Apolitical & ANZSOG masterclass. Policymaking 101: How to deliver great policy advice.

ΛNZSOG

How to deliver great policy advice…

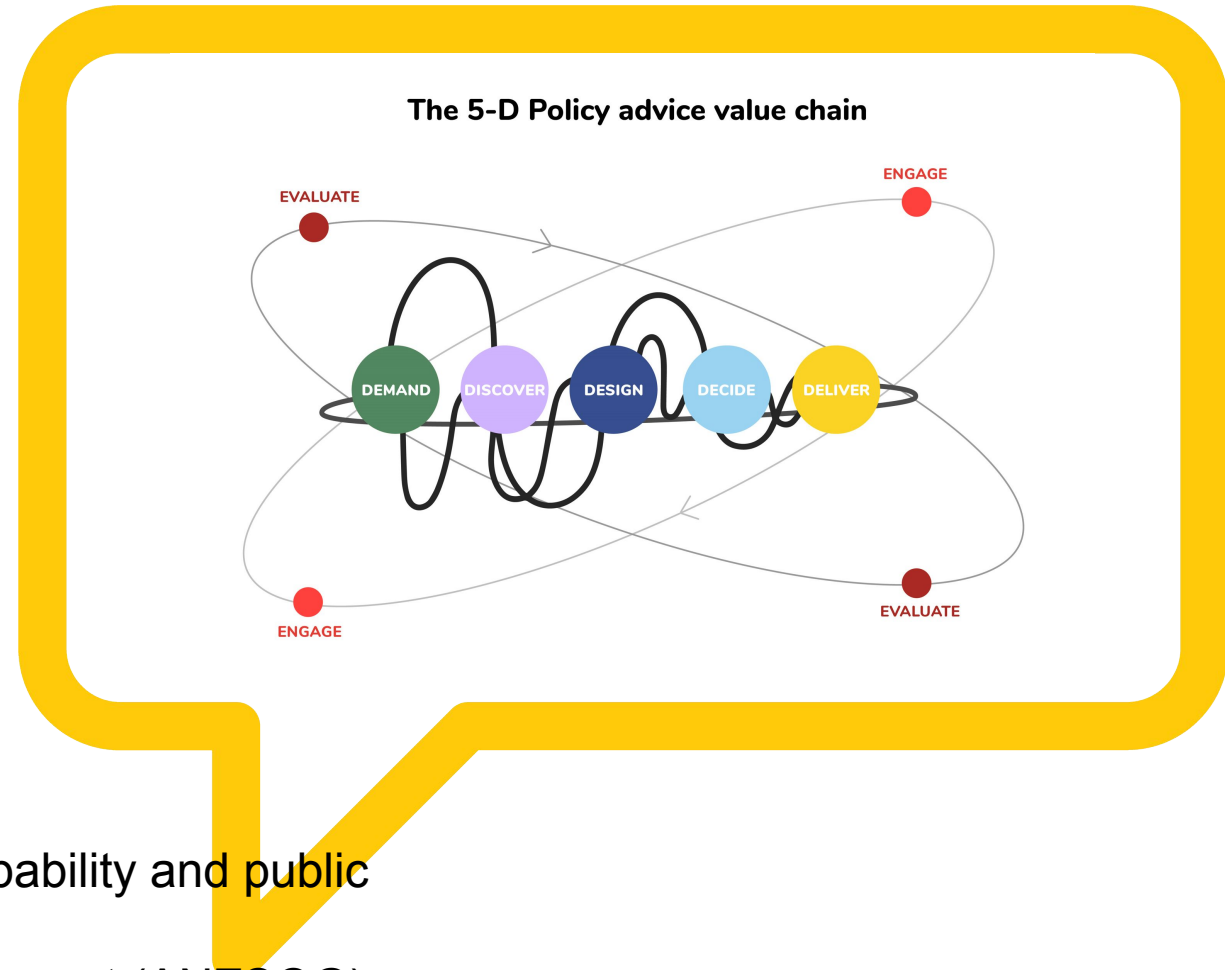The 5-D Policy advice value chain

Sally Washington, Practice Fellow (policy capability and public management)
Australia and New Zealand School of Government (ANZSOG)
I

Apolitical & ANZSOG masterclass. Policymaking 101: How to deliver great policy advice.

