



Concept Symposium 2018

Governing Megaprojects – Why, What and How

The What Works Initiative: Increasing the Use of Evidence Based Policy Making

The UK's 'What Works' Initiative was launched five years ago to embed robust evidence at the heart of policy-making and public services delivery. The initiative is led by a team in the Cabinet Office that: (1) delivers a programme of activity across government to improve the use of evidence in spending decisions, and (2) oversees a network of 10 external What Works evidence centres, covering policy areas ranging from education to local economic growth. This presentation will set out the What Works approach to evidence-based decision making and discuss the different channels by which impact evaluation feeds back into policy design and practice in the UK. It will highlight examples of effective evidence-based public investment and describe challenges and priorities for the initiative going forward.



Mihiri Yasmin Seneviratne

Senior Policy Advisor
Cabinet Office
United Kingdom

The Concept Symposia on Project Governance

The Norwegian Ministry of Finance and the Concept Research Program hosts every second year a symposium on project Governance. Project governance, in brief, is concerned about investments and their outcome and long-term effects. In view of the problem at hand, the aim is to ensure that the best conceptual solution is chosen, that resources are used efficiently and anticipated effects realized. Resource persons from ministries, governmental agencies, academia, international organizations, and industry are invited. In order to facilitate professional exchange and direct communication between participants, the number of individuals is restricted. The aim is to initiate further international cooperation and research on important issues related to project governance.

<https://www.ntnu.edu/concept/concept-symposium>



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The UK's What Works Initiative

Mihiri Seneviratne,

Senior Policy Adviser, Cabinet Office, UK



Overview

- Introduction to the What Works initiative
- Joining up evaluation and appraisal
- Case of UK infrastructure
- Q&A



What is 'What Works'?

Initiative to strengthen use of evidence in policy development and delivery by:

Generating, synthesising and embedding evidence about effectiveness of policies and practices

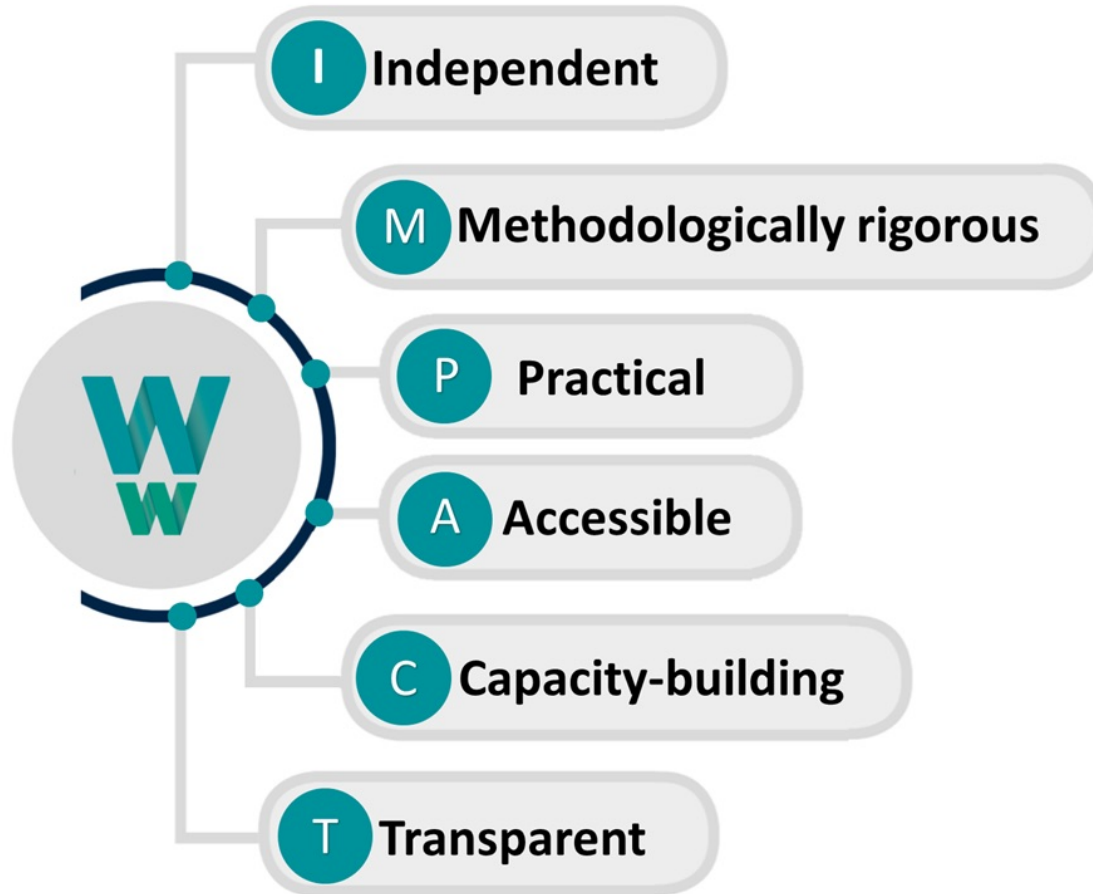
- Network of 10 independent evidence centers covering a diverse and growing range of issues

