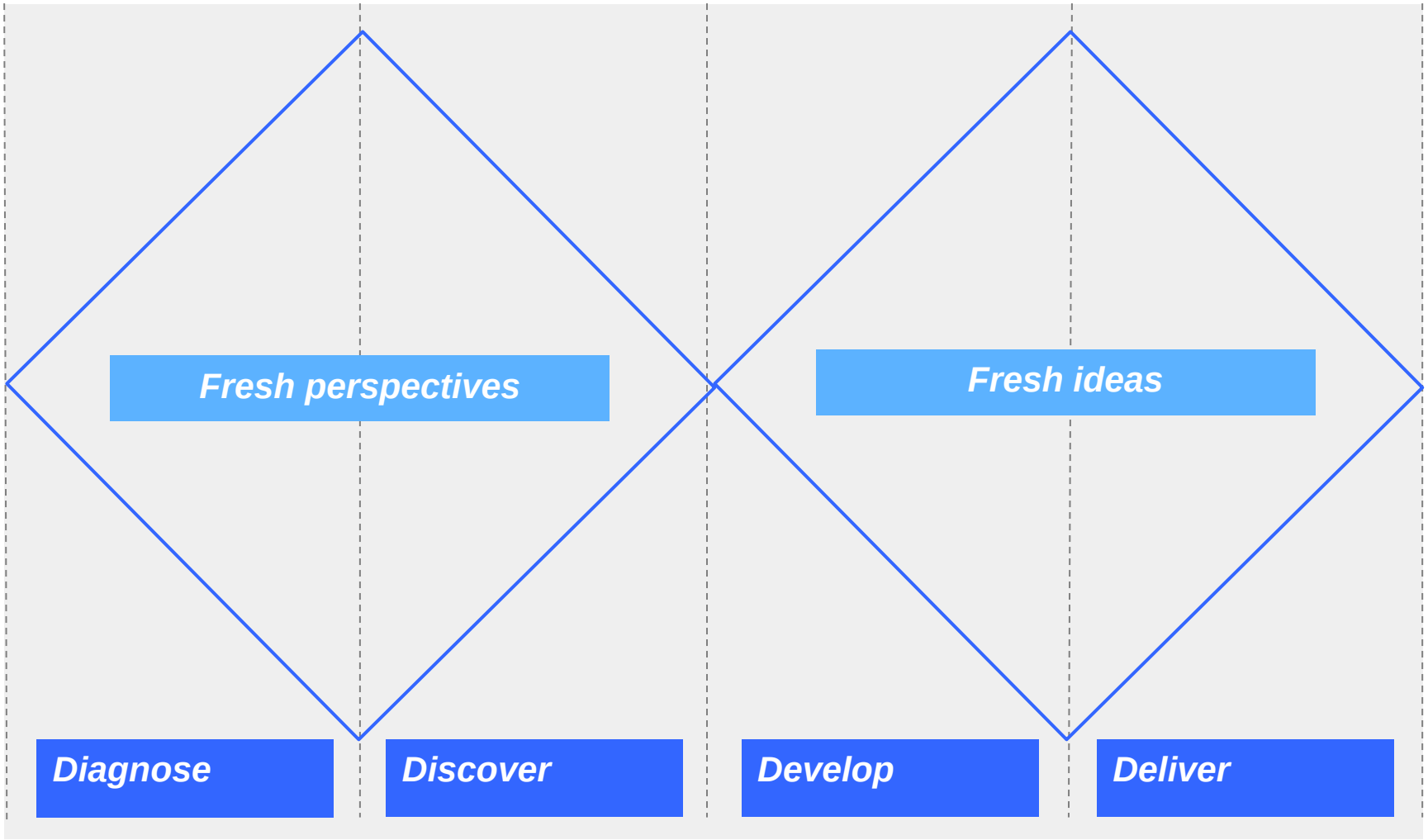
The problem


4.7 million
people of working age who have a health or disability condition who are out of work
190,000
flow onto ESA each month
3.8 million
total out of work benefits
2.5 million
people who are on Employment Support Allowance or other incapacity benefits
£15 billion/ year
62,500
flow off