ANZSOG

❑ **Good policy depends on good policy advice**

❑ **Good policy advice depends on good policy systems - the policy infrastructure**

❑ **Key infrastructure element – a repeatable, scalable policy advice model (the 5D)**

❑ **Policy quality tests – will our advice do the job?**
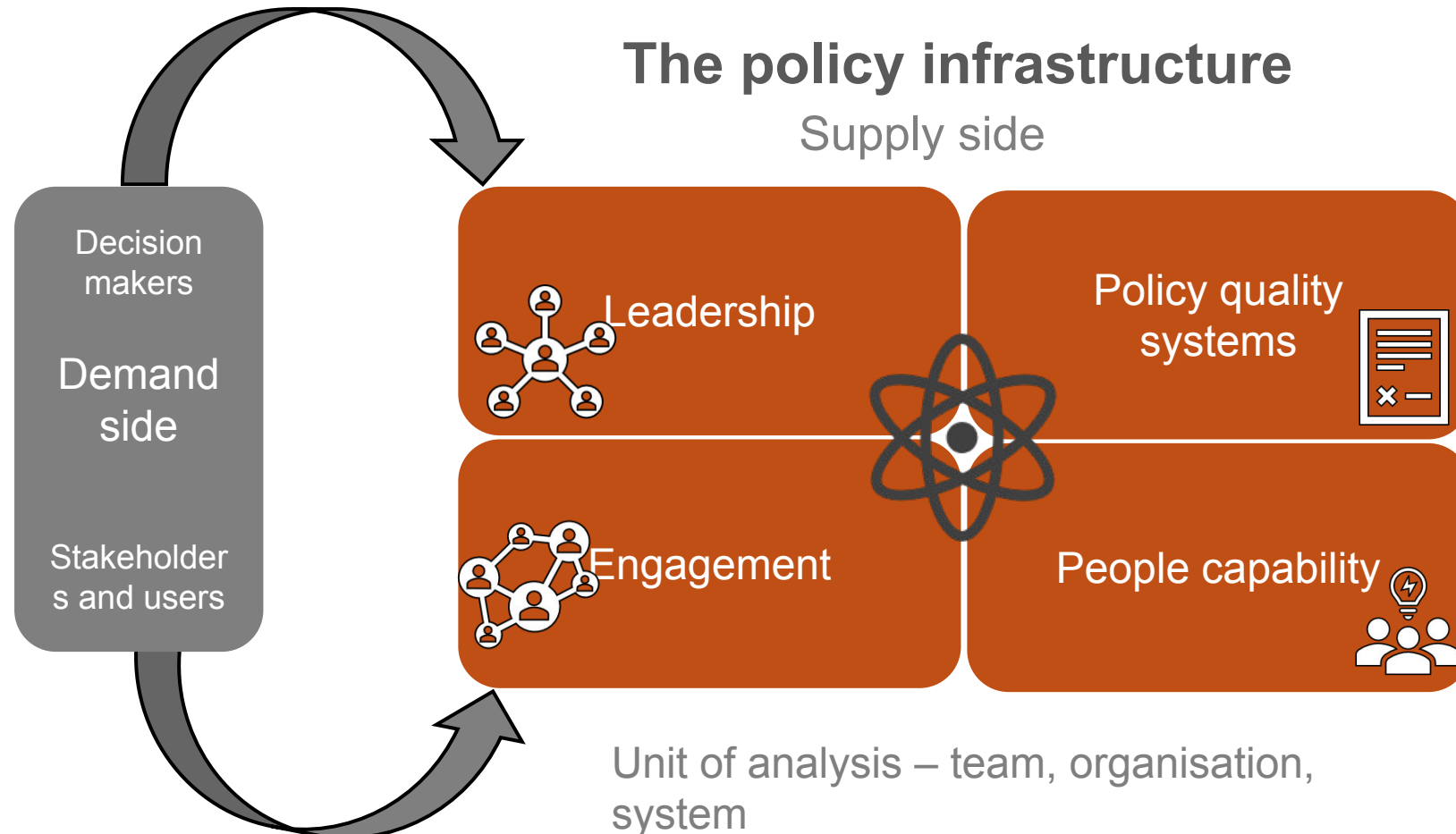
UK Head of the Policy Profession

