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Innovation labs

Designing public policies and services

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A global movement...

Why innovation? ->	How innovation?
Random, luck ->	Strategic, systematic
Expert-driven –>	Co-creation

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Defining public sector innovation

"New ideas that are implemented to create value for citizens and society."

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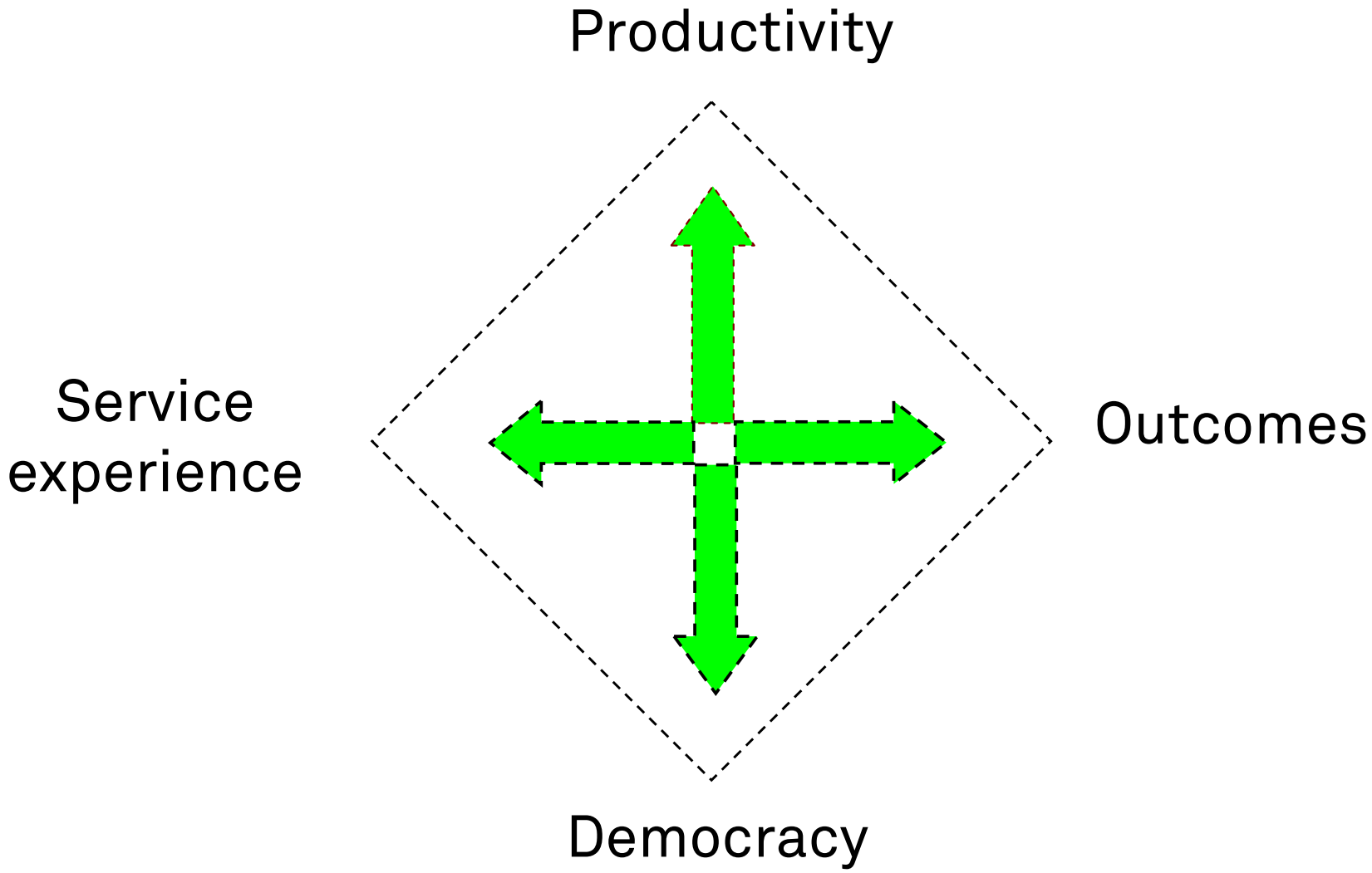
Value of public sector innovation



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Some principles

Recognise that no public policy arrives on a "ground zero"

Other actors and contexts are always part of the picture

Understanding people's behaviours in practice is key to good policy design

Special skills and environments can turn behavioural insight into action

Policy that works is best (co)-created *early* through *systematic experimentation*

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What do labs ”do”?