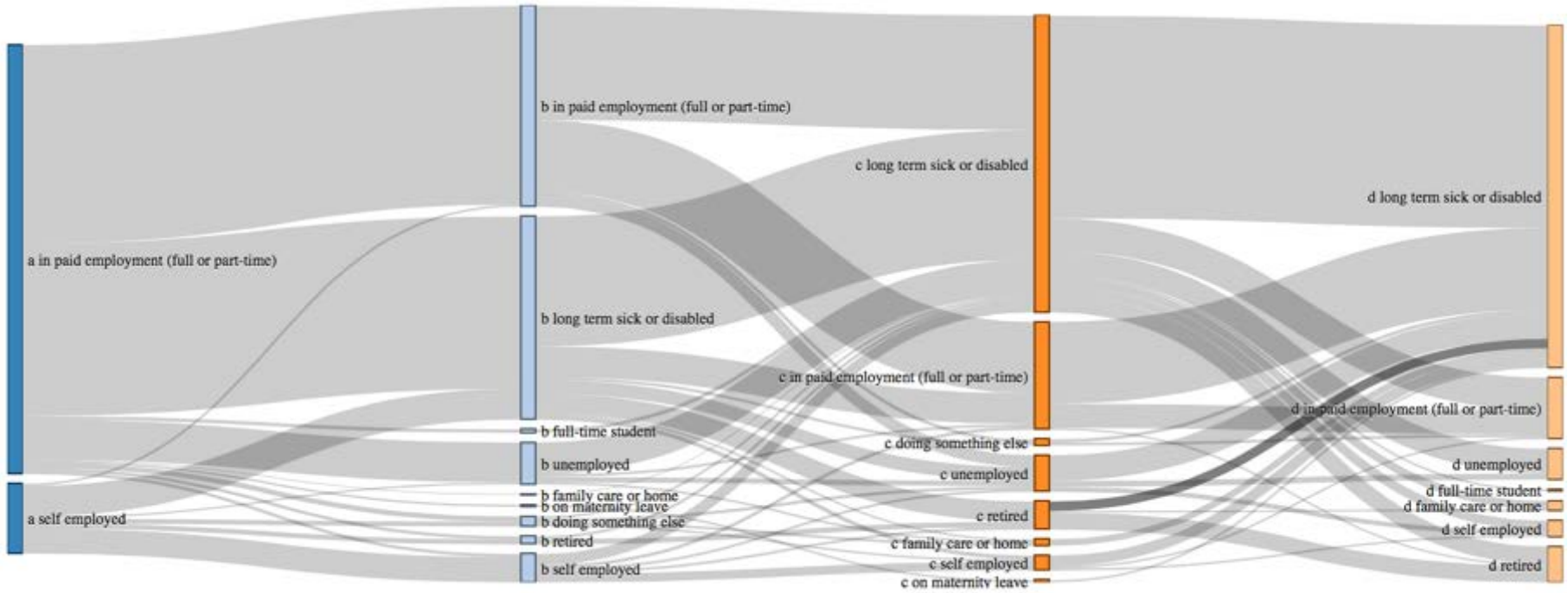
Where we've got to



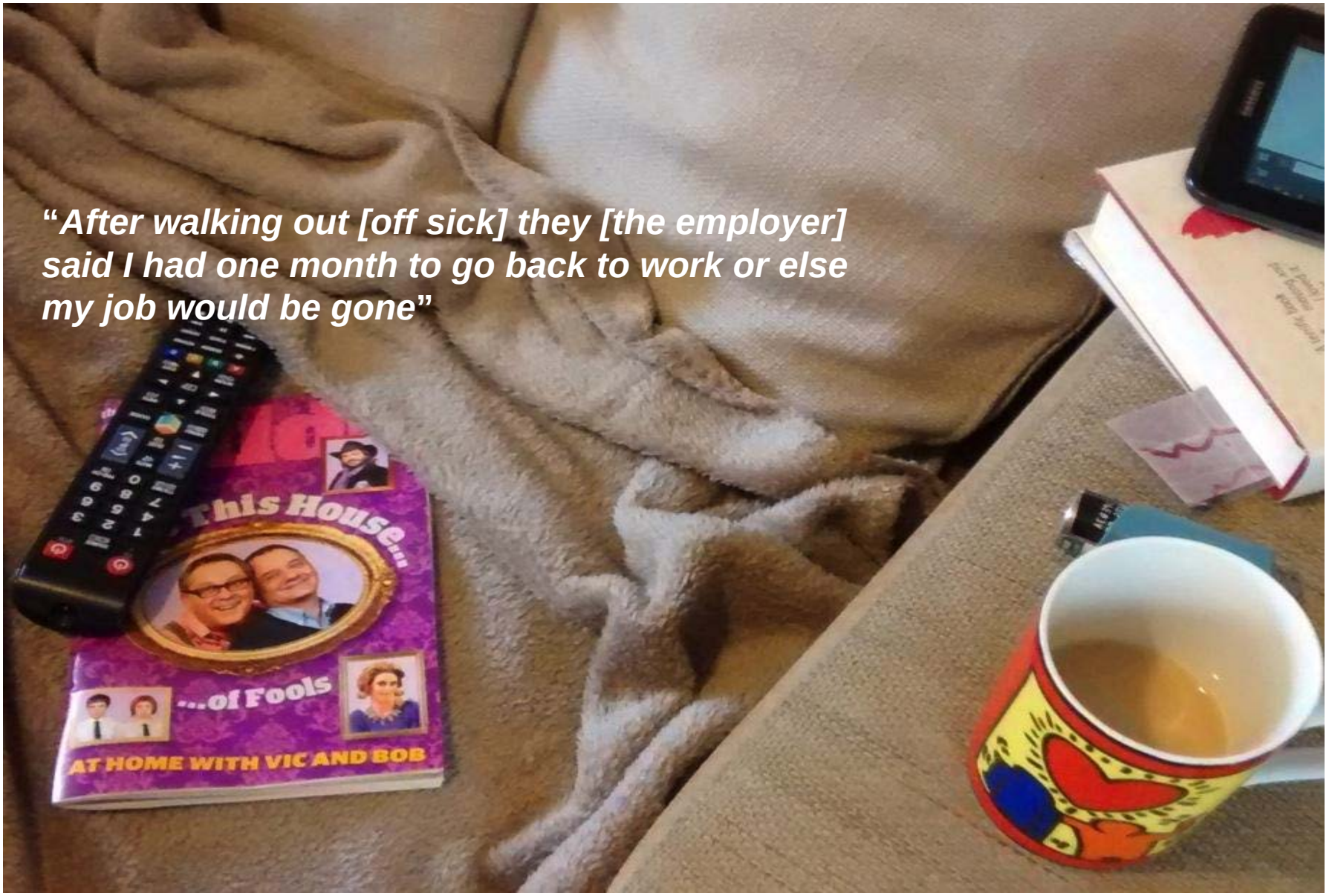
The approach



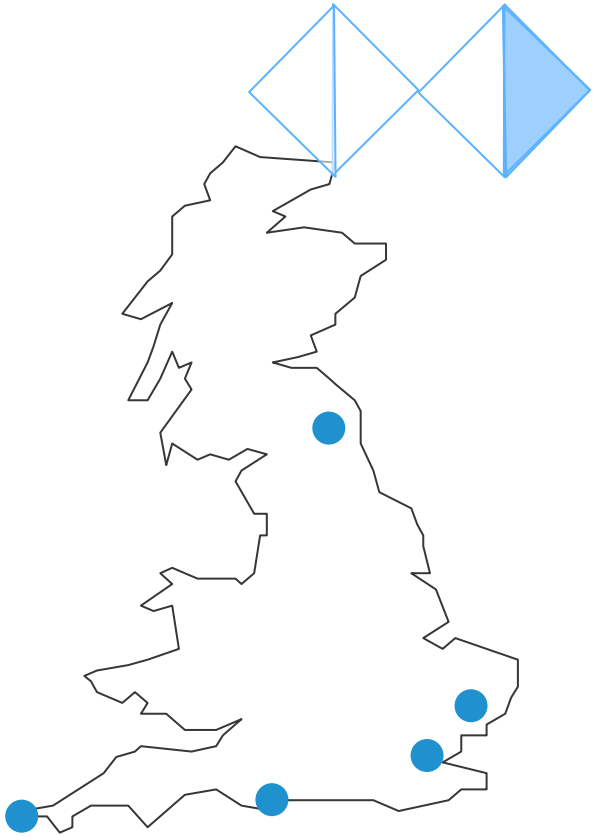
Data science insights



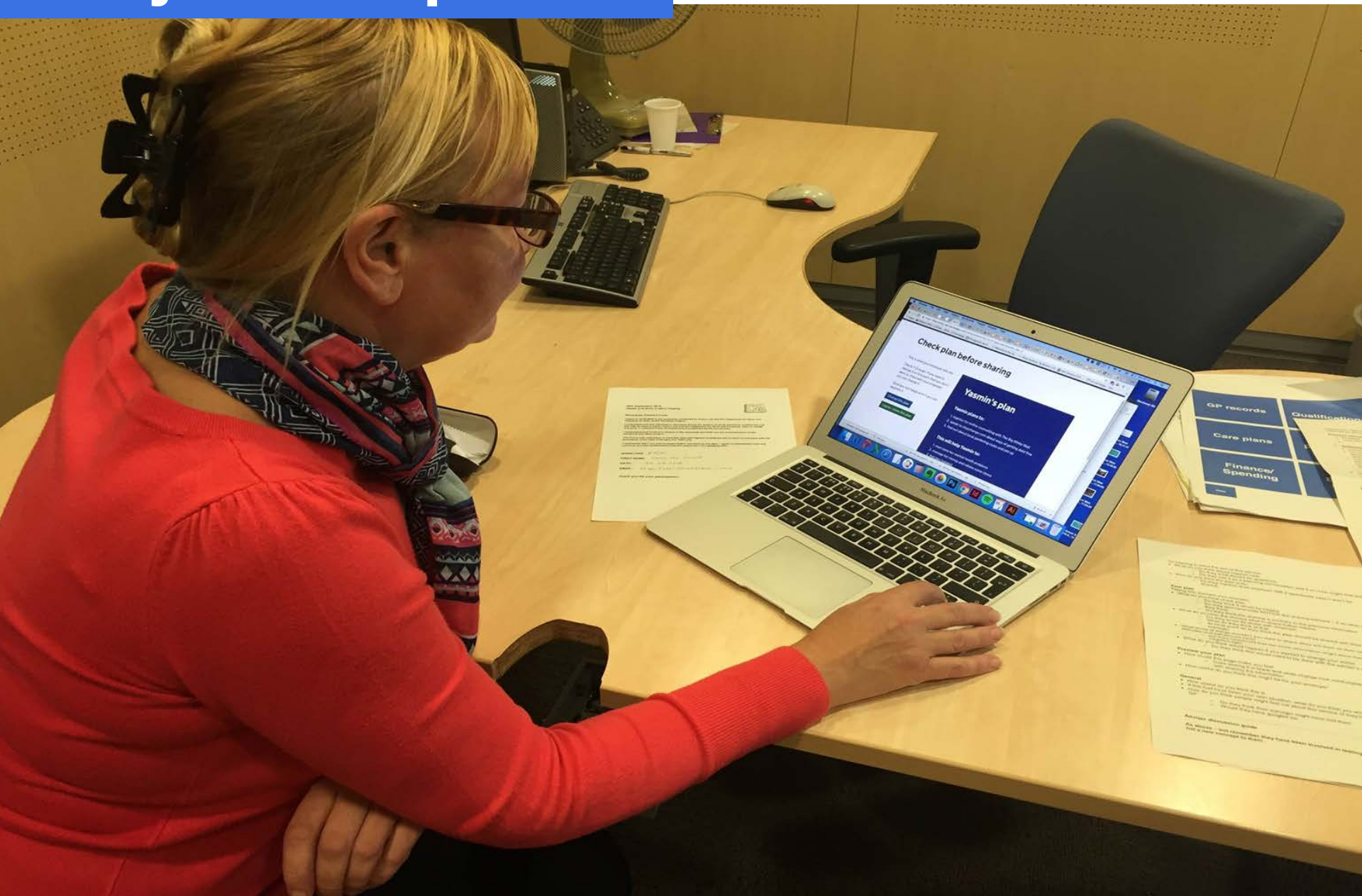
Ethnographic insights



Prototyping ideas



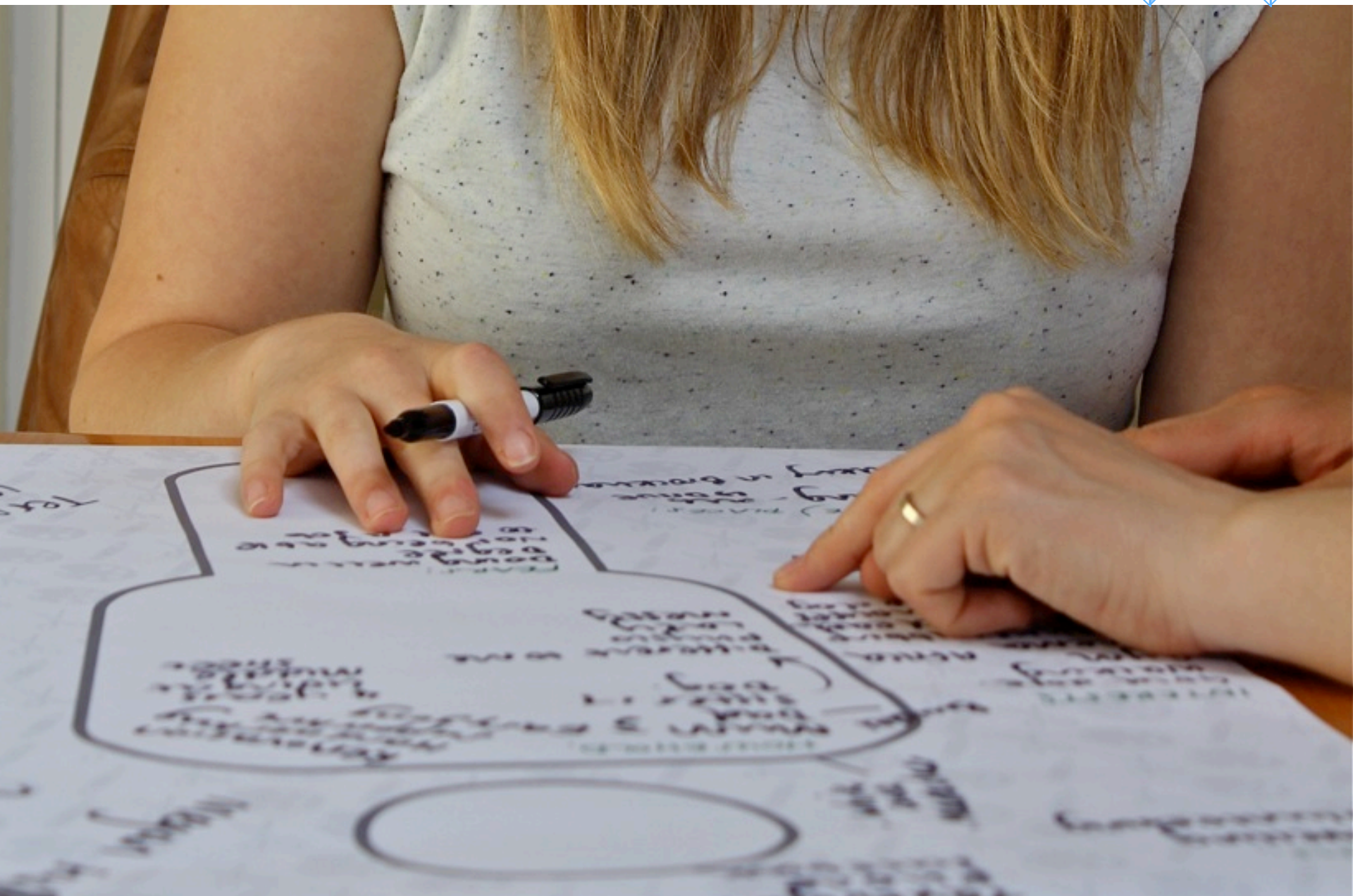
Project impact



Digital policing

“How can we improve police support for victims of crime in a digital age?”

Digital policing



Digital policing

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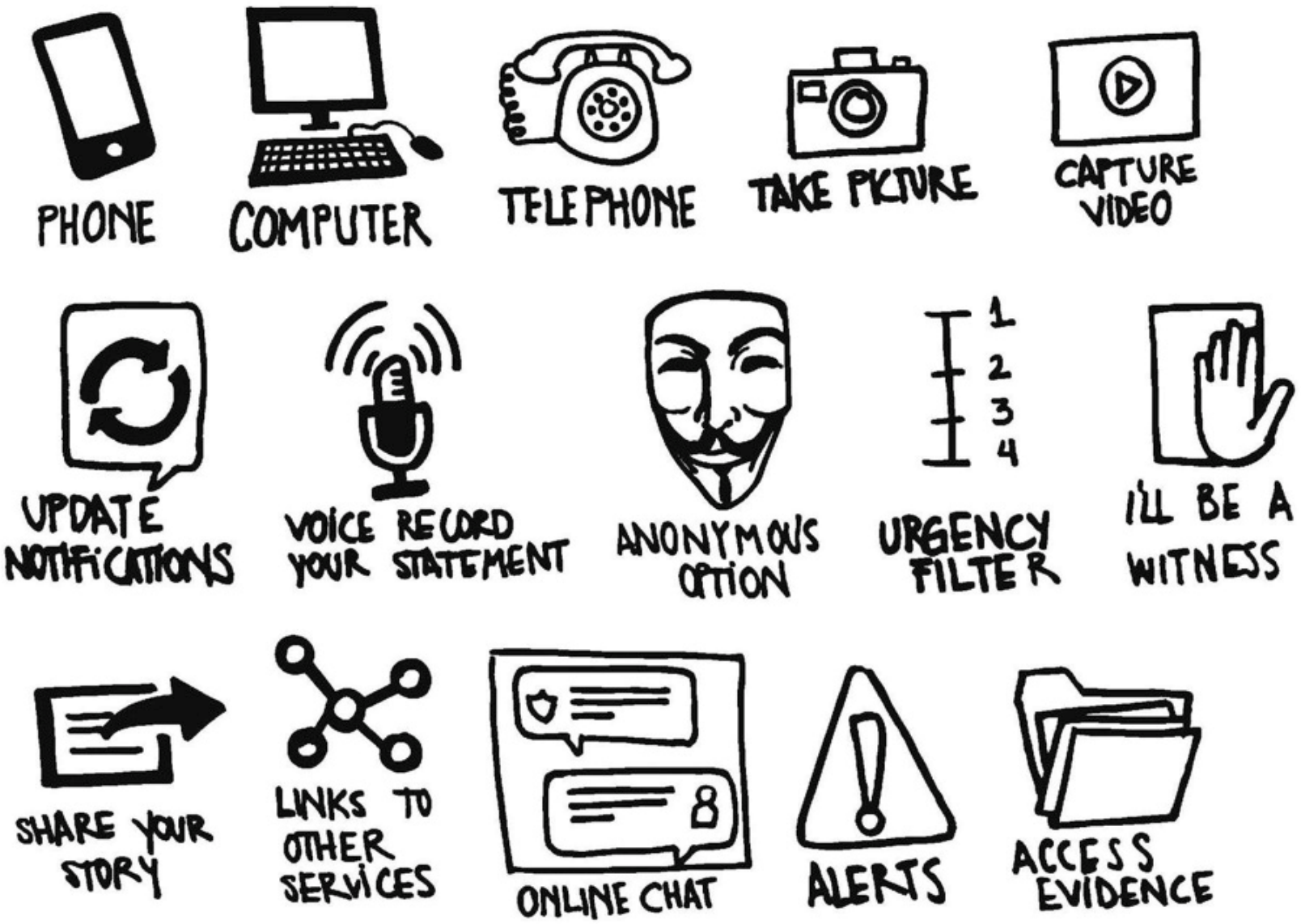