NZ Policy Project

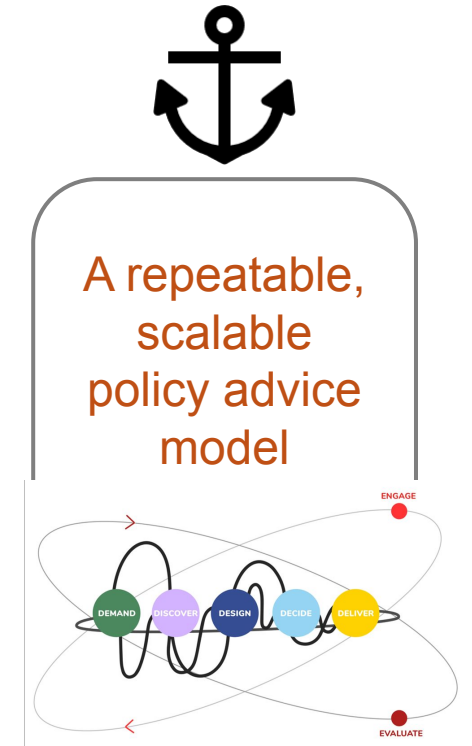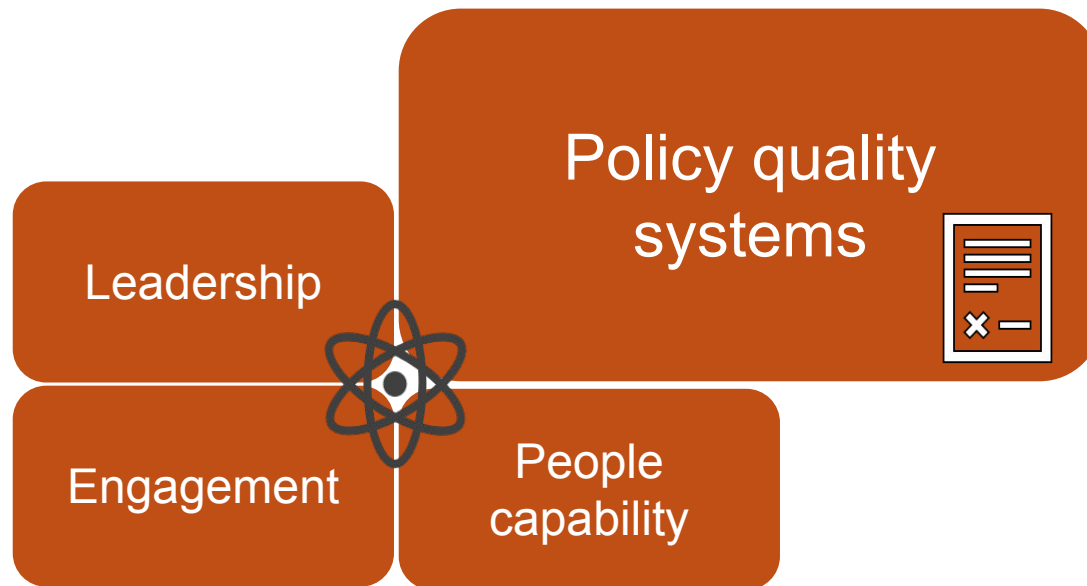OECD Ireland

APS Delivering Great Policy

Apolitical & ANZSOG masterclass. Policymaking 101: How to deliver great policy advice.