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Design labs: A definition

1. The active involvement of users at all stages of development (co-creation)
2. Multiple partners from private and public sectors
3. Bringing together different disciplines and approaches from design, science, technology and business
4. *A dedicated space* for experimentation and developing new ideas.

European Commission InnoGRIPS report #4 2009

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Why a physical space?

"Innovation needs a home"

John Kao

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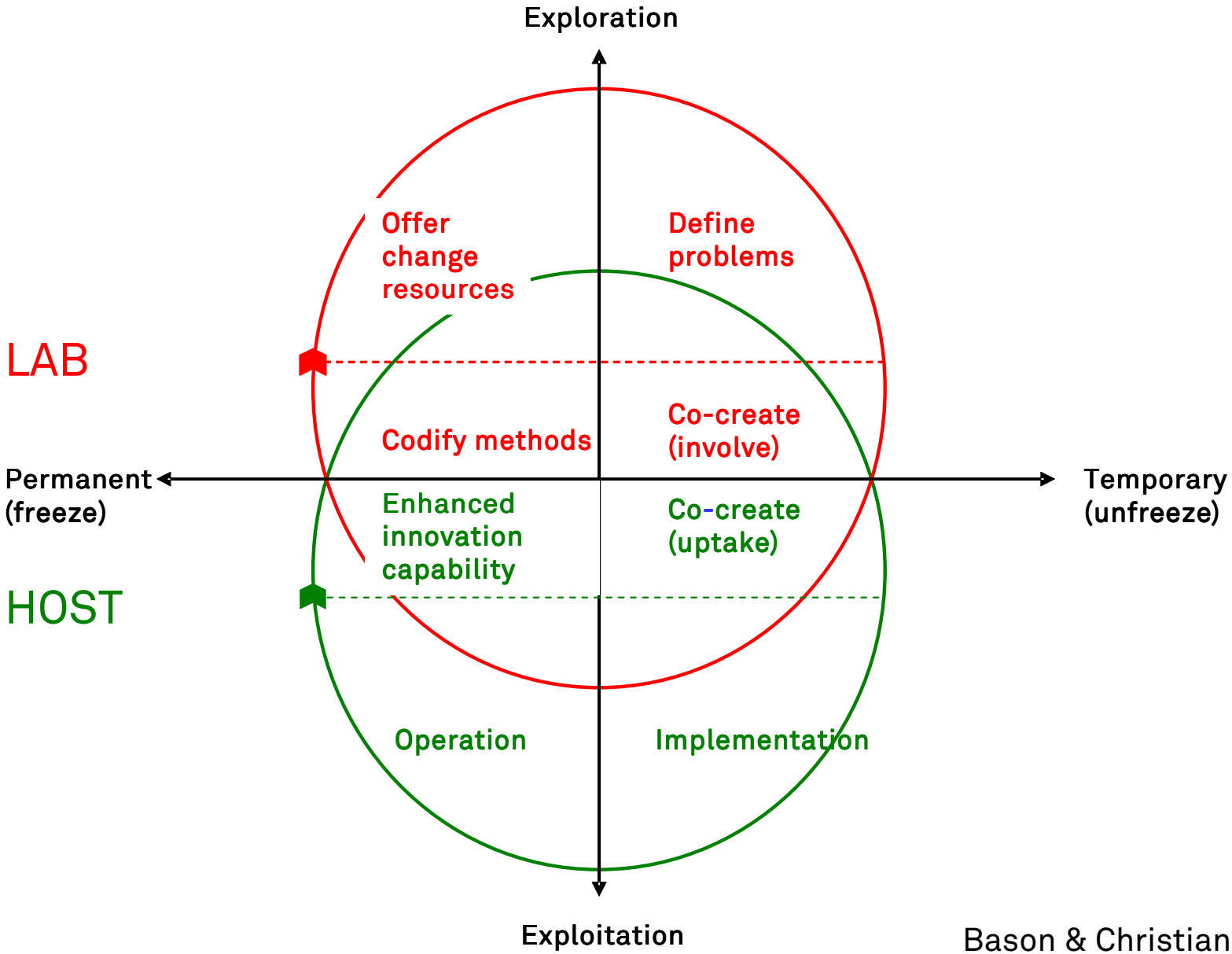
The logic of labs



