



Open Innovation Team

20 Great Smith St,  
Westminster,  
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Dear Dr Kara Morgan,

Thank you very much for your recent contribution to the Open Innovation Team's work on improving support for ministerial decision making with the Policy Profession Unit.

The overview of academic research we delivered was used to provide a number of teams within Government with expert insights on the challenges and complexities of decision making in this context, ideas to improve processes, and suggestions for next steps. The report is being promoted to policy professionals across government on an online 'hub' and has been discussed with senior civil servants at a dedicated roundtable.

Melody Masters, who leads Policy Profession Unit's work on ministerial decision making, shared her huge thanks for the extremely valuable contributions and helpful insights, which have already begun shaping their thinking on the project and next steps. For example, insights from the report will inform the Policy Profession Capability Strategy related to supporting ministers, heavily influencing a new quality assurance framework for advising ministers.

In particular, your contributions ensured we kept in mind that decisions are always (to differing extents) values based, and this needs to be considered whenever proposing new solutions or ideas for improving decision making.

I am grateful for your help, particularly as I am sure you are busy with other commitments and it is not always clear what kind of impact this kind of contribution is having. I hope this letter reassures you that your input is valued and is having a positive influence on policy discussions.

We have now completed the project you were involved in, but there may be some follow up in future as colleagues continue their policy work. If you are interested in further contributing to government work on decision making, please do get in touch

with [melody.masters@policyprofession.gov.uk](mailto:melody.masters@policyprofession.gov.uk) who would be delighted to take this forward, copying in myself at [amy.carmichael@openinnovation.gov.uk](mailto:amy.carmichael@openinnovation.gov.uk).

Yours sincerely,

A handwritten signature in black ink that reads "Amy". The letters are cursive and fluid, with a long tail on the 'y'.

**Amy Carmichael**

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HM Government