Digital policing

Digital policing

ONLINE CRIME REPORTING

Report a Crime

Contextualizing | Detailing | Finishing

Is this a crime in progress?

Yes | No

Is there a suspect at the scene?

Yes | No

What are you reporting?

Theft

Was the use of physical force involved i the crime?

Yes | No

Did a similar crime happened to you in t last month?

Yes | No

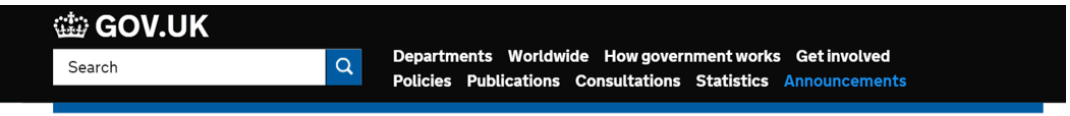
Continue

"Today, when I was coming back from the library a guy shoved me and stole my bike.

I am quite shocked and I don't feel like going to the police now. Luckily, my flatmate Laura is here and she is taking care of me.

She told me I should report the crime in Online Reporting. I did register my bike when I bought it, so I hope they can help me to find it."

Digital policing



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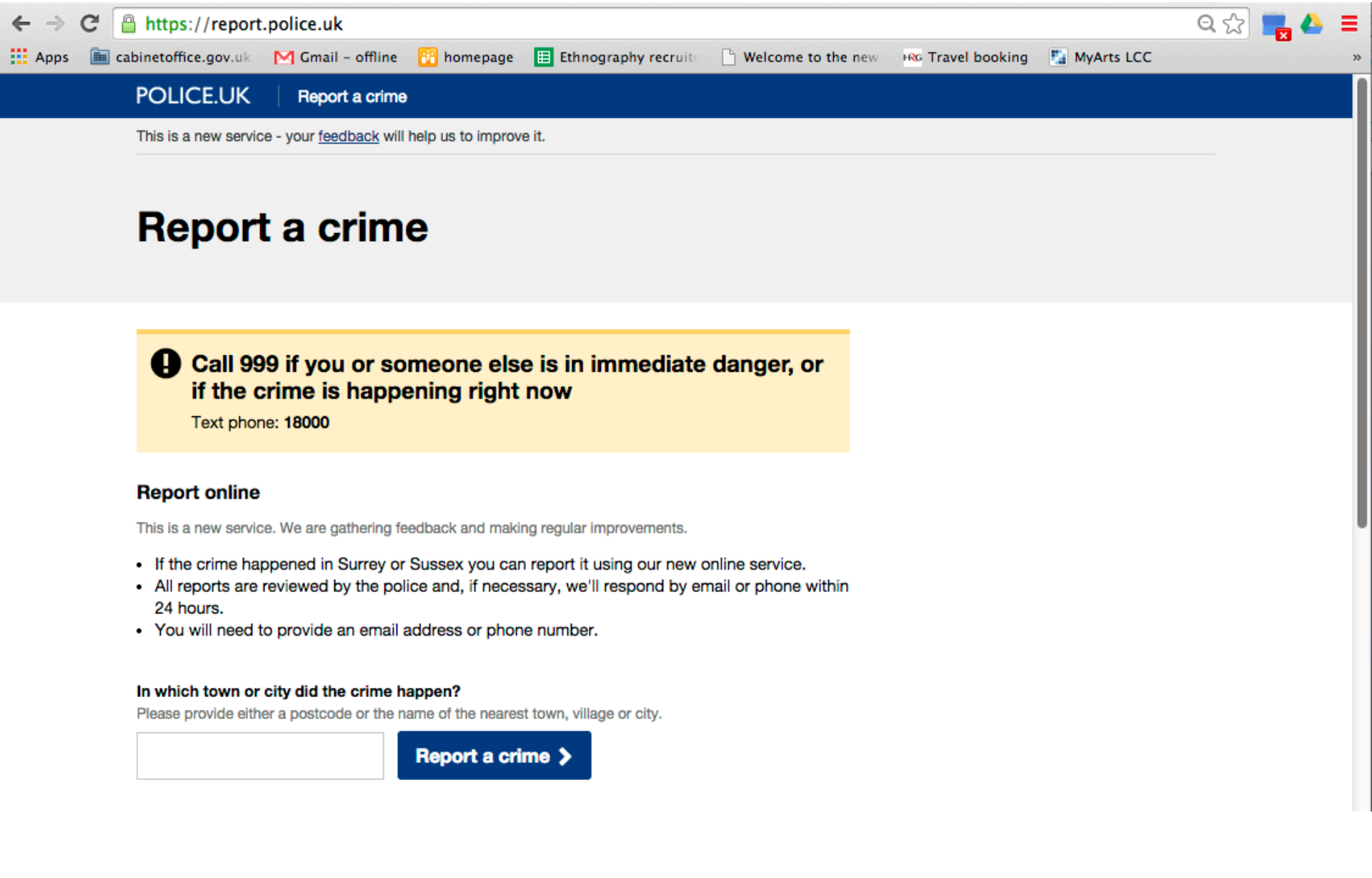
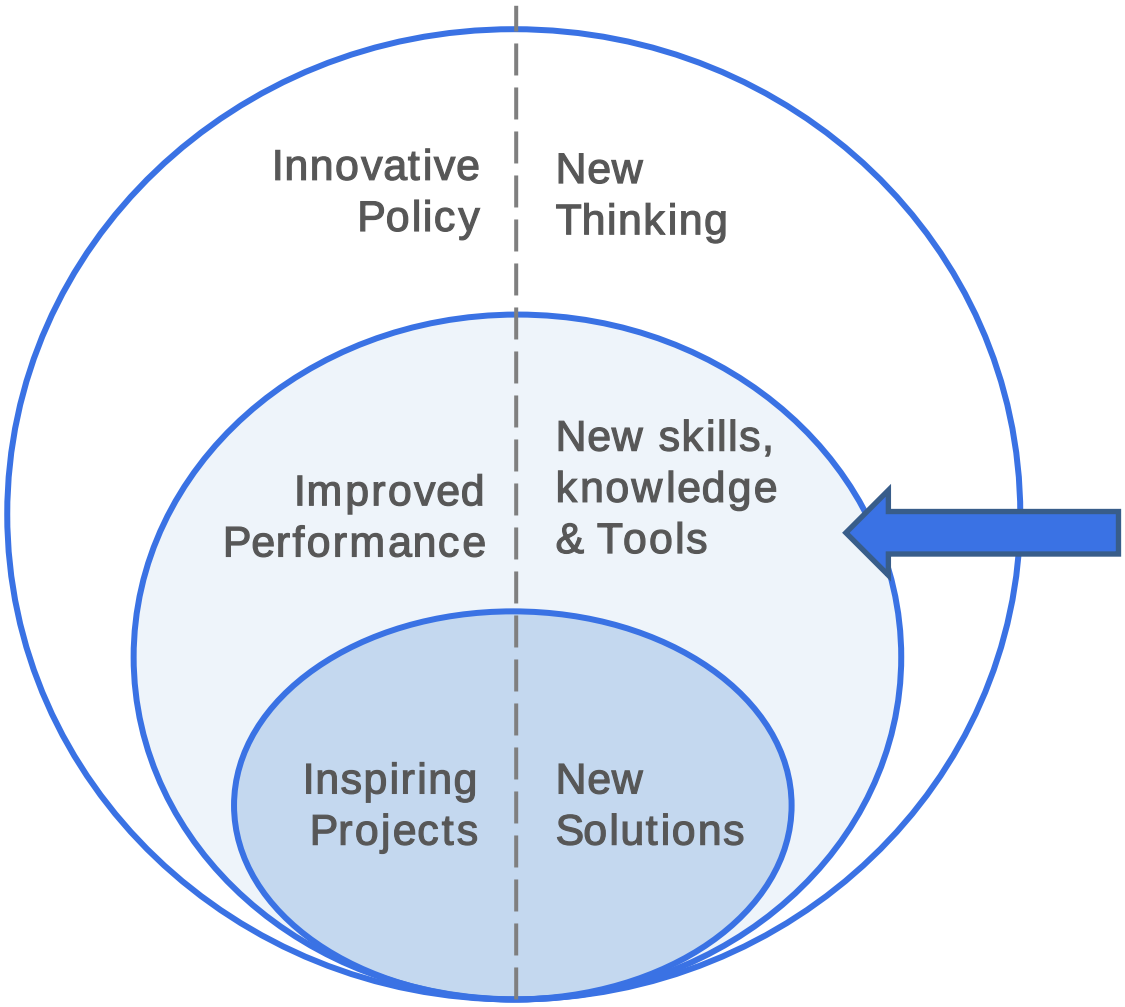
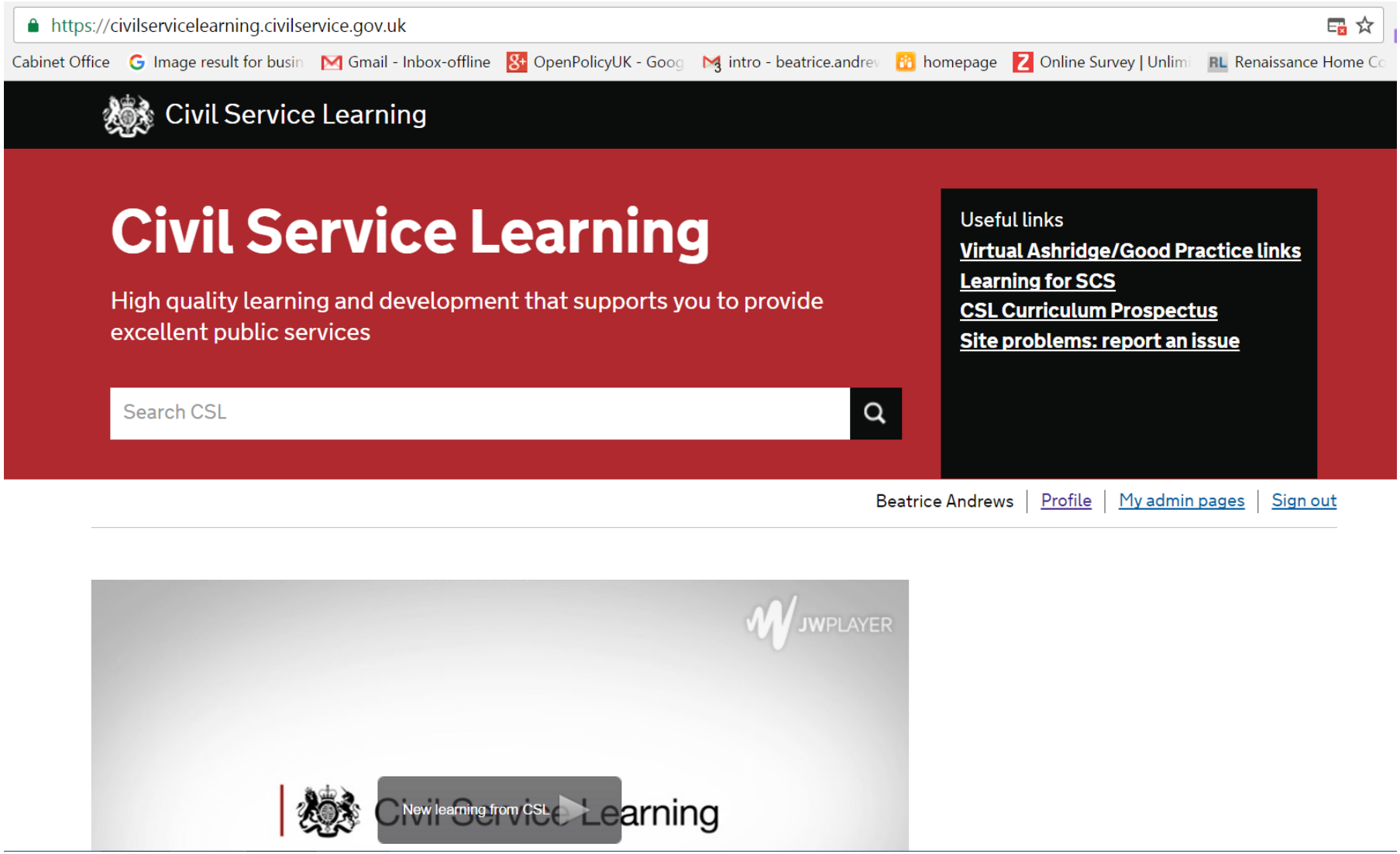