Bason & Christiansen, 2011

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Design labs: A global movement

”Labs: Designing the Future”, SIG@MaRS, 2012

Design for Healthcare: Spring ... | 403 - Forbidden: Access is den... | Modtagere af Aarhus Universit... | DSB: Internet | Office of Personnel Managem
www.washingtonpost.com/national/on-innovations/office-of-personnel-managements-innovation-lab-a-portal-to-silicon-valley/2012
OPM innovation lab

Innovations

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STEM education proponents' new dream come...

Innovation, passion bring Wall-E, R2-D2 to...

Is this what superhuman looks like?

Curiosity's new images (update

Office of Personnel Management's 'Innovation Lab' a portal to Silicon Valley

Text Size | Print | E-mail | Reprints

By Emi Kolawole, Published: August 2

The door handle on the main entrance to the Office of Personnel Management is crooked. The [illegible] rust. The entire building is a throwback to [illegible]sement and you'll find a portal to Silicon Valley.

United States

The California-style technology hub is a fitting place to transport OPM problem solvers, given the nature of the agency's ongoing challenges.

Sponsored Links

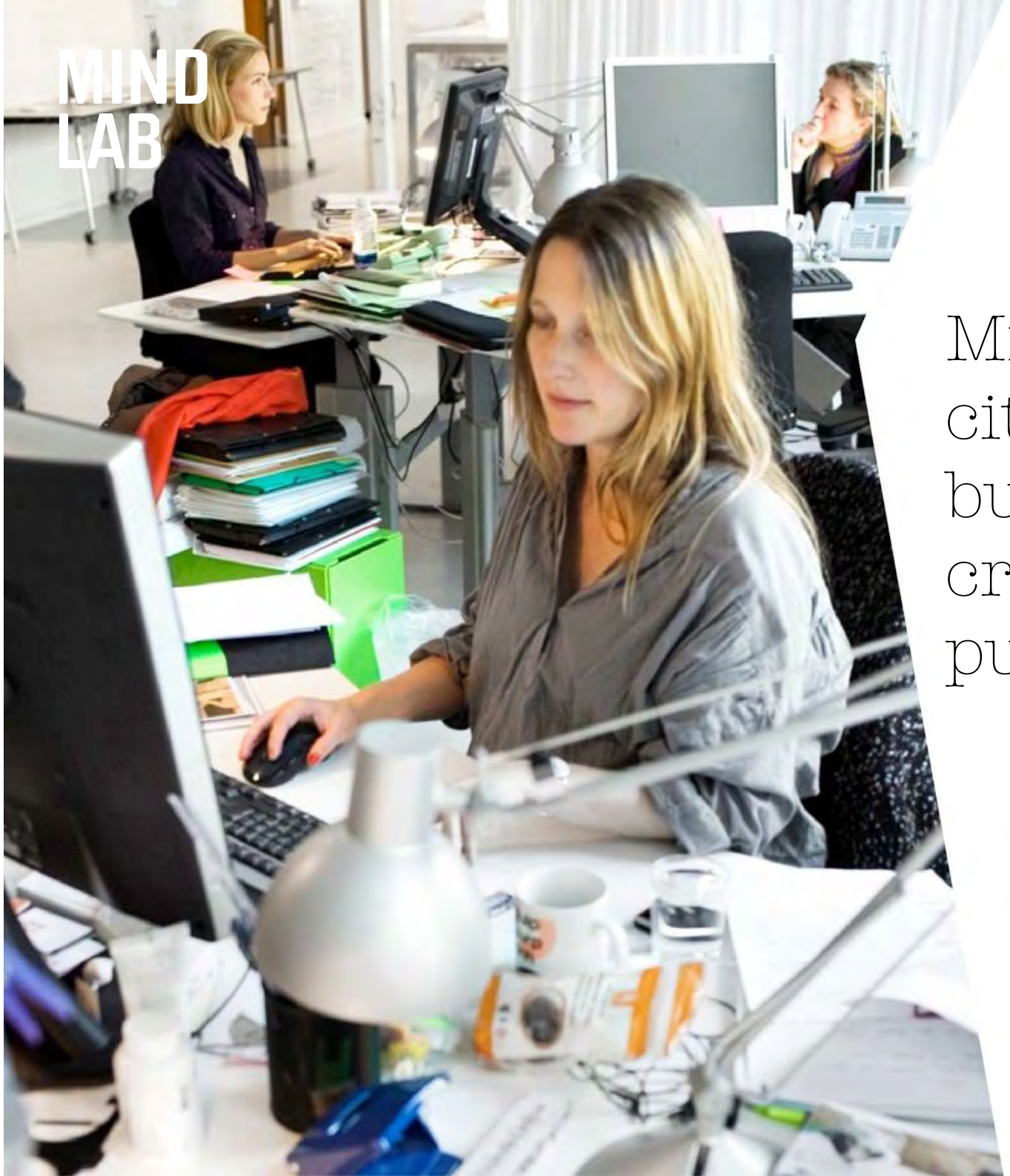
Latest Tweets

RT @emikolawole: ICYMI: Full video of our Google Hangout with the @MarsCuriosity crew http://t.co/ZWbdY03a #MSL — oninnovations 2 days ago

London Mayor Boris Johnson dancing to the Spice Girls! #closingceremony Can I just say i Better than expected! — dominicbasulto 7 hou ago

Manufacturing is returning to America - Pittsbu

start | Dokum... | Office ... | Adobe ... | Trådlø... | Skype ... | status:... | S Mic...



MindLab involves citizens and businesses in co-creating new public solutions.

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About

Run and fully funded by national ministries

- Ministry of Business & Growth