Building capacity in civil service to use and generate evidence

- Trial Advice Panel - support for trialling and impact evaluation
- Cabinet Office Team delivering training and projects



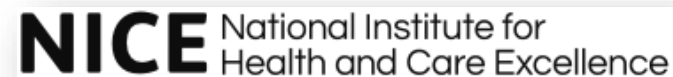
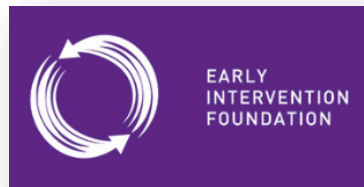
What Works Centres are...





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...and cover a growing range of issues





Growth of the What Works Network



National Institute for Health and Care Excellence

Education Endowment Foundation

Early Intervention Foundation

What Works Centre for Wellbeing

College of Policing's What Works Centre for Crime Reduction

Centre for Ageing Better

What Works Centre for Local Economic Growth

What Works Network established

AFFILIATES

What Works Scotland (est. 2014)

What Works Centre for Children's Social Care (est. 2017, will be launched in 2020)

Wales Centre for Public Policy (est. 2017)



Centres have different origins and operating models...

Cabinet Office and HM Treasury officially launched the Network in 2013, but its growth has been ad hoc, with diverse models and relationships with government. For example:

What Works Crime Reduction

- Unit embedded within College of Policing (CoP), a Home Office funded body responsible for police professional development. ESRC and CoP funded UCL-led academic consortium to produce research. Team in CoP review, translate and disseminate.
- Benefits from clear dissemination channels e.g. policing guidance and curriculum.

Education Endowment Foundation

- Charity founded by Sutton Trust with £125m endowment by Department for Education. Other investment, partnerships etc takes this to £225m between 2011-26.
- Delivery and evaluation of trials in schools accounts for 94% of expenditure and over 1 million school children have taken part in EEF trials. Benefits from very focussed outcome of interest and audience for findings.

Centre for Aging Better

- Charity established in response to government report, with £50m spend down over 10 years from a charitable foundation (Big Lottery Fund). Limited government funding.
- Leads advocacy work programme as well as evidence function. Evidence function has focussed on dissemination and commissioning evidence synthesis rather than trialling.



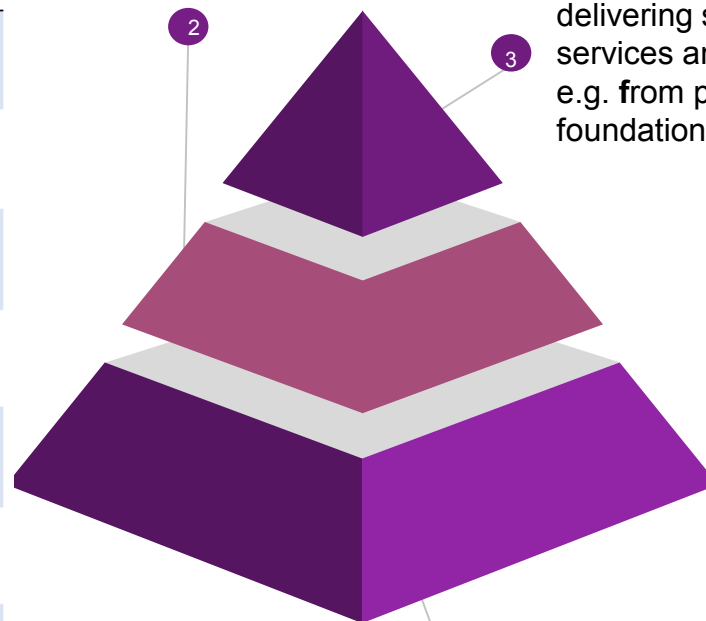
...and different funding models

Infrastructure Funding
From Ministries, for delivering against agreed objectives for a time-limited period