ANZSOG

Key components of policy capability

The policy infrastructure

Supply side

Decision makers

Demand side

Stakeholders and users

Leadership

Policy quality systems

Engagement

People capability

Unit of analysis – team, organisation, system

Source: Sally Washington: An infrastructure for building policy capability – lessons from practice (tandfonline.com) 2023

**Apolitical & ANZSOG masterclass. Policymaking 101: How to deliver great policy advice.**

ANZSOG

Policy quality systems

What systems & processes are needed to support the delivery of quality policy advice?

Policy quality systems

Leadership

Engagement

People capability

Commissioning

Planning & project management

Quality standards & assurance

Toolkits & methods

Evidence base

A repeatable, scalable policy advice model

Apolitical & ANZSOG masterclass. Policymaking 101: How to deliver great policy advice.
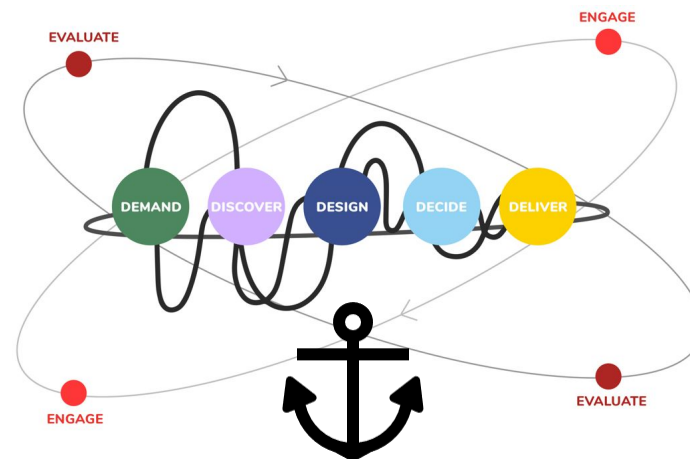
ΛNZSOG

The 5-D Policy advice value chain

A repeatable, scalable policy advice model…
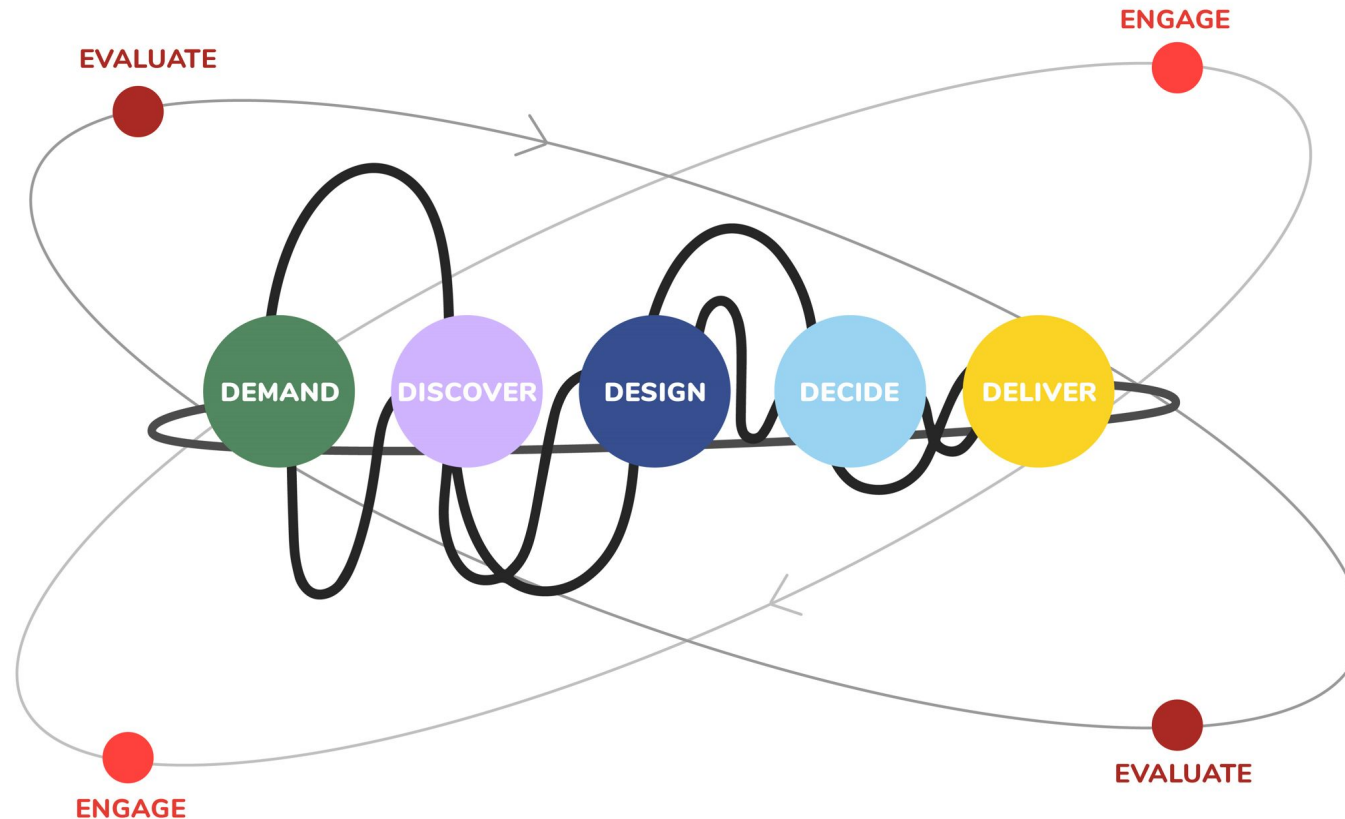
Animation of the 5D model: credit Sally Washington