Level 2 impact:
New skills & knowledge



Formal training



Policy schools & away days

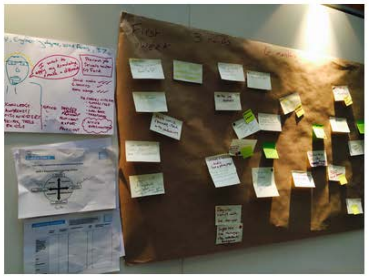
Lab Lights

Thank you for participating in the PPSU Lab Light workshop 2nd December 2014!

We appreciate your enthusiasm and hope that the tools and techniques you tried out were useful. We hope the personas and learning journeys gave you some insight into how people learn and what their different needs might be. We also hope that you now have a better idea about when and how it might be appropriate to assess policy professionals. If you're interested, the day has been summarised and written up in a presentation below so please feel free to download a copy.

Download Presentation

Get a set of the Policy Lab tools



Keep the conversation going

Policy Lab Session:

1. **Do you agree with the following statements?** *

	1 (Disagree)	2	3	4	5 (Agree)
The session run by the Policy Lab was useful.	○	○	○	○	○
I am confident to use these tools oy my own.	○	○	○	○	○
I will encourage my colleagues to use these tools.	○	○	○	○	○
The exercises helped me to better understand the problem we are trying to solve.	○	○	○	○	○
I am looking forward to seeing how the ideas will be used and developed.	○	○	○	○	○
I would be interested in being involved in	○	○	○	○	○

Open Policy Toolkit

GOV.UK

Open Policy Making toolkit

Give feedback about this page

From: Cabinet Office
Updated: 1 November 2016, see all updates

Search this manual

Contents

This manual includes information about Open Policy Making as well as the tools and techniques policy makers can use to create more open and user led policy.

Departmental reach

Home Office (HO)

Communities and Local Government (CLG)

Department for Education (DfE)

Department for Business (BEIS)

Department for Work and Pensions (DWP)

Ministry of Justice (MOJ)

Foreign and Commonwealth Office (FCO)

Cabinet Office 70W

Department for Transport (DfT)

Department for Environment and Rural Affairs (DEFRA)

HM Revenue and Customs (HMRC)

Department of Culture Media and Sport (DCMS)

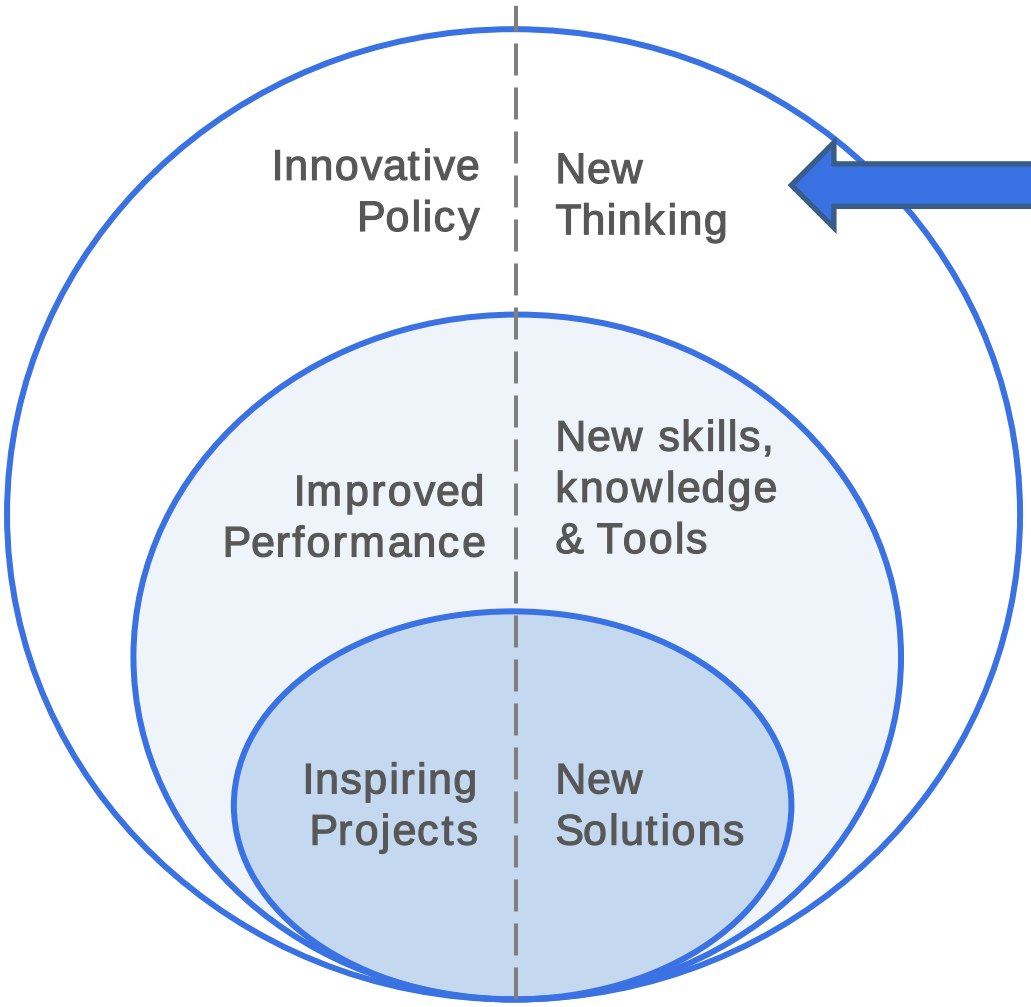
HM Treasury (HMT)

Department of Health (DH)

Ministry of Defence (MOD)

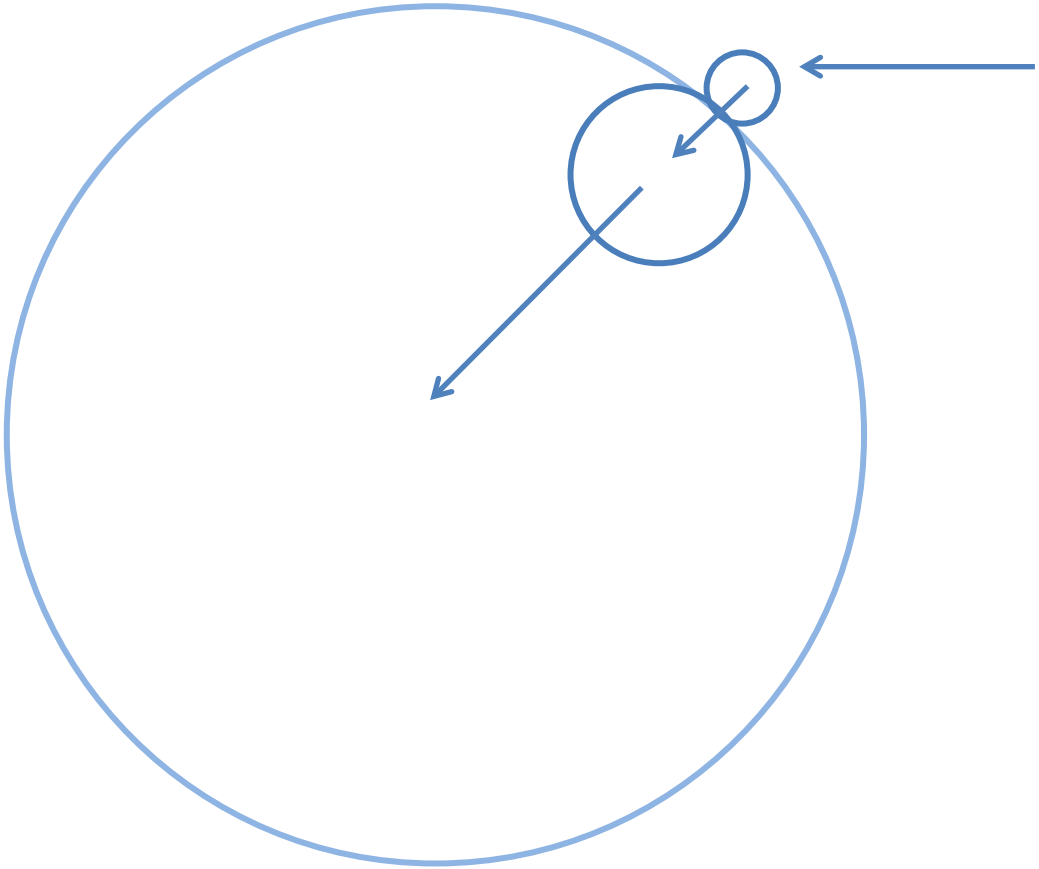
Department for International Development (DFID)

Level 3 impact:
New thinking



Inspiring **new thinking** and innovations in policy through our experiments and writing.