Project-based Funding

Small grants for delivering specified services and projects, e.g. from private foundations and trusts

What Works Centre	Legal Status	Year formed	Annual budget ¹⁵	Main funding Sources
Centre for Ageing Better	Charity and Limited Company	2015	£5.3m	The Big Lottery Fund endowment
What Works Centre for Crime Reduction	Part of the College of Policing (Limited Company owned by government)	2013	£1.5m	The College of Policing (through its grant in aid funding from the Home Office) and ESRC
Early Intervention Foundation (EIF)	Charity	2013	£1.5m	Departments for Education (DfE) and Work & Pensions, Ministry of Housing, Communities & Local Government ¹⁶ , and Public Health England
Education Endowment Foundation (EEF)	Charity	2011	£16.5m	Department for Education endowment
What Works for Local Economic Growth	Joint project led by LSE with ARUP and CFC (Charities and Limited Companies)	2013	£1.25m	ESRC, Ministry of Housing, Communities & Local Government and Department for Business, Energy & Industrial Strategy ¹⁷
National Institute for Health and Care Excellence (NICE)	Non-Departmental Public Body	1999	£71.3m	Department of Health and Social Care ¹⁸
What Works Scotland	A joint project led by University of Glasgow (Charity)	2014	£1m	ESRC, Scottish Government and the Universities of Glasgow and Edinburgh
Wales Centre for Public Policy (WCPP, replacing PPIW) ¹⁹	Project led by Cardiff University (Charity)	2013 (PPIW)	£530k	Welsh Government and ESRC
What Works Wellbeing	Community Interest Company	2014	£1.3m	ESRC, AHRC, 12 Government Departments/Agencies, 4 businesses and the Big Lottery Fund



1 Endowments
From Ministries
Example: EEF

Figure 1: What Works Centres' status, governance and funding



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Globally, there are a growing number of evidence initiatives

There isn't yet a direct international equivalent to the Network, though some national and regional governments are exploring setting up versions.

Meanwhile, there are other like-minded initiatives:

- **Pew-MacArthur Results First Initiative (USA)**
- **British Columbia Centre for Employment Excellence (CA)**
- **Abdul Latif Jameel Poverty Action Lab (global)**



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Joining up evaluation and appraisal



Official guidance encourages “feedback” activity linking evaluation and appraisal