The 5D model: an anchor for quality policy processes…

Engagement
Type, When, with who, for what purpose, decision rights (decision framework?)

Evaluation
Ex-ante (evaluation criteria, theory of change)   Monitor, test, iterate   Ex-post (process + impact)

Policy toolkit
Commissioning   Behavioural insights   Cabinet guidance   Storytelling

AI   Foresight   Diverse population analysis   Cost-benefit analysis   Writing guide

Design-thinking   Data + analytics   Theory of change   Regulatory impact analysis   Advice templates
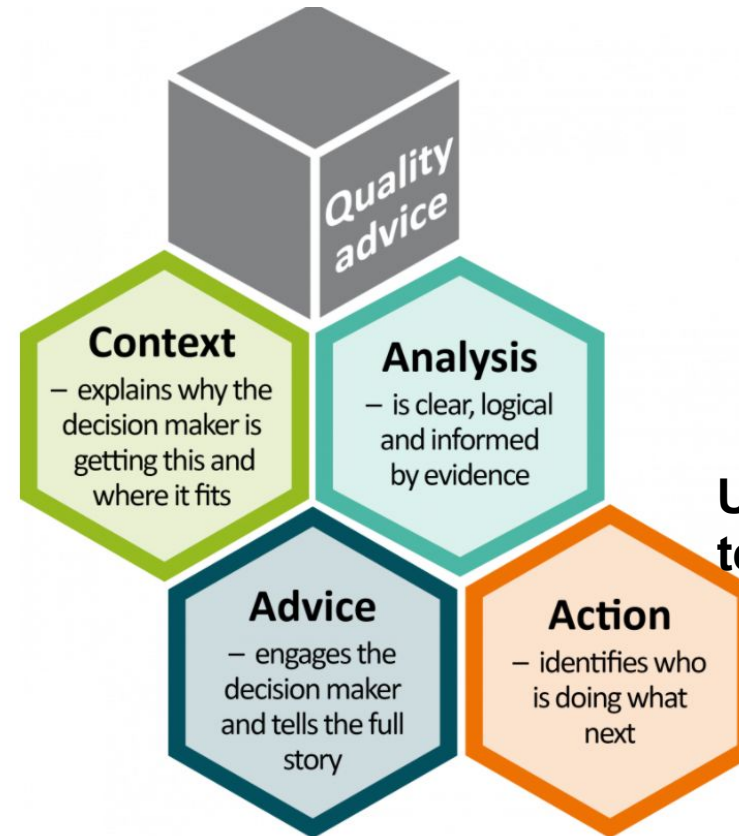
Quality assurance
Project management   Monitoring