Lab Experiments

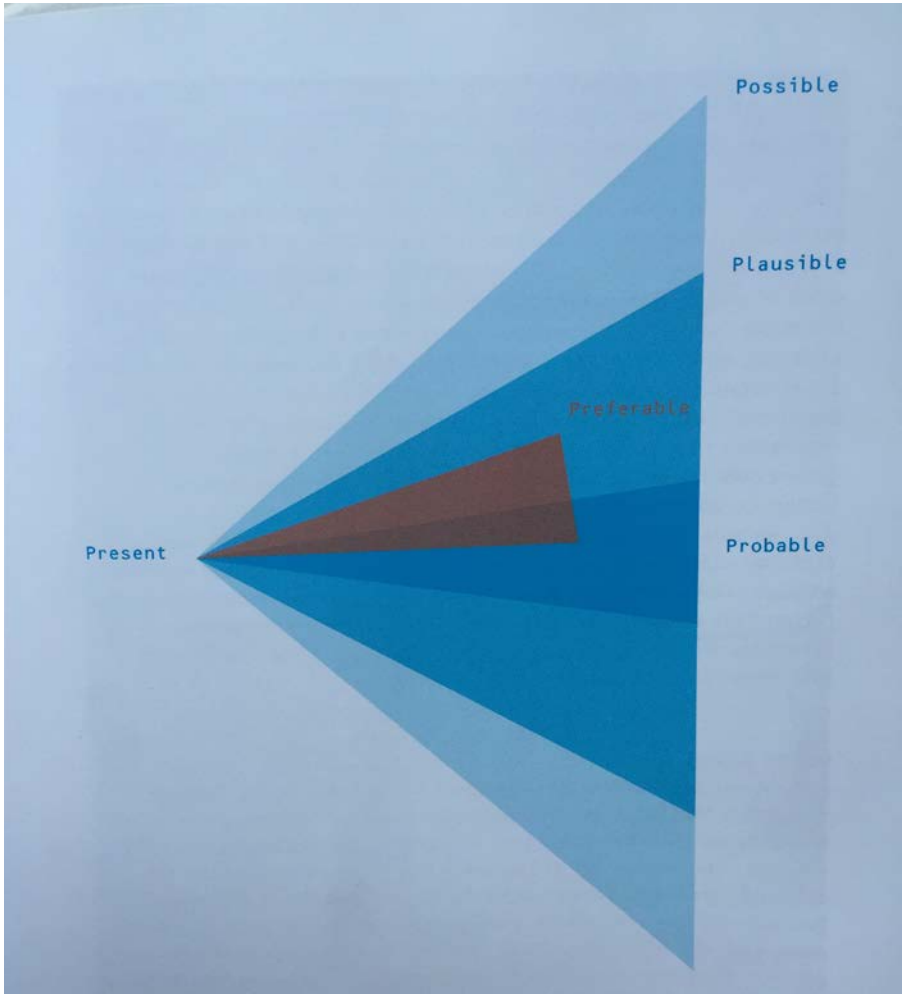


We experiment here. If the experiments work we bring them into government and then try to increase their use in departments…

On the edge

Experiments: Speculative design

Speculative Design



Probably, plausible, possible, preferable

Uninvited guests

Superflux

Design for an overpopulated planet

Dunne & Raby

Example 3

When we all live to 150, Jaemin Paik

Lab writing

Blogs, journals, lectures

Blog

Policy Lab

Search blog

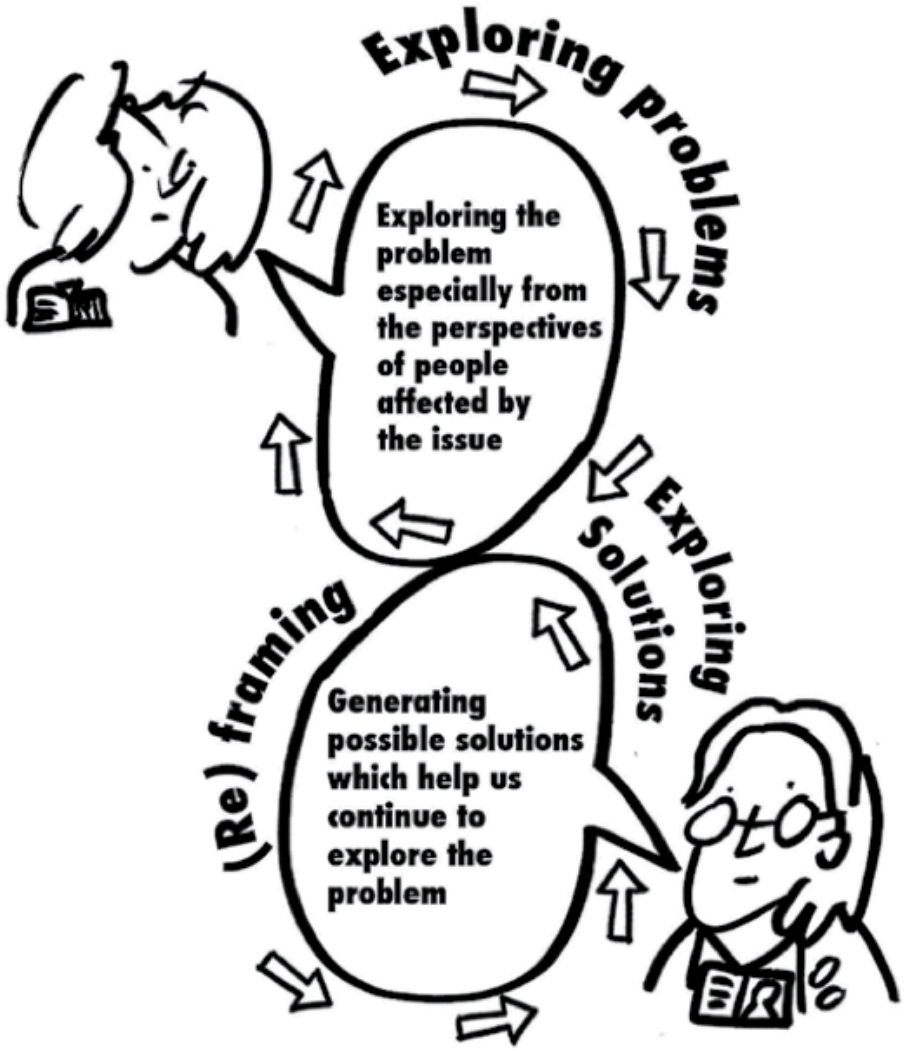
Organisations: Civil Service

Preventing homelessness

Last Monday, the Prime Minister announced £20 million funding for local areas to test new approaches to preventing homelessness. These will draw on the insight and ideas that Policy Lab have generated with DCLG, local authorities and charities over the …

The Lab and GDS

The Lab and GDS



Overall impact

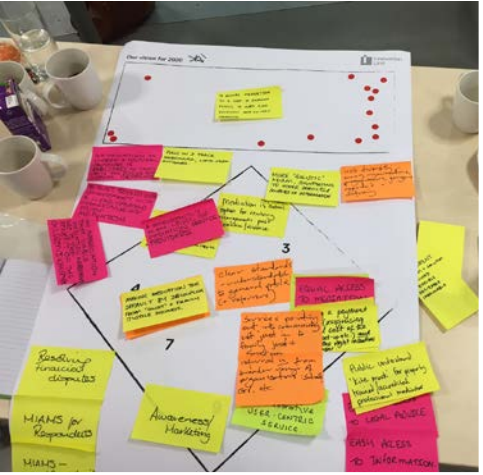
Empathy and understanding for people affected by policies

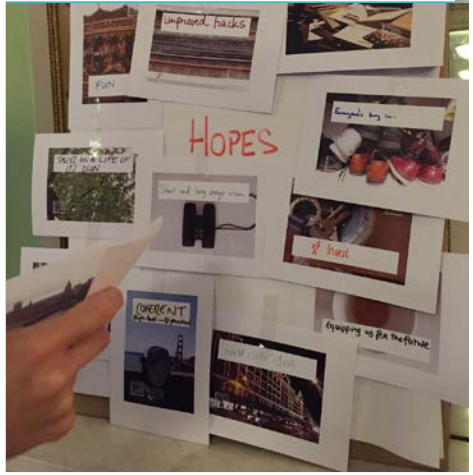
Empowered and more **confident policy makers** with better networks

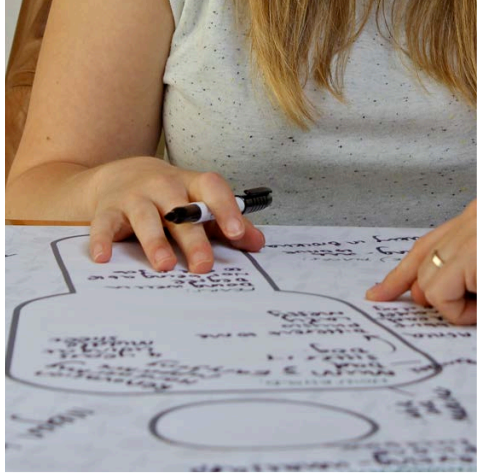
Space for **constructive, non-hierarchical** conversations

Ideas direct from the people most affected

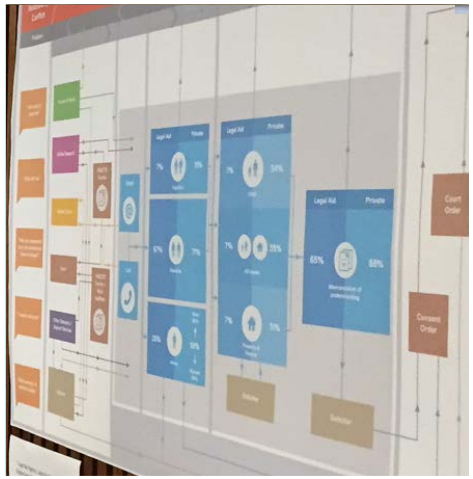
Shared language between policy & (often digital) delivery

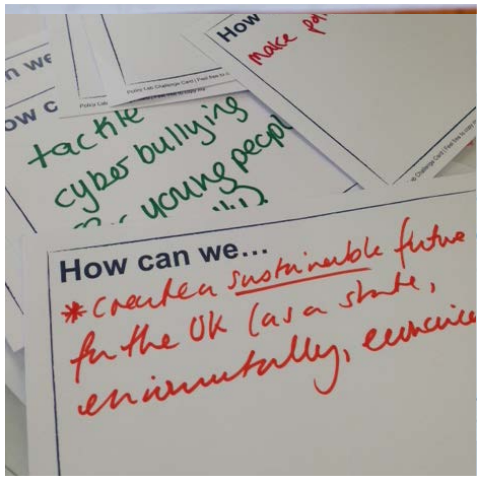


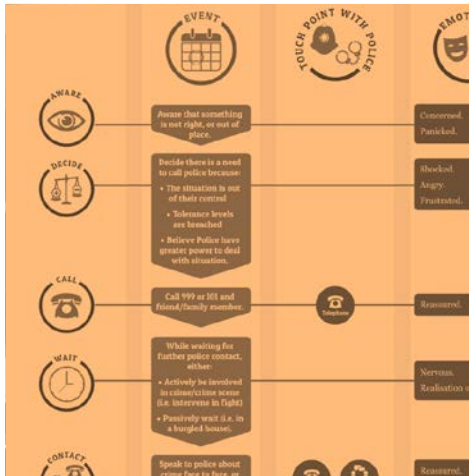

HOPES



POLICY
LAB




How can we...