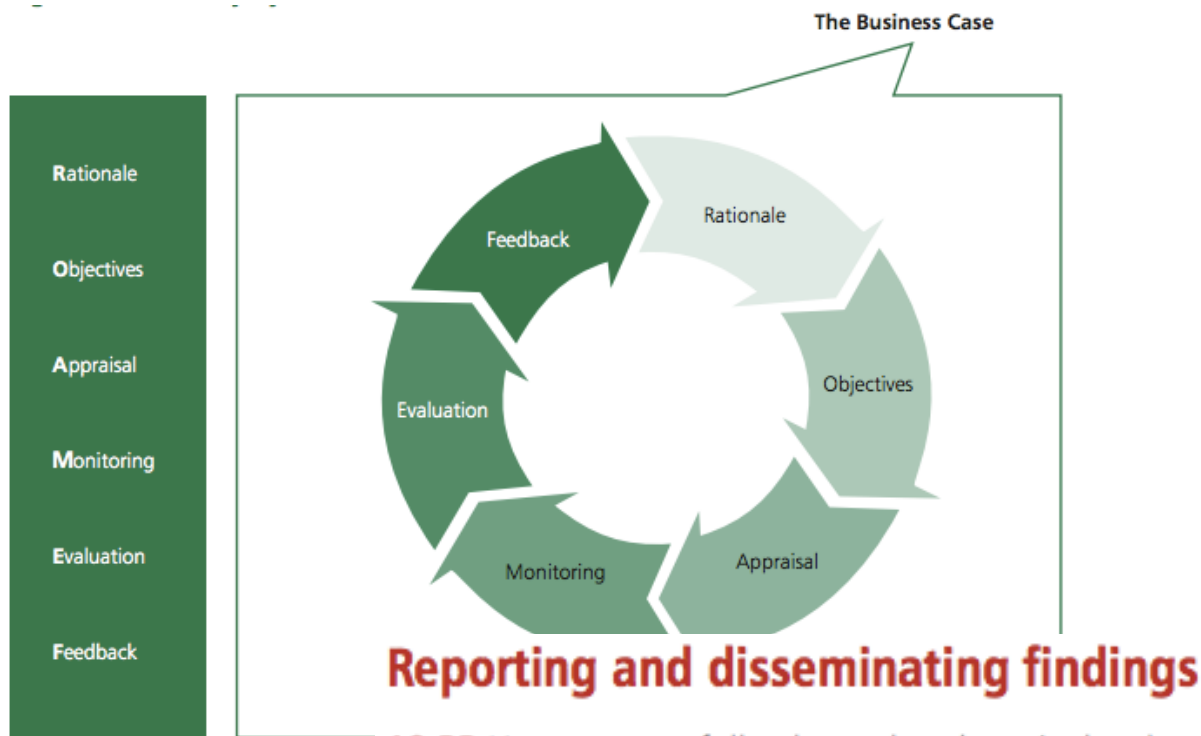


Figure 1: ROAMEF cycle

Reporting and disseminating findings

10.33 However carefully planned and meticulously conducted the evaluation, if the findings are not understood and used correctly, the research will not meet its objectives. There are some key points to take into account when reporting and publishing research and evaluation findings.

10.34 Reporting an evaluation means more than writing a final report. It is important to ensure that feedback is provided to all the evaluation stakeholders, and that findings feed into new policy development and appraisal.

Figure 2: Reporting and disseminating findings



But this is challenging in practice

- Short and misaligned timelines
- Fragmented decision making and complex systems
- Limited access to robust and relevant evidence



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How do What Works Centres help?

