

CANCER
TREATMENT

62

DAYS TO START

MISSED

Tutorials in Public Policy

Tutorial 5

NHS
TARGETS

Source: NHS England

Before we start: **midterm** feedback

I submitted my grades for the **midterm exam** — here are the main issues to fix before the final exam:

- **Answer the actual question** (how public problems reach the agenda ≠ what agenda-setting is and how it works)
- **Proofread your text!** 60% of my batch lost a grade on spelling ('the medias'), grammar or tenses
- **Always cite authors and examples** (answers were generally good on examples, less so on authors)

N.B. I graded a random batch of students, not your/my group(s) specifically

Before we start: **midterm** feedback

Grade breakdown — the **MCQ** (my average: 5.8/10) went fine, the **open question** (my average: 5.3/10) less so:

- **Public problems** are issues *framed* by *social groups* in order to *compel governments* to act upon their *causes*
- **Problem features** such as *low technicality*, *ambiguity* or *lack of precedent* can increase their *social significance* or *long-term relevance*, which will maximise their chance of reaching the (*governmental*) agenda
- **Examples:** Alzheimer's disease, Islamic extremism

NHS

Improvement



Trusts





Care Quality
Commission



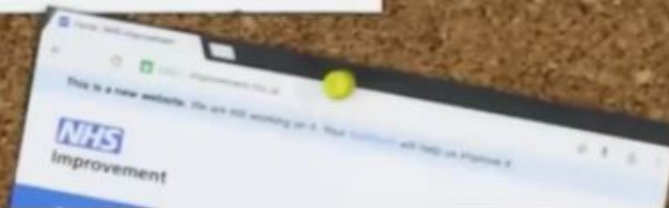
NHS

Improvement



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Hitting the Target but Missing the Point

Four models of governance



	Knights / Knaves	Econs / Humans	Prospect theory: Failure?
Trust & Altruism (T&A)	Knights	Humans	Rewards?
Choice & Competition (C&C)	Knights & Knaves	Econs	Exit?
Naming & shaming (N&S)	Knights	Humans	Reputational damage
Targets & Terror (T&T)	Knights & Knaves	Econs	Sanctions

Barber (2007) *Instruction to deliver*. Politico's. Le Grand (2009) *The other invisible hand* Princeton University Press. Bevan & Wilson (2013) *Public Money & Management*

NHS under pressure after targets are missed

use by the **media** and others
as a **blaming** device

control of **public services**
by **central government**

control of **professionals**
by **managers**

creation of
new **statistics**

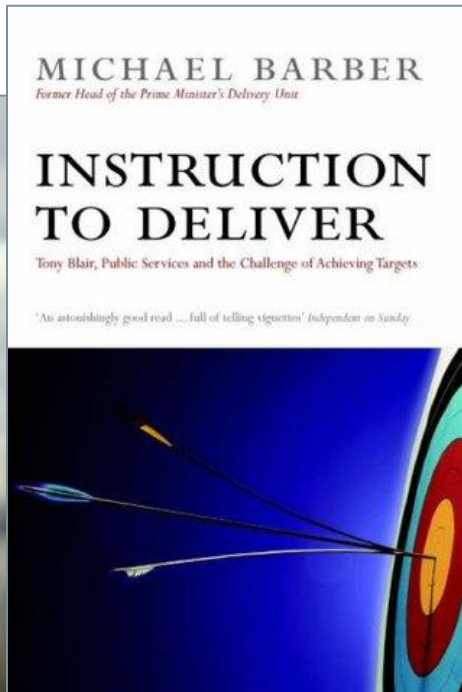
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This week's case study (performance targets)

- How a government implemented **performance**
central units, targets, 'five-star' ratings, 'P45' sanctions
- How a **policy community** works
politicians, bureaucrats (civil servants), professionals, academics and think tanks, private sector consultants
- Whether the **policy/politics** link exists
 - whether voters blame/reward service performance
 - (dis)continuity from Thatcher/Major to Blair/Brown?



Sir Michael Barber
Head of the Prime Minister's Delivery Unit 2001-2005

LSE Research. Making a difference.

The LSE logo is a white square with the letters 'LSE' in a bold, black, sans-serif font.The LSE logo is a red square with the letters 'LSE' in a white, bold, sans-serif font.

