

Red Tape Challenge (United Kingdom)

Source: OECD (2016), *Pilot database on stakeholder engagement practices in regulatory policy*, <http://www.oecd.org/gov/regulatory-policy/measuring-regulatory-performance.htm>.

Provider of information	Answers
Organisation	Department for Business, Innovation & Skills, United Kingdom
Division	Better Regulation Executive
Name (optional)	Ben Holley
Overview of the practice	Answers
Name of practice	Red Tape Challenge
If available, please provide links that provide further information about the practice or attach documents.	<p>Red Tape Challenge website http://www.redtapechallenge.cabinetoffice.gov.uk/home/index/</p> <p>Overview of all Themes http://webarchive.nationalarchives.gov.uk/20150522175321/http://www.redtapechallenge.cabinetoffice.gov.uk/themehome/rtc-themes-2/</p> <p>Red Tape Challenge Scraps and Improves as at December 2014 http://webarchive.nationalarchives.gov.uk/20150522175321/http://www.redtapechallenge.cabinetoffice.gov.uk/wp-content/uploads/2014/12/RTC-measures-december-2014.xlsx</p>
Is this practice ongoing or was it applied only during a limited amount of time/at one specific occasion?	Practice applied for a limited amount of time or at one specific occasion
In what year was the practice launched?	2011
<ul style="list-style-type: none"> Was the practice updated/reformed since then? If yes, when and how has it evolved over time? 	No
<p>Please describe the practice, including information on</p> <ul style="list-style-type: none"> Features of the practice that you consider its key strengths Key challenges faced during the implementation of the practice <p>Main results of the practice.</p>	<p>The Red Tape Challenge (RTC) was run by the UK government between 2011 and 2014. It was designed to crowdsource the views from businesses, organisations and the public on which regulations should be improved, kept or scrapped.</p> <p>The initial scope included 21,000 statutory rules and regulations and the enforcement of regulations. Regulations in relation to tax or national security were excluded. The consultations during the RTC finally covered 5,662 regulations in 28 Themes and over 100 Sub-Themes.</p> <p>Crowdsourcing is a means of decentralizing decision-making by asking the 'crowd' to express their views, propose solutions and give insights on a particular issue and then using these views in public policy. The Red Tape Challenge programme invited the general public to comment via the internet on the usefulness of regulations within a set time limit. People could comment (anonymously) both publically through comments on the website or through a non-public e-mail inbox.</p> <p>The regulations in scope were clustered in 28 Themes. 6 Themes covered general regulations (e.g., Equalities, Environment) and were open throughout the entire time. 20 Themes covered a specific sector or industry and were open for consultation over several weeks</p>

	<p>each ("Theme Spotlight"). 2 additional Themes covered "Disruptive Business Models/Challenger Businesses" and "Enforcement" and were open for consultation during dedicated periods.</p> <p>Over 30,000 comments from the public were received during the Red Tape Challenge. These were then used to assess whether regulations should be kept, scrapped or improved.</p>
Please provide specific details or examples to illustrate the practice (including supporting links and documents).	<p>Overview of the Theme "Health and Safety"</p> <p>http://webarchive.nationalarchives.gov.uk/20150522175321/http://www.redtapechallenge.cabinetoffice.gov.uk/themehome/health-and-safety-spotlight/</p> <p>Overview of regulations in the Sub-Theme "Higher risk workplaces"</p> <p>http://www.legislation.gov.uk/all?theme=higher-risk-workplaces</p> <p>Comments in the Sub-Theme "Higher risk workplaces"</p> <p>http://webarchive.nationalarchives.gov.uk/20150522175321/http://www.redtapechallenge.cabinetoffice.gov.uk/health-and-safety/higher-risk-workplaces/</p> <p>Excel list with deregulatory measures for the Theme "Health and Safety" (incl. decision and status of implementation)</p> <p>http://webarchive.nationalarchives.gov.uk/20150522175321/http://www.redtapechallenge.cabinetoffice.gov.uk/wp-content/uploads/2011/06/Health-Safety.xlsx</p>
What stage(s) in the process of policy making does the practice relate to? (Please tick all that apply)	<p><input type="checkbox"/> Early-stage in the development of regulations (before draft)</p> <p><input type="checkbox"/> Later-stage in the development of regulations (during draft)</p> <p><input type="checkbox"/> Implementation (incl. transparency/accessibility)</p> <p><input checked="" type="checkbox"/> Ex-post evaluation of regulations</p> <p><input type="checkbox"/> Review of regulatory policy</p>
What were the objectives of the practice?	The Red Tape Challenge aimed to reduce "cost to business" by removing regulatory burdens unless they could be justified. Specifically, the objective was to scrap or improve at least 3,000 regulations and save £850m per year for business.
Main actors involved in the practice	Answers
Responsible authority	Cabinet Office
Country	United Kingdom
Level of government (e.g. national/regional/municipal level)	National government
Were partners involved in preparing, implementing or evaluating the practice? If yes, please list the partners and describe their involvement.	<p>Yes.</p> <p>Departments were given responsibility for the regulatory change process from start to finish for the Themes relating to their respective policy area.</p> <p>Independent advisors representing the interests of businesses or the industry took the role of Sector Champions. They supported the review of suggestions for their respective Theme.</p> <p>Private companies played a significant role in contributing to the crowd sourcing element of the Red Tape Challenge.</p>
Stakeholder involvement	Answers