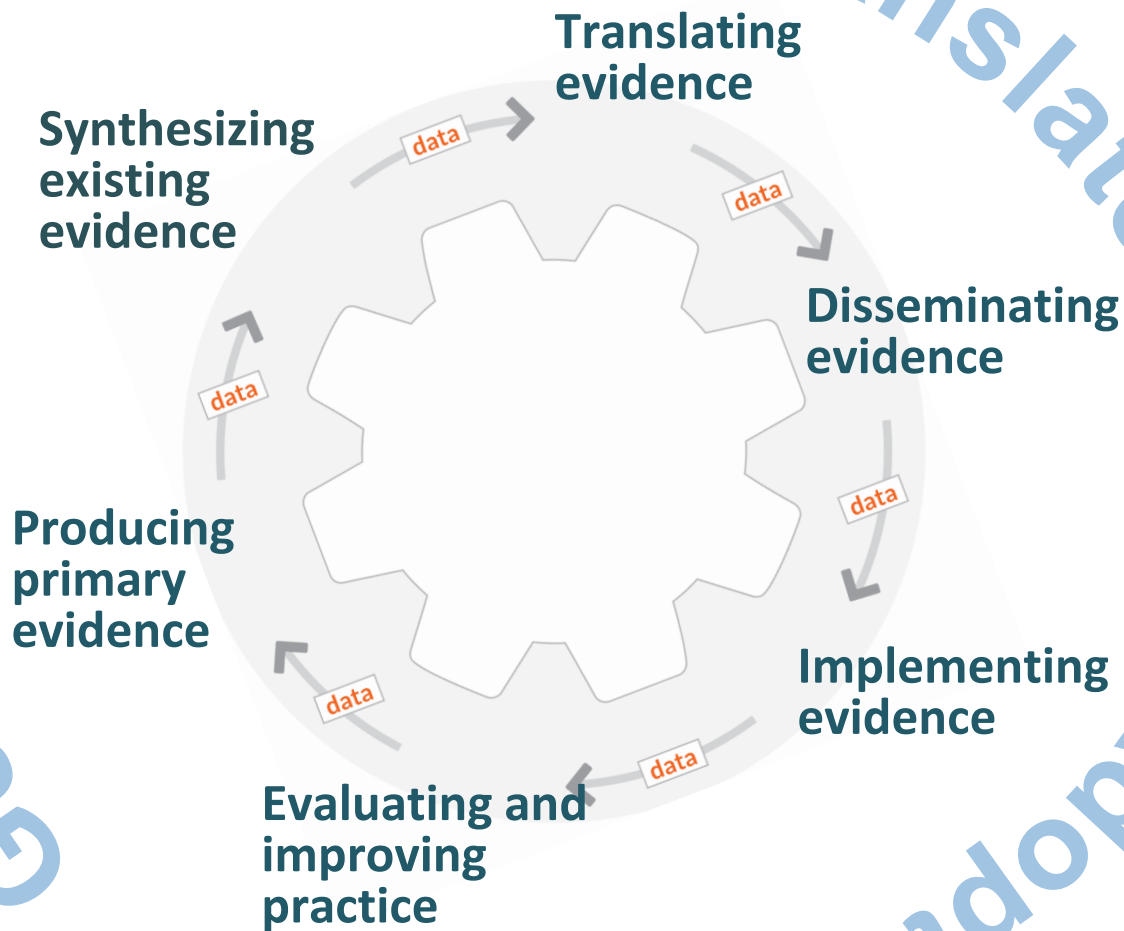


Approach

Generate

Translate

Adopt





Developing toolkits

Crime Reduction Toolkit

Intervention	Impact on crime	How it works	Where it works	How to do it	What it costs
	Effect	Mechanism	Moderator	Implementation	Economic cost
After school clubs					
Alcohol pricing					

Intervention	Cost	Evidence Strength	Impact (months)
Alley gating			

Arts participation

Low impact for low cost, based on moderate evidence.

£ £ £ £ £ 🔒 🔒 🔒 🔒 🔒 +2

Aspiration interventions

Very low or no impact for moderate cost, based on very limited evidence.

£ £ £ £ £ 🔒 🔒 🔒 🔒 🔒 0

Behaviour interventions

Moderate impact for moderate cost, based on extensive evidence.

Policy Design Tool	What does it aim to do?	How secure is the evidence?	How much does it cost?	How effective is it?
Mentoring is the provision of support by one person to another less qualified person	Provide advice to improve take-up, completion or skills acquired		£££	
Financial incentives refer to a wage paid to the apprentice, or subsidies given to the employer to hire and train apprentices	Improve take-up and completion		£££	
Pre-apprenticeships are programmes which precede an apprenticeship	Improve take-up, completion or skills acquired		£££	



Providing direct support

Evaluation Workshop – Nottingham

Tuesday 11th, September 2018 from 10:00AM to
1st Floor, City Gate West, Tollhouse Hill, Nottingham , NG1 5AT



Early Intervention Academy for Police Leaders



Home Office



College of
Policing



Using evidence in applications to the Strategic School Improvement Fund

Department for Education Roadshows
September 2017



“”

Greater Manchester is
UK's first age-friendly
city-region



Conducting evaluations

- DfE have commissioned **EEF** to evaluate Early Years professional development and leadership programmes they are funding.
- **Centre for Ageing Better** will develop and begin evaluation of new approaches to employment support in Greater Manchester.
- Under the **NICE *Medical Technologies Evaluation Programme***, companies can request a evaluation of eligible products. This is usually necessary for NHS adoption.



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Informing official guidance



School inspection handbook

Handbook for inspecting schools in England under section 5 of the Education Act 2005



Guidance to support the introduction of access and waiting time standards for mental health services in 2015/16

Published: September 2018
Reference no: 150066



College of Policing

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AUTHORISED PROFESSIONAL PRACTICE

Home About us APP content Consultation What's new FAQ

Home > APP content > Stop and search > Legal > Legal basis

Stop and search

Fair

Legal

Legal basis

Legal application

Professional

Transparent

Quick access tools

Evidence base

Stop and search Legal basis

Each stop and search encounter must have a basis in law. The officer carrying out the stop and search must only do so using one of the powers provided for in legislation and it must be the right power in the particular circumstances.

The most widely used powers require the officer to have reasonable grounds for suspicion. Other powers do not, but only apply where a number of preconditions exist and should be used with particular care.

In its 2015 report, [Stop and Search Powers 2: Are the police using them effectively and fairly?](#), HM Inspectorate of Constabulary expressed concern about the use of powers akin to stop and search under [section 163](#) of the Road Traffic Act 1988 and the [Police Reform Act 2002](#). The limits of these powers are



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Impact: WWCCR and body worn cameras

Police, Camera, Evidence: London's cluster randomised controlled trial of Body Worn Video



November 2015



Lynne Grossmith
Catherine Owens
Will Finn
David Mann
Tom Davies
Laura Baika



FB

News Images & Videos Documents

Rollout of body worn cameras

News • Oct 17, 2016 08:00 BST



[Image of officer with body worn video]

The Metropolitan Police Service (MPS) is taking a global lead with what is thought to be the largest rollout of body-worn cameras by police anywhere in the world to enhance the service it gives to London.