- Ministry of Children & Education
- Ministry of Employment
- Ministry of Economy & the Interior

Staff of 10-12

- Core staff
- Project staff
- Seconded public servants
- Visiting scholars

Governance & project portfolio

- Board: Permanent Secretaries of ministries
- Advisory Board: Academia, business, practitioners

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Co-creation

The systematic process of creating new public policies and services *with* people, not *for* them.

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Professional empathy

Rehearsing the future

MindLab acts as a platform for systematic co-creation: Supporting public servants to involve end-users, increasing their ability to hit the target.

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Governance of MindLab (I)

Three main areas in 2013 work programme:

Laboratory (projects) / 60 pct
Think tank (research) / 15 pct
Inspirator (communication) / 5 pct
\+ Buffer (ad hoc tasks) 20 pct

Laboratory: Project portfolio discussed and decided by Board, based on broad consultation across ministries by MindLab and the Board

Think tank: Research subjects proposed by MindLab; focus on cross-cutting issues

Inspirator: Communication on on-going basis: Focus on core constituents across owner ministries

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Governance of MindLab (II)

In selecting MindLab projects, the focus is on:

1. Strategic important challenges for ministries and the current government
2. End-user (outside-in, outcome) perspective
3. Possible to evaluate success
4. Ownership by partner organisation
5. Cross-cutting collaboration (across ministries, across levels of government including local government)

MindLab supports the *front-end process from user insight to concepts and prototypes*, and follows up on learnings and results, but *does not* implement itself.