Which methods were used to involve stakeholders for the practice?	<p>Stakeholder interaction happened via an interactive website. In addition, Sector Champions represented businesses and industries (see above) and stakeholder groups as well as business panels were assembled to review suggestions.</p> <p>Sector Champions were selected on the basis that they were both highly knowledgeable and well respected within the relevant sector. Each theme had a sector champion and they were invited to take part in Star Chambers and consulted throughout the process.</p>
Which stakeholder groups were involved?	General public, primarily businesses.
How were stakeholders notified of the engagement opportunity?	For each Theme, communication activities were conducted. For example, stakeholders were updated about the progress through LinkedIn and Twitter. At the launch of the programme, Op Eds were used in national press and engagement with the public was continuous throughout the programme via social media and email.
What inputs were received from stakeholders (e.g., brief comments, position papers)?	<p>The Challenge collected over 30,000 comments and private submissions to an e-mail inbox. Commentators could decide whether to be anonymous or not. A government estimate from January 2011 suggested that about 12% of the comments submitted on the website and 43% of inbox submissions were considered useful by the respective departments.</p> <p>An external company was used for the moderation of website comments. This eliminated comments that were abusive or inappropriate. The remaining comments were assessed by the home department to ascertain whether reform was possible and/or realistic.</p>
How were inputs from stakeholders used and by whom?	<p>After the consultation phase, the responsible departments had 5-6 weeks to deliver proposals and arguments on whether to scrap, modify, improve or keep regulations. These proposals were challenged internally by so-called "Tiger Teams" made up of departmental staff who would challenge their own policies independently of RTC, and externally by Sector Champions, stakeholder groups or business panels.</p> <p>The proposals were then reviewed in the "Star Chamber", which was chaired by the Cabinet Office and Business, Innovation and Skills ministers and involved key Coalition advisors. After this, the Star Chamber issued a recommendation to which departments could respond. Finally, the Cabinet sub-committee decided on actual changes, supported by other Cabinet sub-committees where necessary.</p>
Was participation limited? If yes, please describe the selection mechanism.	No
Was there a mechanism to ensure balanced representation among stakeholder groups? If yes, please describe the mechanism.	No
Was supporting material made available to stakeholders? If yes, what kind?	5,662 regulations clustered in 28 Themes and over 100 Sub-Themes were accessible over the website. The website listed the respective regulations and provided links to their original texts.
Was ICT used for the practice? If yes, how?	An interactive website acted as the central platform to implement the practice. Interactive elements included the opportunity to leave comments and reply to other comments.
Was information on the process and the outcomes of the practice collected? If yes, what did it include?	<p>Yes</p> <p>Documentation includes a description of the process and outcomes and all Themes and received comments (except for private submissions). In addition, technopolis group published a case study funded by the European Commission on the Red Tape Challenge.</p>