Quality standards

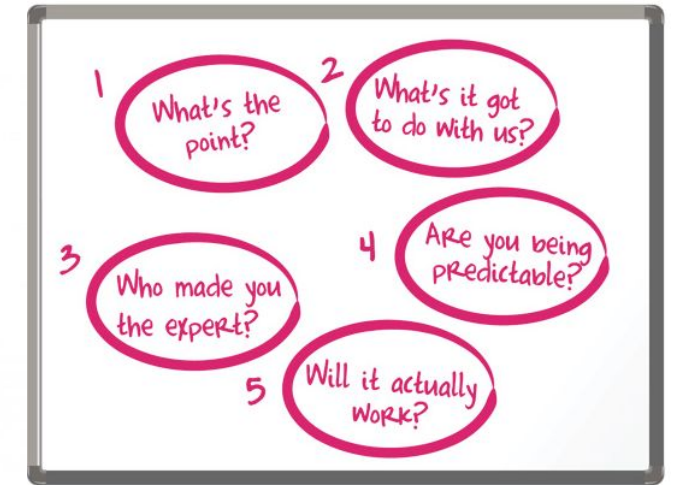Quality panels   Peer review   Proofing   Lessons learned

Apolitical & ANZSOG masterclass. Policymaking 101: How to deliver great policy advice.

ANZSOG

Quality policy advice – **what does good look like?**

Australian 'Delivering Great Policy'

UK Dept for Education 'Policy tests'

New Zealand 'Policy Quality Framework'

Apolitical & ANZSOG masterclass. Policymaking 101: How to deliver great policy advice.

ΛNZSOG

Acid tests for the quality of policy advice...

Quality tests

Does your advice...

Work in progress

Equip the decision maker to make a fully-informed decision?

Expose the real opportunity or problem?

Show how results will be measured?

Take account of the broader context?

Set out next steps – who is doing what and when?

Offer options that can be delivered and will deliver results?

Make sense of the evidence, insights, and views of those affected?

* Source: Sally Washington, The Australia New Zealand School of Government

Apolitical & ANZSOG masterclass. Policymaking 101: How to deliver great policy advice.

ANZSOG

Resources

- ❑ **The 5D Policy advice model** How to deliver great policy advice; Walker and Washington (2025) Full article: Guiding the provision of quality policy advice: the 5D model; Delivering quality policy advice? Think D, E and F-words

- ❑ **Insights about building policy capability**: Sally Washington: An infrastructure for building policy capability – lessons from practice (tandfonline.com); Building policy capability – an infrastructure approach | ANZSOG, (Report of a curated conversation between 3 ANZSOG jurisdictions) Building policy capability (anzsog.edu.au); Punching above their weight or falling flat? An international panel on Modernising and Renewing Policy Capability | ANZSOG (International comparative analysis with YouTube video)

- ❑ **NZ Policy Project:** website The Policy Project | Department of the Prime Minister and Cabinet (DPMC); Sally Washington and Michael Mintrom: Strengthening policy capability: New Zealand's Policy Project (tandfonline.com)

- ❑ **Policy methods** Policy Methods Toolbox (NZ), Strategy, Policy & Evaluation (APSC Academy) Open Policy Making Toolkit (UK); Hindsight, foresight and insight: three lenses for better policy-making | ANZSOG (Evidence); Putting the 'public' into public policy: Engaging for better decision-making (Public engagement)

- ❑ **Demand side/relationships with Ministers.** Ministers and Officials – how to get the relationship right | ANZSOG (curated conversation), Fixing the 'demand side': how the public service can support ministers in becoming 'intelligent customers' of policy advice (themandarin.com.au); Fixing the ´ isters perform (themandarin.com.au); How to sharpen your political nous in