EVENT
TOUCH POINT WITH POLICE
AWARE
Aware that something is not right, or out of place.
Concerned. Panicked.
DECIDE
Decide there is a need to call police because:
• The situation is out of their control
• Tolerance levels are breached
• Believe Police have greater power to deal with situation.
Shocked. Angry. Frustrated.
CALL
Call 999 or 101 and friend/family member.
Reassured.
WAIT
While waiting for further police contact, either:
• Actively be involved in crime/crime scene (i.e. intervene in fight)
• Passively wait (i.e. in a burgled house).
Nervous. Realisation

@PolicyLabUK

Openpolicy.blog.gov.uk

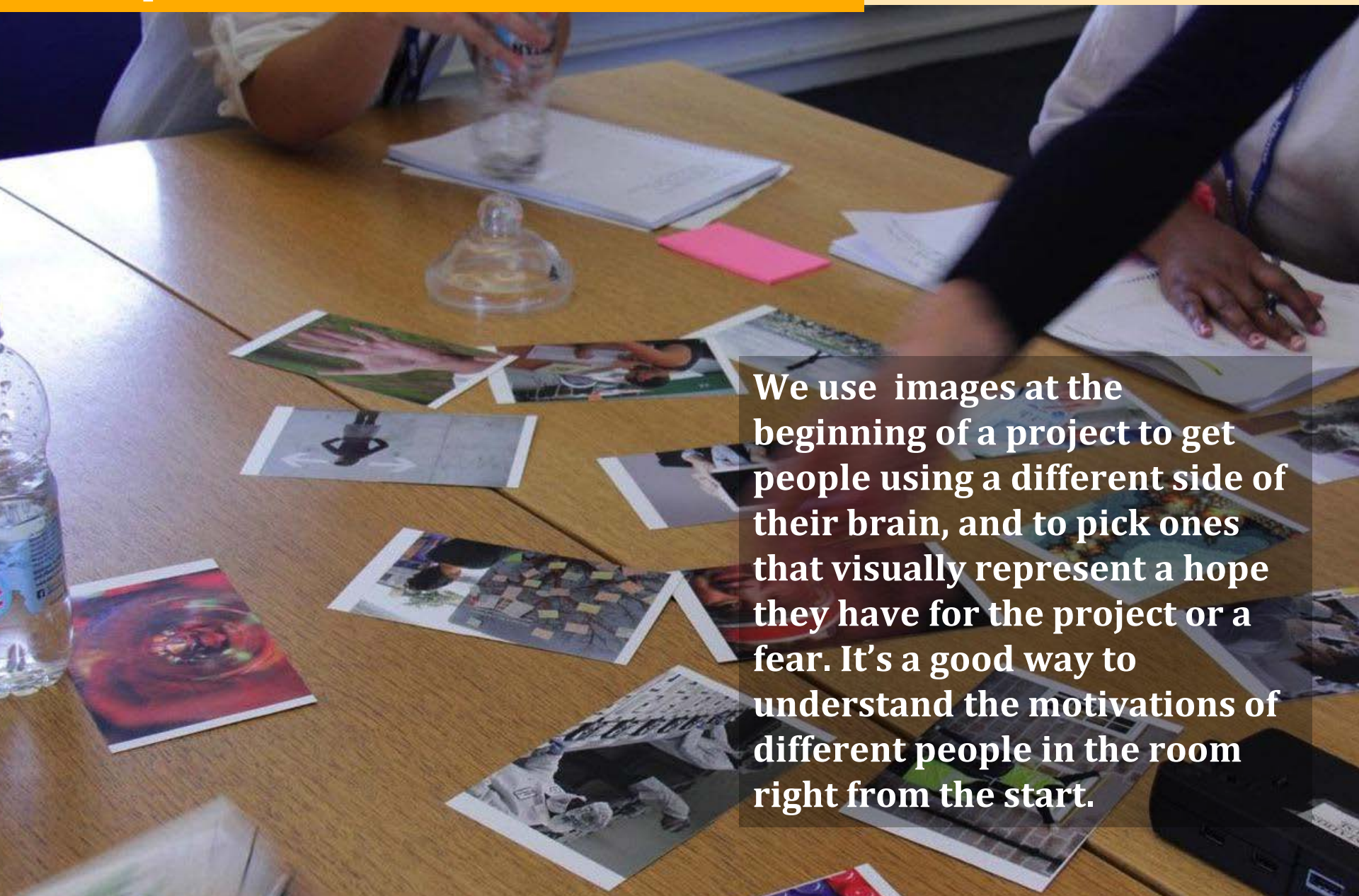
Our methods

Our tools & techniques

Our tools & techniques

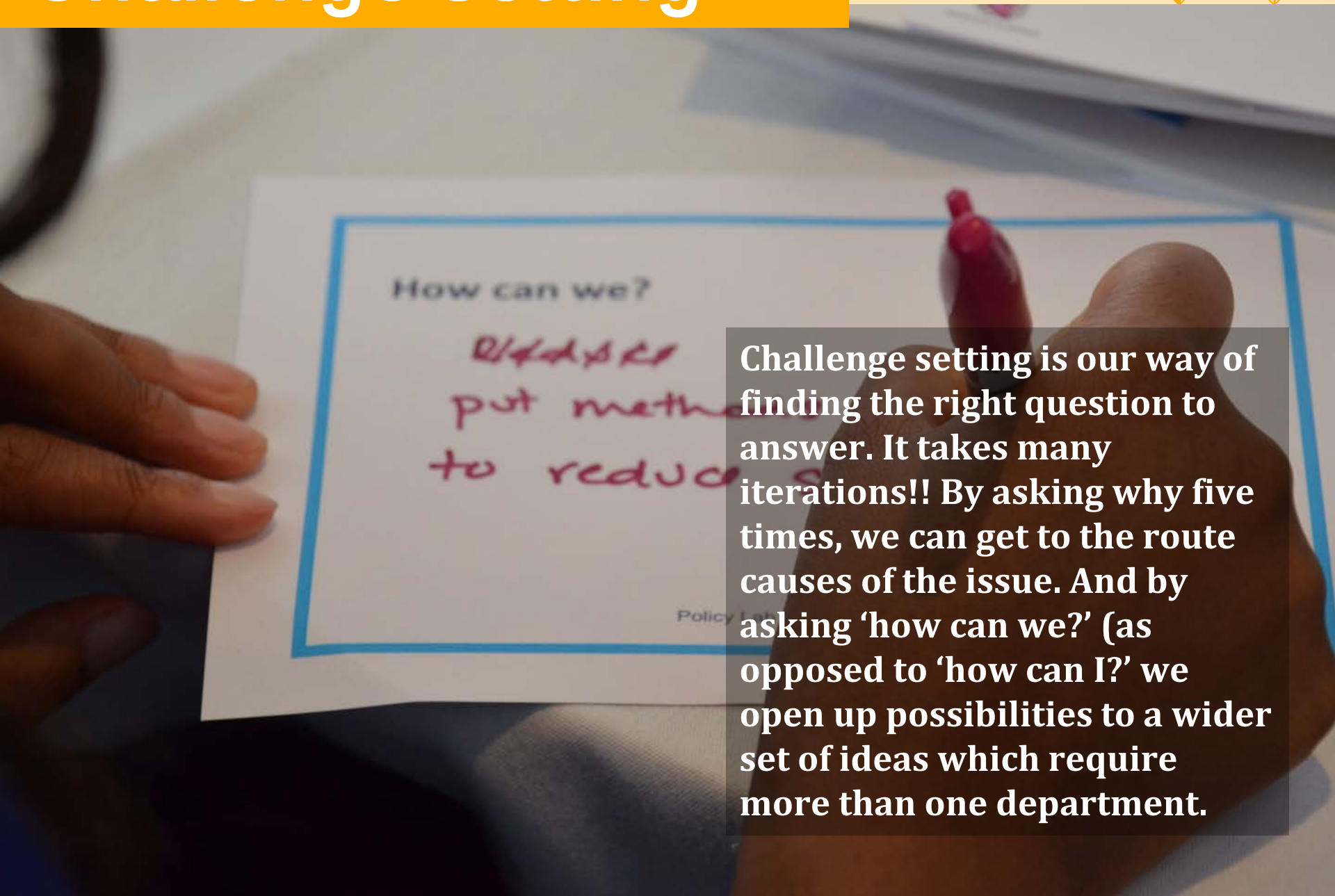
	Basic *(or Lab in a day!)*	Intermediate	Specialist
Diagnosis	Ask 'why?' five times to get to the root cause Challenge setting	Hopes & fears cards Policy canvas Metric sheet	Evidence safari
User-insight	Personas User journeys	Service safaris Photo-based interviews	Design ethnography Film ethnography
Digital	Reading twitter/online fora Posing questions on online fora	Online questionnaires e.g. Survey monkey Online crowdsourcing platforms	Online engagement tools A/B testing
Data	Data discovery cards Google trends visual.ons.gov.uk	Online data visualisation tools, e.g. RAW, Dataseed	Machine learning, predictive modeling, clustering/segmentation
Idea generation	Change cards Brainstorming Idea sketch sheets	Policy Jams or ideas days What if… Policy blueprints Policy intervention cards	Speculative design

