**BUILDING ON A BREAKTHROUGH IN PUBLIC POLICY DESIGN**

**Throughout the world**, communities can now be found whose horizons have been expanded, in different ways and to varying degrees, through initiatives to develop more sensitive processes for the negotiation of important public policies.

**The origins of one of the most influential** of these initiatives extend back as far as the 1960’s. For this was when a pioneering project was launched to forge a deeper understanding of the processes of policy planning in cities, attracting a four-year grant from a charitable foundation along with the active cooperation of Coventry City Council in the English Midlands. Uniquely, the project team brought together insights from operational research\* and from the more established social sciences, and was offered open access to the full range of processes - political, professional and consultative - through which crucial choices about the city’s future were all the time being shaped.

**The most significant outcome** of that initiative has been a fresh perspective of public policy planning as a many-stranded process of negotiation, in which multiple sources of uncertainty - evidential, political and structural - have to be confronted, while sustaining a dynamic balance between decisive action and flexibility of future choice. From this perspective was developed a set of guidelines for the design of inclusive planning processes, and a suite of visual aids to communication, which have now been adopted and extended by public servants and elected representatives when working together on all kinds of important environmental, social and economic challenges.

**The diffusion of these innovations** has now extended so wide, and over so many decades, that it has become hard to gauge their full current reach. Universities in many countries have played a crucial role in introducing this breakthrough to younger generations; while a constraining factor has been the relatively slender links between academic schools of operational research, as the main source of this decision-focused philosophy, and the various other schools that prepare students for the subtle open challenges of public policy planning at scales from the local to the national and beyond.

**If further strategic progress is to be achieved**, a priority now is for investment in a new global hub, which is likely to be university-based, through which:

* to share more widely the fruits of this global experience so far.
* to publish accounts of successes in securing significant policy change.
* to extend this breakthrough to additional countries and domains of policy.
* to build further on the bank of shareable resources so far developed in support.
* to share immersive designs for introducing the approach in new settings.
* to stimulate collaborative research directed to further advances in practice.

***\* AMONG THE ACHIEVEMENTS OF OPERATIONAL RESEARCH, since its early successes in the Second World War, few can have now been adopted so widely or so energetically as a radical decision-focused approach to public planning and policy development that was pioneered in Britain during the post-war decades. Yet, among the many policy makers and advisers around the world who have now championed this breakthrough in practice, few would claim to share OR’s disciplinary base in mathematics and related scientific fields.***

**A MAP OF INFLUENCES**

***Contributing to and shaped by this breakthrough***

……… 1960 ………

**GRADUAL SHIFTS**

**OF EMPHASIS**

**Formative contacts between visionaries**

a

b

**Investments from research sponsors**

***20th CENTURY***

e

d

**Insights from elected local politicians**

**Inputs from operational research**

**c**

**Inputs from social scientists**

**Insights from environmental planners**

f

*the more*

*political side*

*the more analytical side*

**D**s

**Gs**

**Es**

**Czzzzzzzzzzzz** s

***21st CENTURY***

As

***influences***

**r**

**u**t

**v**

**t**

**s**

h

**Commissions from**

**UK government**

**A shift to a broader International focus emerges**

g

**A dual perspective of**

**public policy change**

**j**

**A decision-focused**

**view of public planning processes**

**i**

**tools for shaping linked**

**decision problems**

***where to discover more about***

**the story of this breakthrough in**

***STRATEGIC PROGRESS PLANNING* for**

**PUBLIC POLICY DESIGNI**

**The story so far: *links marked in lower case***

**Future potential: *links marked n upper case***

**in upper case**

**furth**

**f**

**k**

**n**

**Tools for mapping public policy landscapes**

**l**g

**tools for managing**

**sources of uncertainty**

**Designs for Inter-agency collaboration**

**o**

………… 2020 ………….

**….**

***continuing cross-cultural diffusion of more sensitive processes for developing public policies***

**Developing software**

**for process guidance**

**Developing innovative postgraduate programmes**

**w**

**y**

**Cultivating skills for workshop facilitation**

**x**

**Designing immersive**

**learning programmess**

**Launch of cross-boundary**

**academic initiatives**

**Frameworks for Inclusion**

**in public policy design**

**A platform for global exchange of experiences**

**Academic hubs to support shared strategic progress**

**Fs**

**collaborating<<<<<<<< engaging<<<<<<<< interpreting <<<<<<<<< experencing <<<< <<>>>>>>>>>>>>>>>> experiences**

**Impacts on policies in other continents**

**Firm foundations for a**

**science of public policy**

**Helping communities to extend their capacities**

**q**

**Public recognition of value of inclusive policy design**

**HG**s

**m**

**p**

**Dialogue with political scientists**

***Influences***

**B**s

**A**Bs

**Seed resources from**

**International sources**

**tools for negotiating strategic progress**

**Channels for the energies**

**of student generations**

**G**s

**Impacts on poliies within Britain**

**Publications for**

**diverse readerships**

**Impacts on policies elsewhere in Europe**

**Impacts on policies**

**within Britain**

**H**