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Impact: EEF and free school breakfasts

Magic Breakfast

Magic Breakfast

A free, universal, before-school breakfast club

★ promising project

Independent Evaluator

The Institute for Fiscal Studies



Pupils	Schools	Grant
8,600	100	£425,967

Themes

Organising your school



+2

News story

Funding boost to give more children healthy start to the day

More than 1,770 schools set to benefit from £26 million to boost breakfast clubs in disadvantaged areas.

Published 19 March 2018

Last updated 19 March 2018 — [see all updates](#)

From: [Department for Education](#) and [The Rt Hon Damian Hinds MP](#)



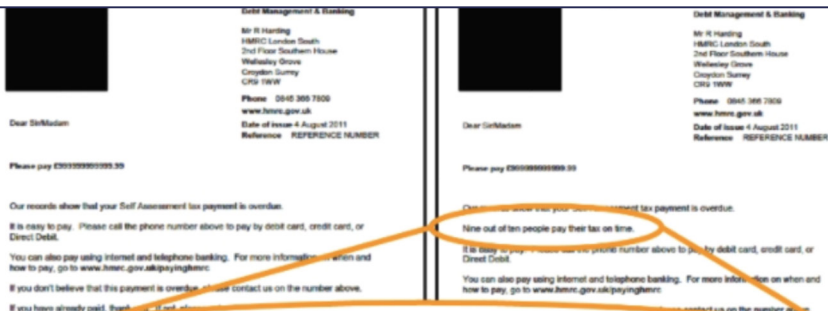
More children across the country will get a healthy and nutritious breakfast to set them up for the school day, thanks to an investment of up to £26 million and the appointment of two leading charities to run morning clubs, the Education Secretary announced today.



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Experimentation in government beyond What Works

HM Revenue and Customs and Behavioural Insights Team: Tax Debt Letter trial (2012)



Nine out of ten people pay their tax on time

% paying after 23 days

33.6%

35.8%

36.6%

38.6%

Control
(8,558)

Local Norm
(8,403)

Debt Norm
(8,779)

Local + Debt
Norm (8,643)

Ministry of Housing, Communities and Local Government: Community Based English Language trial (2018)