Hopes & fears cards



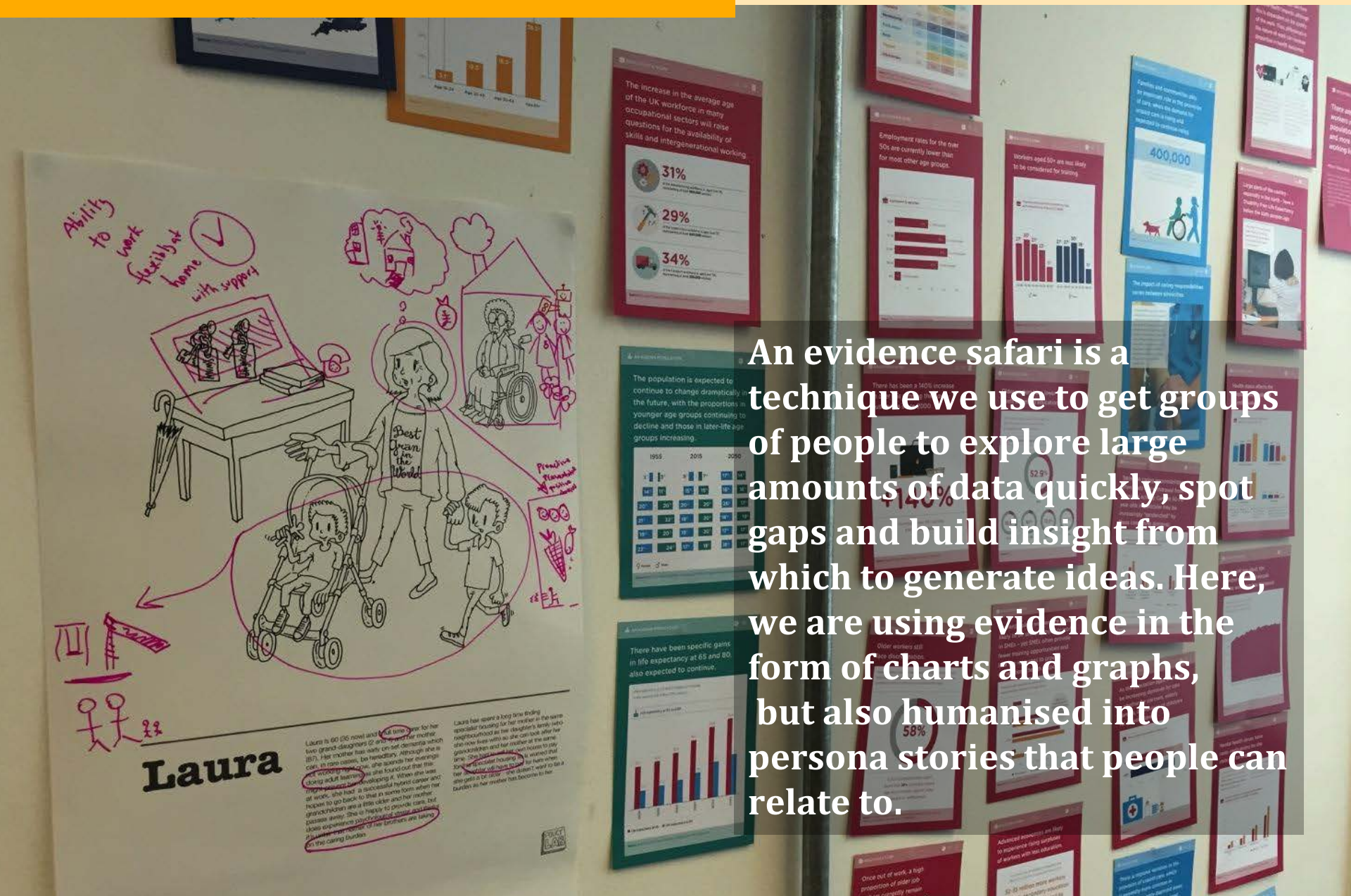
We use images at the beginning of a project to get people using a different side of their brain, and to pick ones that visually represent a hope they have for the project or a fear. It's a good way to understand the motivations of different people in the room right from the start.

Challenge setting



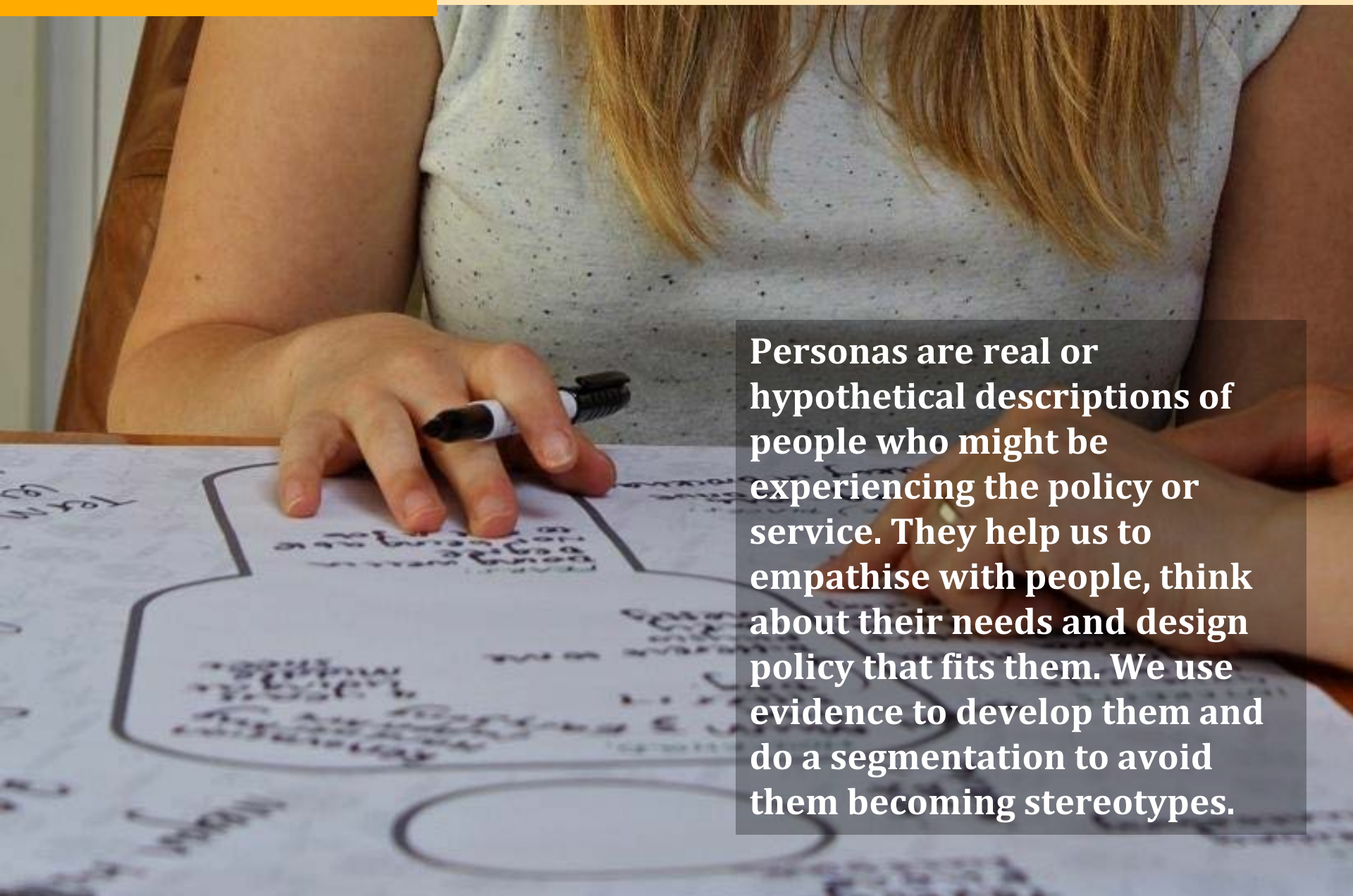
Challenge setting is our way of finding the right question to answer. It takes many iterations!! By asking why five times, we can get to the route causes of the issue. And by asking 'how can we?' (as opposed to 'how can I?' we open up possibilities to a wider set of ideas which require more than one department.

Evidence safari



An evidence safari is a technique we use to get groups of people to explore large amounts of data quickly, spot gaps and build insight from which to generate ideas. Here, we are using evidence in the form of charts and graphs, but also humanised into persona stories that people can relate to.

Personas



Personas are real or hypothetical descriptions of people who might be experiencing the policy or service. They help us to empathise with people, think about their needs and design policy that fits them. We use evidence to develop them and do a segmentation to avoid them becoming stereotypes.

Personas

Elderly without cars

Quick facts

This group is the oldest of all the others; some have mobility issues and therefore rely on a lot of lifts from family and friends.

They don't have that many travel needs.

Account for about 6% of the population

"I don't really use transport at all really. I don't like walking too far because it can be tiring. If I need to go somewhere I'll get my daughter to take me. I know about climate change but I don't think I'm doing much to hurt it..."

More information

This is the oldest group, with most members 70+. Many have mobility issues related to a disability or longstanding health problem. A high proportion are retired (and using a state pension). Most feel they are coping or living comfortably financially. Most live in towns and cities outside London.

This group are reliant on cars to get around (receiving lifts from friends and relatives) but few have a driving licence or are keen to own their own car. Those who are able to like to travel by bus a lot. Long distance travel is uncommon though; few use trains and almost none fly. Given their age cycling and walking are not forms of transport that are easy to adopt.

This group feel their lifestyles has a low impact on the environment.

They are also the least well educated of all nine segments (73% had no qualifications) and are among the least knowledgeable and least concerned about climate change. They tend not to feel a personal responsibility for climate change and most say they were are interested in finding out more about what they could do personally to tackle climate change.

Less affluent urban young families

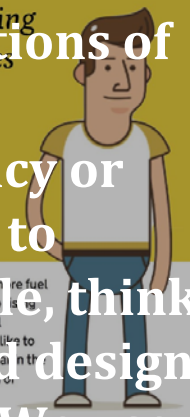
Quick facts

This group have lower travel needs and don't rely on the car as much as some other groups. 1/4 are young people living at home.

They're less well educated and less environmentally conscious.

Account for about 21% of the population

"All my mates live nearby so if I'm going [illegible] sometimes drive my mum's car if it's [illegible] walk home alone."



Most of this group are under 40 from lower socio-[illegible] groups in [illegible] locations. They're the least affluent of car owners and often have children living at home. 1/4 are young people [illegible]

Many started work without going to university and aren't concerned about climate change.

Everyone had a car - most just one. Around a half of them say they're the 'main driver' of the car and many only [illegible]

Their cars are usually older and second-hand, with smaller engines. Some have traded down to a car with a smaller and/or more fuel [illegible] fuel costs and financial pressures. They would like to [illegible] in the future though as a sign of success and identity.

[illegible] behaviour and feelings of vulnerability stopped them walking, cycling and using buses and trains [illegible]

Their young age and short commute (on average 7 [illegible]) [illegible] segments.