Nicholas Timmins
Senior Fellow, The King's Fund

 **Research.** Making a difference.



LSE

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Gwyn Bevan
Professor of Policy Analysis, LSE

LSE Research. Making a difference.

This week's reading (Hood 2008)

- Identify the **unintended effects** of target-setting
target 'gaming', Goodhart's Law, observer paradox, ratchet effect, threshold effect, output distortion
- List the **determinants** of public service reform
past governmental records, centralisation/devolution, majoritarian political system
- List what the author offers as **contextual factors**
negativity bias, (lack of) trust in official statistics

YES

MINISTER

10' break



Workshop roadmap for today

link.infini.fr/ppol-2022

- Feedback on your **topic** and **literature review**

See the short comments at the end of your proposals

- Finalise the **building blocks** of your presentation

→ A **policy topic** on which you are going to ask a **research question** related to the **policy process**, and which you are going to answer by using **theories/models** of **policy-making**, citing **secondary sources** as well as additional primary ones to support the argument

Applying the full policy cycle might work... or not

THE ROLE OF PUBLIC HEALTH ORGANISATIONS IN ADDRESSING OBESITY IN EUROPE

By: Cristina Hernández-Quevedo and Bernd Rechel

Summary: This article reviews the role of public health organisations in addressing obesity in nine European countries (England, France, Germany, Italy, the Netherlands, Poland, Republic of Moldova, Slovenia and Sweden). It finds that public health organisations contribute to

Introducing your **policy topic**

[descriptive]

- Concise **description** of the topic

What are we talking about

- Short **contextualisation** of the topic

What case study are we focusing on, and what class of policies is the case an instance of

- What kind of **issues** it raised

Who paid attention to it, *when*, and did *what*

Asking your **research question**

[analytical]

- What do you want to **explain**

[Find example research questions in your references]

- What **theories/models** of policy-making predict

What existing explanations of policy-making suggest

- What **structure** you are going to follow

The outline of your talk, through which you will submit theories/models of policy-making to an empirical test

Finding useful policy-making theories

- Use your **lectures** as starting points (esp. through the extra readings, e.g. Marier 2005 on pension reform or Weaver 1986 on credit-claiming and blame avoidance)
- Use the **tutorial readings** and their references
- Use **handbooks** (cf. your lecture syllabus and esp. the *Dictionnaire des politiques publiques*, in French)
- Use the **additional readings** from your literature review (e.g. McConnell and t'Hart 2019 on policy inaction) or even from other courses (see e.g. the syllabuses in the 'Extra content for Tutorial 1' folder)

Use at least one **public policy handbook**

Handbooks

As a general rule, please refer to the lectures syllabus for a list of useful public policy handbooks, in English or in French — although note that the lectures and tutorials themselves will be delivered 100% in English.

The following readings might be particularly useful, not only with regard to the midterm and final exams of this course, but also as a source of inspiration on how to analyse a policy case study:

Knill, C. and Tosun, J. 2020. *Public Policy A New Introduction*, 2nd ed., Palgrave.

This handbook provides an excellent introduction to the study of public policy in its introduction and at Chapters 1 and 2. Chapters 3 and 4 will also come out useful for your presentations, as they offer a good overview of what you should be investigating when exploring a case study, and what

(extract from the tutorials syllabus)

Page 172 à 179

Controverse**Pierre Lascoumes**

PREMIÈRES LIGNES

3€ AJOUTER AU PANIER

Page 180 à 188

Convergence**Patrick Hassenteufel**

PREMIÈRES LIGNES

3€ AJOUTER AU PANIER

Page 188 à 196

Création et changement institutionnels**Thierry Delpeuch, Cécile Vigour**

PREMIÈRES LIGNES

3€ AJOUTER AU PANIER

Page 196 à 201

Cycle (Policy cycle)**Jean-Baptiste Harguindeguy**

PREMIÈRES LIGNES

3€ AJOUTER AU PANIER

What you need at the end of **this workshop**

- Everything listed in **previous workshops**

Topic (title), Data/Sources (references)

- **Summaries of what you have read**

Descriptive information ('facts and figures' on *what* happened, *when*, and *who* was involved)

Analysis/Interpretation (theories of policy-making that explain *why* it happened, and *how* it happened)

- **A research question** related to **policy-making**



See you next week