Communities & Local Government

Measuring the impact of Community-Based English Language Provision

Findings from a Randomised Controlled Trial



HM Government

Integrated Communities
Strategy Green Paper

March 2018

Ministry of

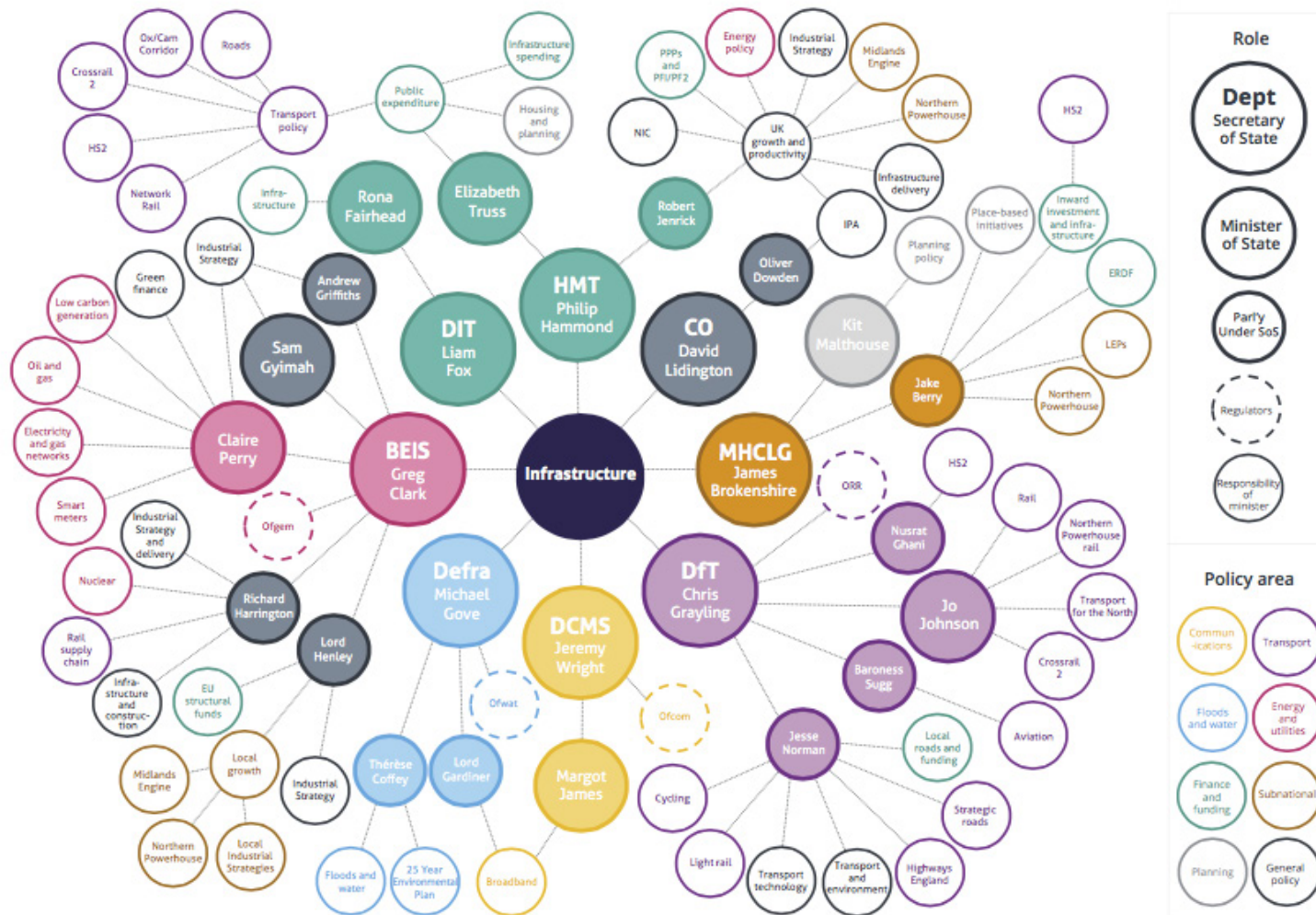


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Infrastructure decision making and the What Works Centre for Local Economic Growth



Responsibility for infrastructure decision-making is fragmented





Need for more robust and relevant evaluations to inform appraisal

“Full evaluation should more often be undertaken to estimate impacts. In many areas, **very few robust evaluations exist**. For example, the What Works Centre for Local Economic Growth has only identified two high quality evaluations worldwide of the economic impacts of high speed rail, and none for trams or cycling schemes”

- *National Infrastructure Assessment 2018*, National Infrastructure Commission

“..very few evaluations consider the impact of transport investment on productivity... Although the use of such **productivity effects to calculate ‘wider economic benefits’** in transport appraisal is underpinned by a larger evidence base, it is still worrying that **so few evaluations can demonstrate that these effects occur in practice**”