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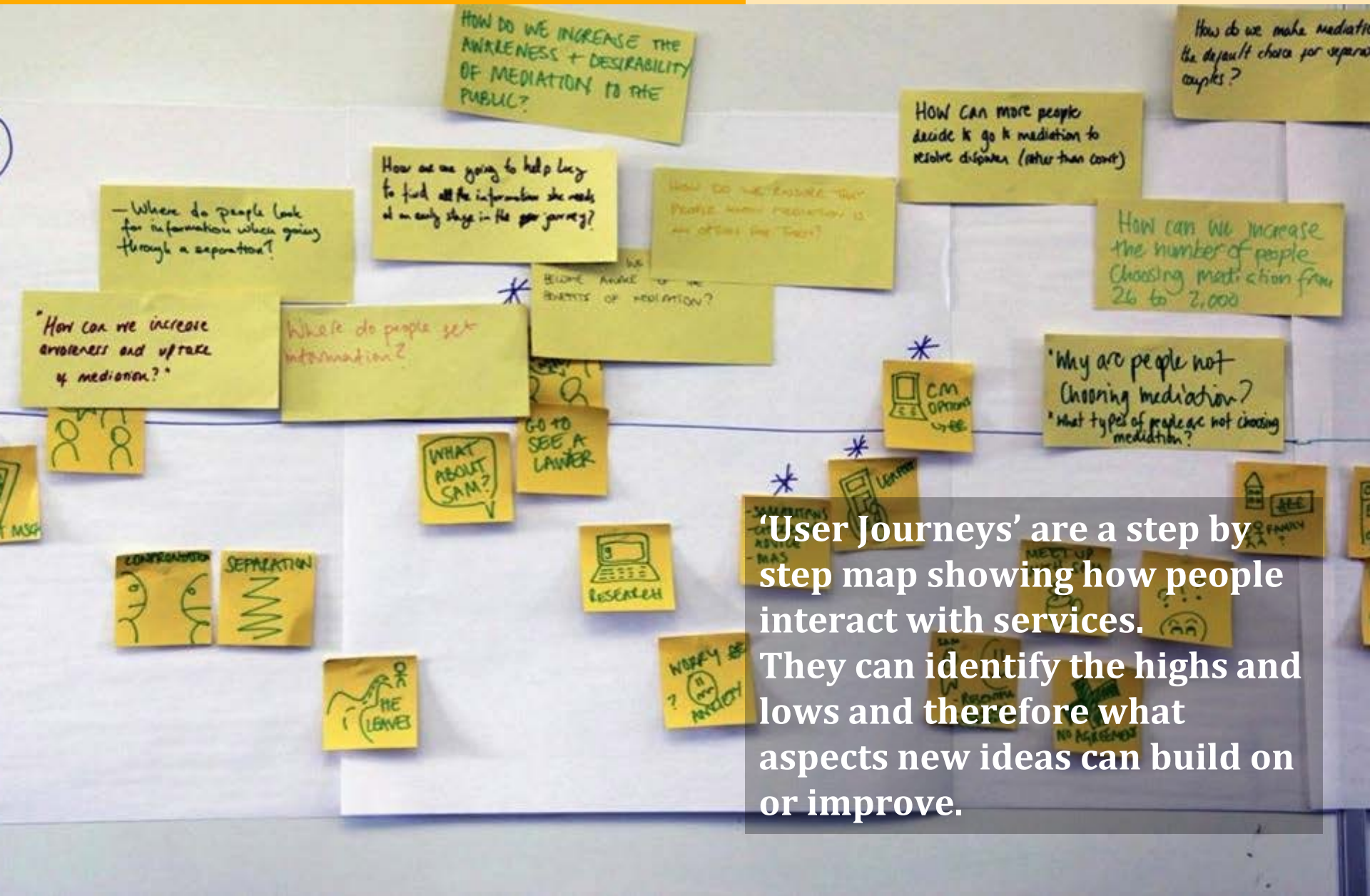
Journey mapping



'User Journeys' are a step by step map showing how people interact with services. They can identify the highs and lows and therefore what aspects new ideas can build on or improve.

Idea sketch sheets

We use creative methods to help people come up with new ideas. Sketching can help share germs of ideas during co-design sessions with stakeholders.

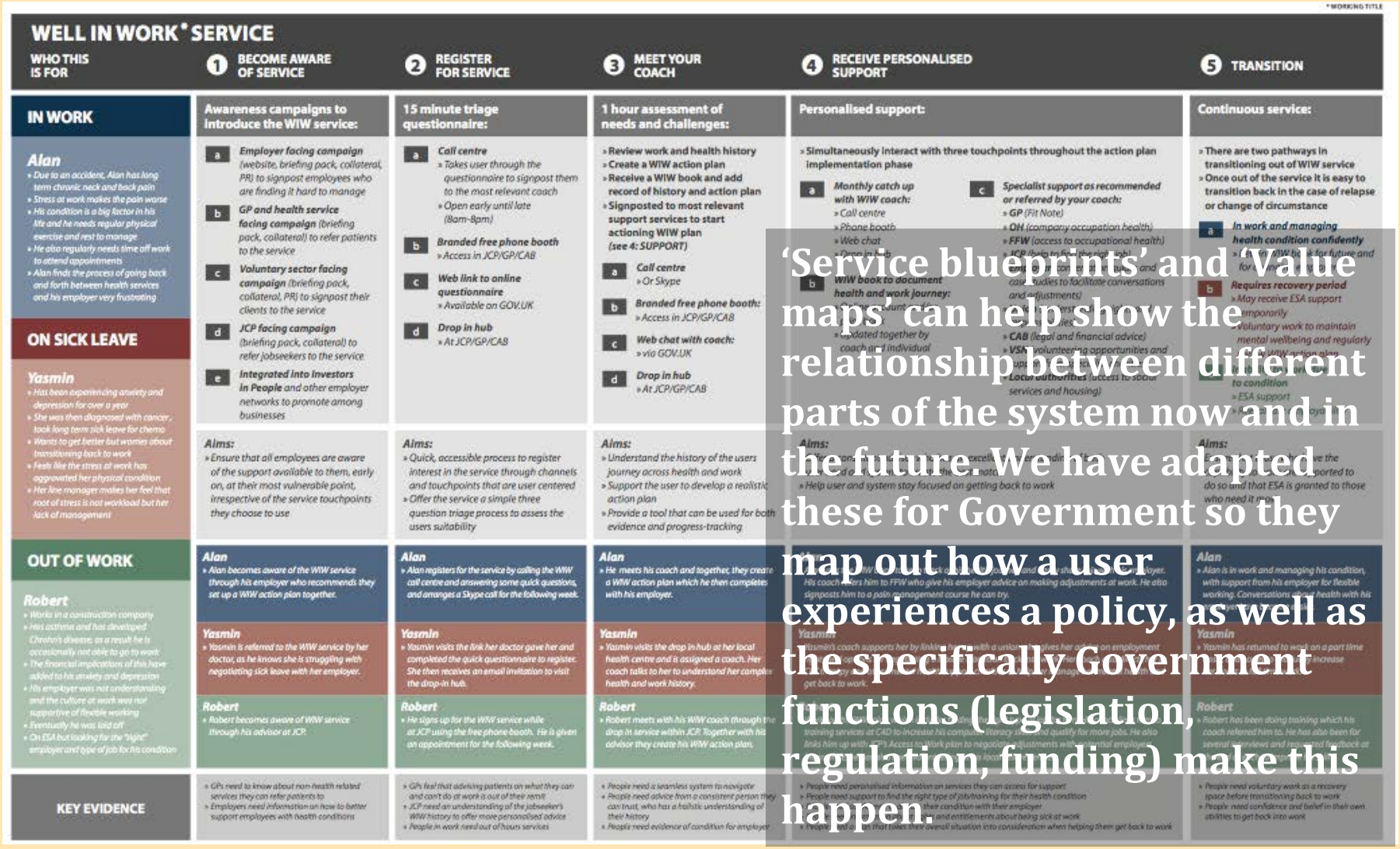
Open ideas days

Policy Jams and open ideas days help engage wider stakeholders with policy areas and co-develop ideas. They often start by exploring evidence or asking stakeholders to share their experiences, and then generate ideas as a result.

Speculative design

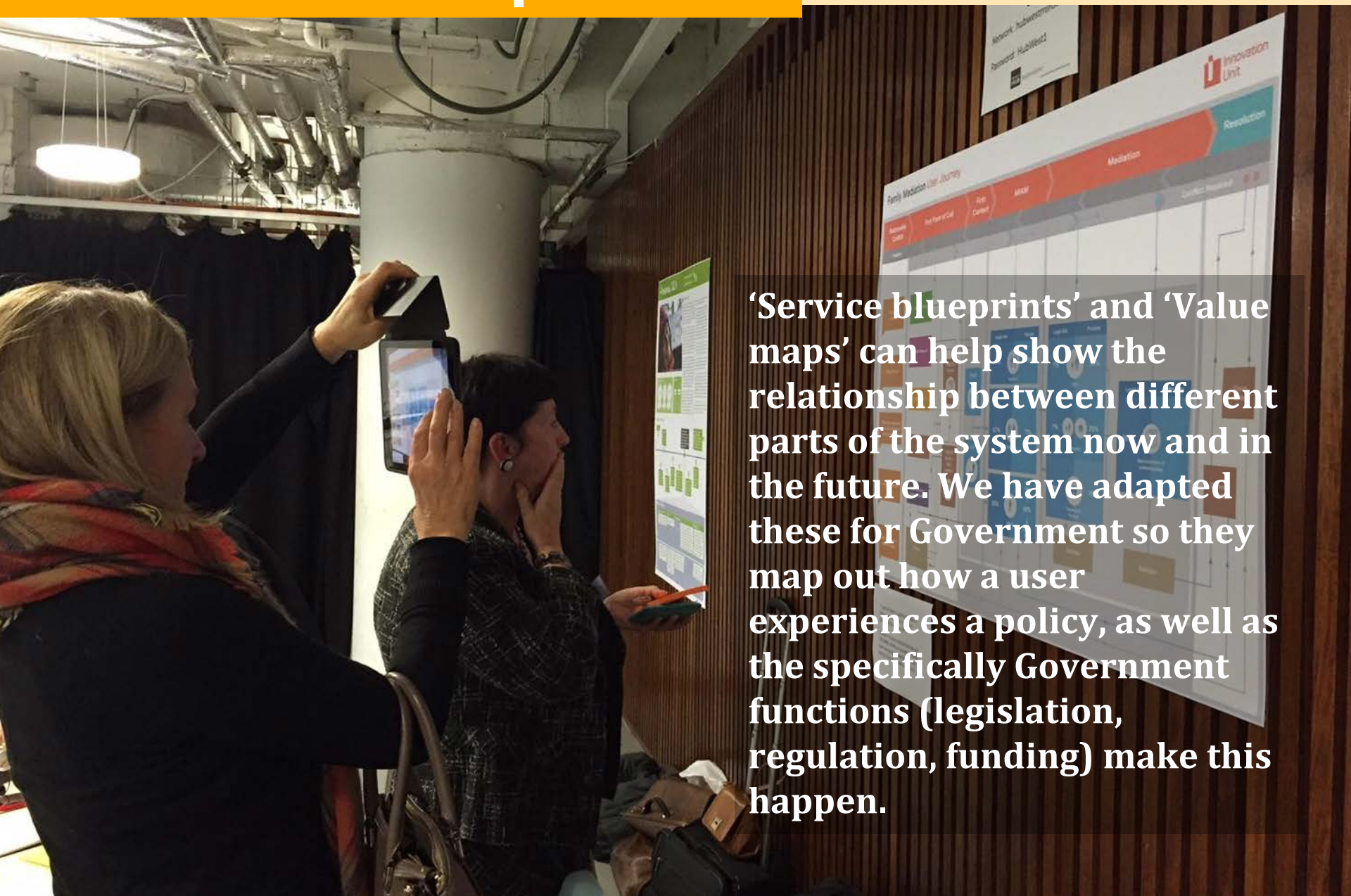
Speculative design imagines possible (rather than probably or predictable) futures and then creates an object or image from them. This tangible 'thing' allows to engage the public in a debate about whether we not we want that type of future, and what we would need to do to get there (or avoid it). Research before situations exist.

Service blueprints



‘Service blueprints’ and ‘Value maps’ can help show the relationship between different parts of the system now and in the future. We have adapted these for Government so they map out how a user experiences a policy, as well as the specifically Government functions (legislation, regulation, funding) make this happen.

Service blueprints



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