



# Regulatory Horizons Council

## Retrospective August 2019 – August 2020

August 2020

# What is a Retrospective?

## Purpose

- Retrospectives are meetings held by a team after the end of a project or a significant period of activity.
- The purpose of the meeting is to discuss what was successful, what could be improved and how to incorporate success and improvements in future iterations or projects
- The Regulatory Horizons Council team will use retrospectives as a core part of our commitment to an agile way of working
- We are a new organisation and therefore learning and adapting are key pillars of our success now and in the future

## Context

- This was the first team retrospective, covering the period from August 2019 to August 2020 but our intention in the future is to use retrospectives more periodically.
  - Nine team members attended the workshop, facilitated using an interactive whiteboard.
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# Key Components of the Retro

*The retro followed the below agenda*

1. RHC activities brainstorm
  - The team noted all key activities of the RHC over the time period, categorising them according to the major workstream they supported e.g. engagement
2. Activity – ‘Went Well, We Learnt, Do Differently, Puzzles Us’
  - The team placed activities into one of four quadrants
  - **Went well:** example of success; **We learned:** something we’ve learnt from the process; **Differently:** something didn’t go perfectly but we know what we’d do differently next time;
  - **Puzzles us:** something did not go as well as we would have liked and we’re not sure why.
3. Key Challenges
  - The team identified activities from the ‘Differently’ or ‘Puzzles us’ quadrants that they felt were the most important
4. What can we do?
  - The team picked a specific challenge and developed an action plan for the coming phase of work

# Findings: Four Quadrants Activity

<h2>Went Well</h2> <ul style="list-style-type: none"><li>• <b>Most densely populated quadrant</b> (most activities categorised under went well)</li><li>• Lots of activities involving collaboration and engagement across the team e.g. conducting seven question interviews or developing the priority document for the Council – may be a way we work particularly well</li></ul>	<h2>We Learnt</h2> <ul style="list-style-type: none"><li>• Several key learnings as we are a <b>new organisation</b> developing and testing our approach.</li><li>• Several activities in this quadrant to do with our approach and methodology for selecting and prioritising our priorities but also we learnt new things on the way about the appointments process.</li></ul>
<h2>Do Differently</h2> <ul style="list-style-type: none"><li>• We often had sound plans in place but something <b>unforeseen</b> happened and we had to adapt, e.g. policy developments or adapting to COVID 19.</li><li>• Important learnings for making our approach more resilient</li></ul>	<h2>Puzzles Us</h2> <ul style="list-style-type: none"><li>• Most substantive is the <b>questions around methodology</b> – we don't yet know what the right answer is and this will be a key focus moving forwards</li></ul>

# Puzzles Us

To identify potential areas for the RHC on which technological innovations to focus for regulatory change, we completed a 6 week horizon scanning exercise which generated 542 distinct innovations which was subsequently followed by a prioritisation exercise.

Area of Focus	Notes
Horizon scanning methodology	<ul style="list-style-type: none"><li>- Horizon Scanning is the key input for the <b>Prioritisation</b></li><li>- We will focus on finding the optimal process that recognises resource constraints but keeps our unique remit and position at the cutting edge</li><li>- A methodology review will consider several options for data collection or gathering</li></ul>
Prioritisation methodology	<ul style="list-style-type: none"><li>- Recognised that the RHC is a new organisation developing and testing our methodology</li><li>- Our prioritisation process must identify the areas where RHC involvement would realise the greatest potential benefits, whilst using resources proportionately and utilising the value of other work being done across government</li></ul>

# What can we do?

More detailed discussions on areas the team voted for, covering:

- How should we address these challenges moving forwards?
- Are there some goals we can set?
- How would we get there – what/who/when?

Horizon Scanning and Prioritisation Methodology (puzzles us) was discussed in greater depth – see next slide

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# Detailed Discussion: Horizon Scanning and Prioritisation Methodology

## Challenges

Time intensive; more data collected than used in final methodology

## Strategy moving forwards

Consider the minimum viable product, then test and develop it

- Scanning of other horizon scan products was suggested and should be further explored

Consider other tools used across government

Be upfront about any subjectivity the methodology introduces

Consider who else we might bring into this

## Next steps

Team to have more detailed discussion on optimising methodology for the next iteration, potentially in a workshop

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