- *Transport Evidence Review 2015*, What Works Centre for Local Economic Growth



Good practice: Department for Transport Post Opening Project Evaluation

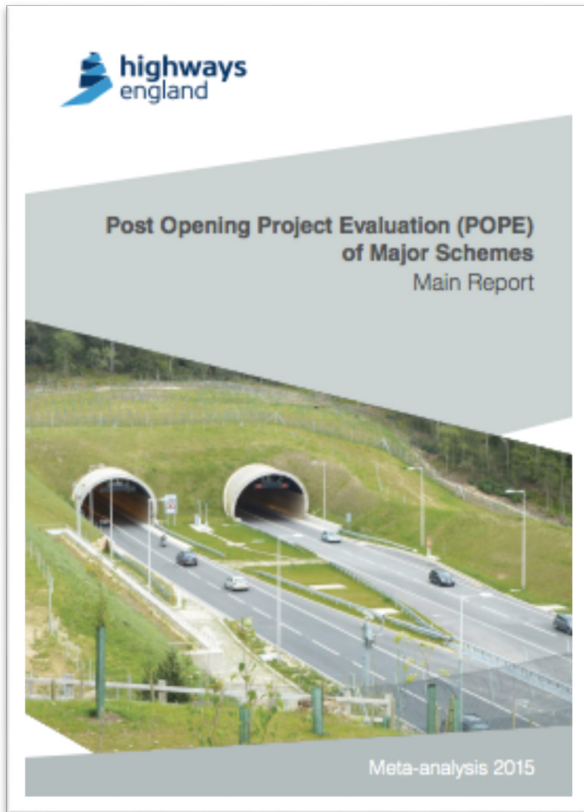
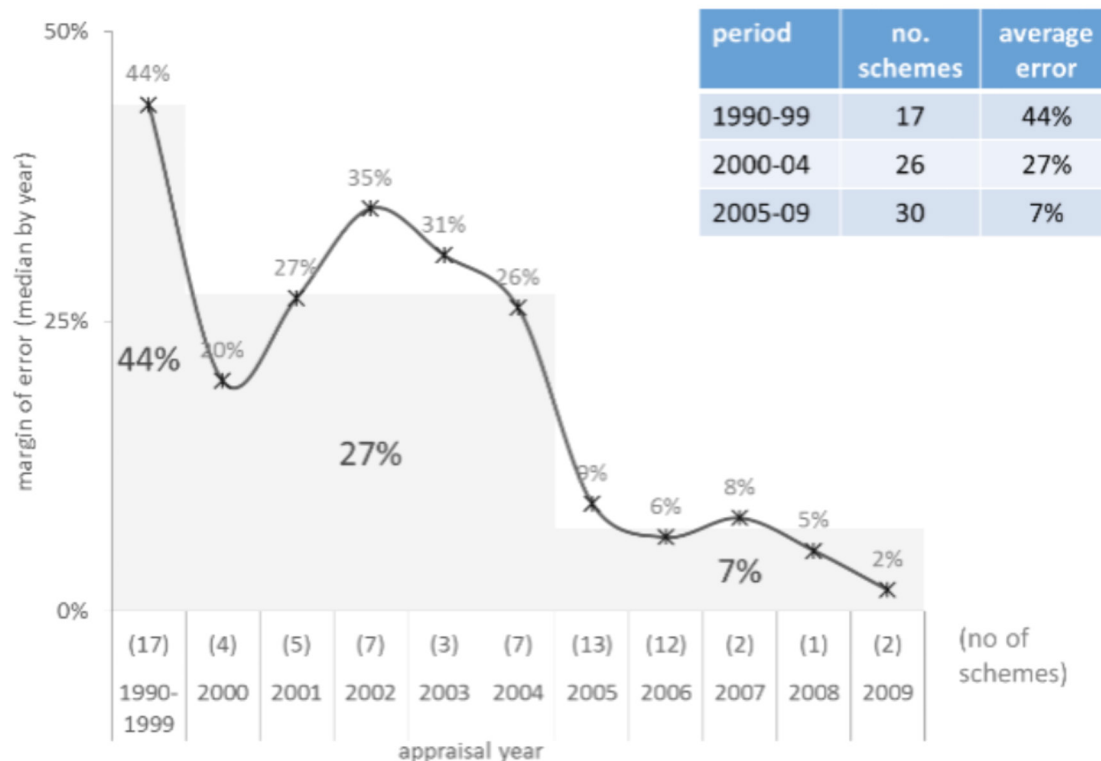


Figure 6-15 Margin of error of capital cost estimates by appraisal period





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What Works Centre for Local Economic Growth



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE

Leading
Building local and national
evaluation capacity

Communicating
Creating engaging and
accessible resources

centreforcities 

Delivering
Providing evaluation workshops
to practitioners

ARUP



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Since 2013: Evidence reviews and synthesis

Policy	# Studies	SMS3	Jobs effect	Positive
Access to Finance	1450	27	11	6
Apprenticeships	1250	27	9	7
Broadband	1000	16	10	5
Business Advice	700	23	17	8
Employment training	1000	71	65	33
Estate renewal	1050	21	5	1
Innovation	1700	63	10	6
Public realm	1140	0	0	0
Sports and culture	550	36	16	4
Transport	2300	29	6	2
ABIs (EZs and similar)	1300	30	27	15



Next 5 years: more direct support for decision-makers

Interpreting the evidence

- What types of policy priorities are likely to be effective in this context?
- What type of programme/investment design works better?

Designing a programme

- Advice on designing programmes or investments to facilitate evaluation

Commissioning evaluation

- Developing a specification
- Reviewing tenders
- Sitting on project steering groups

Doing evaluation

- Advising on how to access relevant datasets
- Setting up demonstrator projects for innovative programmes
- Carrying out statistical analysis





Key messages

- Strengthening the link between the evaluation and appraisal of policy options is a central aim of What Works.
- What Works Centres support this in a number of ways, including directly by funding trials and indirectly by synthesising evidence
- Much more robust evaluation is needed across government to support decision making
- Knowledge mobilisation is a key challenge – influencing decision making is harder than simply publishing findings.



More information

- Our [website](#) (with links to all centres) and [blog](#)
- [*What Works 5 Years On*](#)
- [*EPPI report 'UK What Works Centres'*](#)
- Upcoming: Trial Advice Panel review



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Keep in touch



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