Was this information made publicly available? If yes, where could it be accessed? Please provide a web link or copies of the relevant documents	<p>Yes</p> <p>The RTC website allows public access to the documentation.</p> <p>Overview of all Themes (including all publicly received comments in the Themes)</p> <p>http://webarchive.nationalarchives.gov.uk/20150522175321/http://www.redtapechallenge.cabinetoffice.gov.uk/themehome/rtc-themes-2/</p> <p>Case Study on The Red Tape Challenge in the United Kingdom</p> <p>http://ec.europa.eu/DocsRoom/documents/13183/attachments/1/translations/en/renditions/native</p>
Was feedback provided to participating stakeholders? If yes, please describe how.	<p>Yes. During the consultation, departmental Theme leaders and Sector Champions (see above) reviewed comments and responded to them to help facilitate debate and discussion. After the comments had gone through the post-consultation process, excel lists with changes in regulation and the respective current status of implementation were published.</p> <p>Red Tape Challenge Scraps and Improves as of December 2014</p> <p>http://webarchive.nationalarchives.gov.uk/20150522175321/http://www.redtapechallenge.cabinetoffice.gov.uk/wp-content/uploads/2014/12/RTC-measures-december-2014.xlsx</p>
Development and implementation	Answers
How long did the development and implementation take?	The development of the programme was done at pace. The Minister of State for Government Policy sought clearance from the Cabinet Reducing Regulation sub-Committee to launch the programme in February 2011 and the first review was launched in April 2011. Implementation in a policy sense is ongoing, however the vast majority of reforms with impact have been completed.
Which resources were needed to develop and set up the practice initially (i.e., staff, budget etc.)?	At The Red Tape Challenge team consisted of 12 members of staff based in both the Cabinet Office and the Department for Business, Innovation & Skills. In terms of budget, this has always come from the Implementation Groups budget which sits within the Cabinet Office and is responsible for implementation of manifesto commitments and other Government priorities.
Which resources were needed to implement the practice (e.g., staff and budget per consultation)?	Staff headcount has always remained fixed throughout the duration of the programme. However, it has often dipped below this level. There is no fixed budget attached to the programme.
What challenges were encountered during development and implementation and how were they overcome?	The biggest challenge to the programme was buy in, both in terms of internal stakeholders and across Whitehall colleagues. The scale of response received by the programme served to re-enforce the public appetite for reform. Ministerial support was key to ensuring cross Whitehall engagement.
Has the practice been tested before implementation? If yes, please describe.	Due to the fast pace of development of this programme, it was not possible to test the practice beforehand.
Outputs and evaluation of the practice	Answers
Did the implementation of the stakeholder engagement practice lead to any new policies, reviews of existing policies, changes in policy design or structural reforms?	3,095 regulations were to be scrapped or improved and thereof 1,376 changes have a material benefit (where “the reform has an impact for business/civil society, individuals or the taxpayer and that is over and above tidying the statute book”).

Was the impact of using the practice quantified? If yes, please provide key results of the quantification.	Scrapped or improved regulations are reported to have led to annual savings for businesses over GBP 1.2 billion.
Has the practice been evaluated internally by the government? If yes, what methods were used for evaluation and what were the conclusions? If possible, please attach documents related to the documentation of the evaluation or provide a link.	No.
Has the practice been evaluated externally by other actors? If yes, who did the evaluation, what methods were used for evaluation and what were the conclusions? If possible, please attach documents related to the documentation of the evaluation or provide a link.	Yes, there was an external evaluation through an academic study. The researchers analysed the published documentation of the Challenge, conducted semi-structured interviews with civil servants involved in the practice, and coded the crowdsourced online comments. Lodge and Wegrich (2014): Crowdsourcing and regulatory reviews: A way of challenging red tape in British government? http://onlinelibrary.wiley.com/doi/10.1111/rego.12048/abstract
Additional comments and information	Answers
Is there any more information or documentation that would be valuable to share in relation to the practice?	
Crosslinks to OECD principles and databases	Answers
Related further OECD material	OECD work on Administrative Simplification and Reducing Burdens: http://www.oecd.org/gov/regulatory-policy/administrative-simplification.htm OECD (2015): Regulatory Policy Outlook 2015: http://www.oecd.org/regreform/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm OECD (2015), Regulatory Policy Outlook 2015. Companion Volume: http://www.oecd.org/gov/regulatory-policy-in-perspective-9789264241800-en.htm OECD website on regulatory policy in the United Kingdom: http://www.oecd.org/gov/regulatory-policy/regulatory-policy-uk.htm

Sources

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Department for Business, Innovation & Skills (2014): "UK Better regulation projects", retrieved from: <http://slideplayer.com/slide/5961138/>, last accessed 9 November 2016.

House of Commons (2013): "Public engagement in policy-making", retrieved from: <http://www.publications.parliament.uk/pa/cm201314/cmselect/cmpublicadm/75/75.pdf>, last accessed 9 November 2016.

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