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Governance of MindLab (III)

Failures? Three examples…

“Over the edge”
-> Never let methods get in the way of results

“Not aware of context”
-> Check internal contracts, strategic anchors

“Impossible collaboration”
-> Don’t try to get cross-ministerial collaboration where there is no joint ambition

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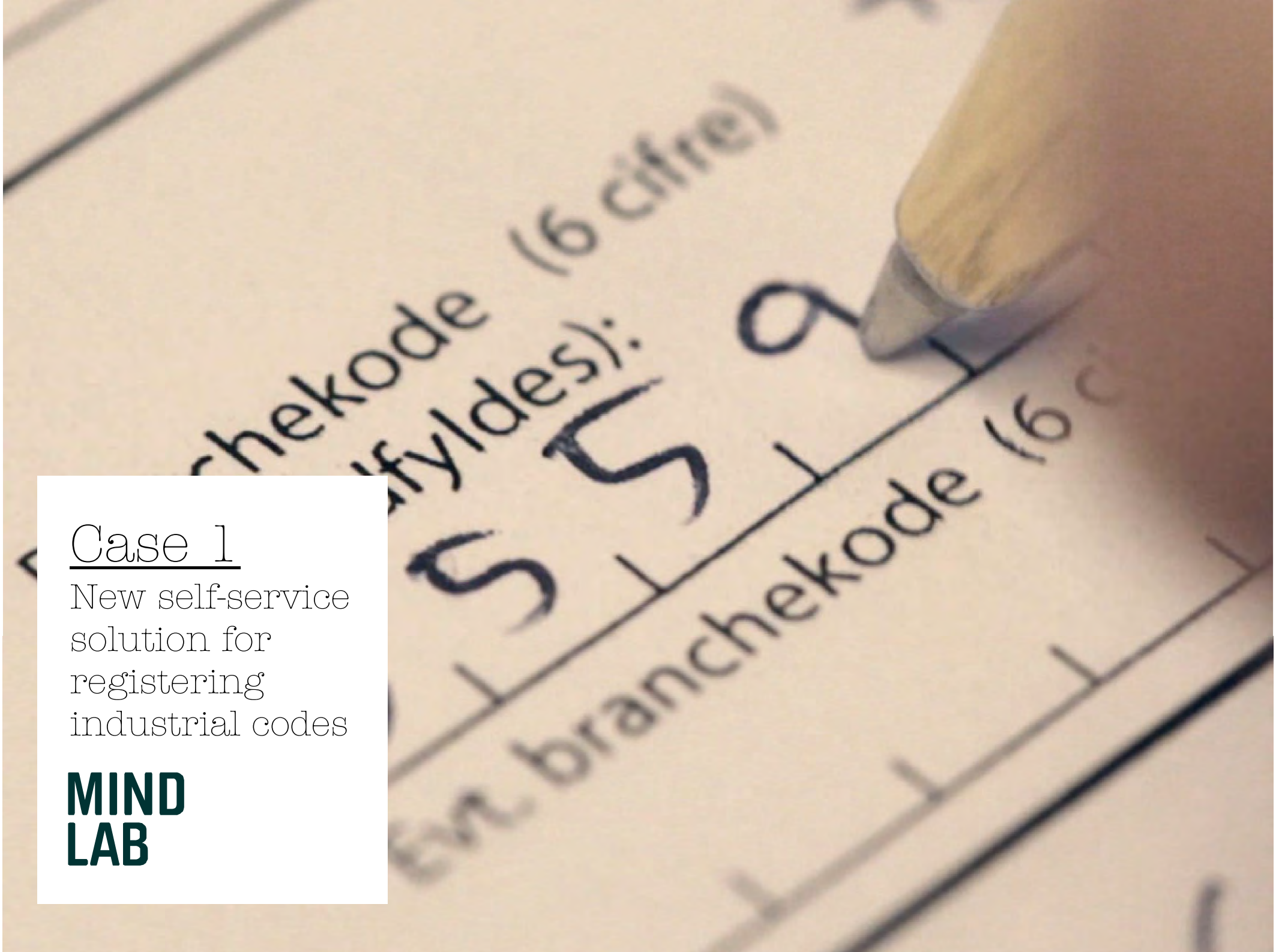
Case examples



Case 1

New self-service solution for registering industrial codes

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Objective

Better public services might result in both less red tape and a better service experience for businesses and a more efficient public sector.

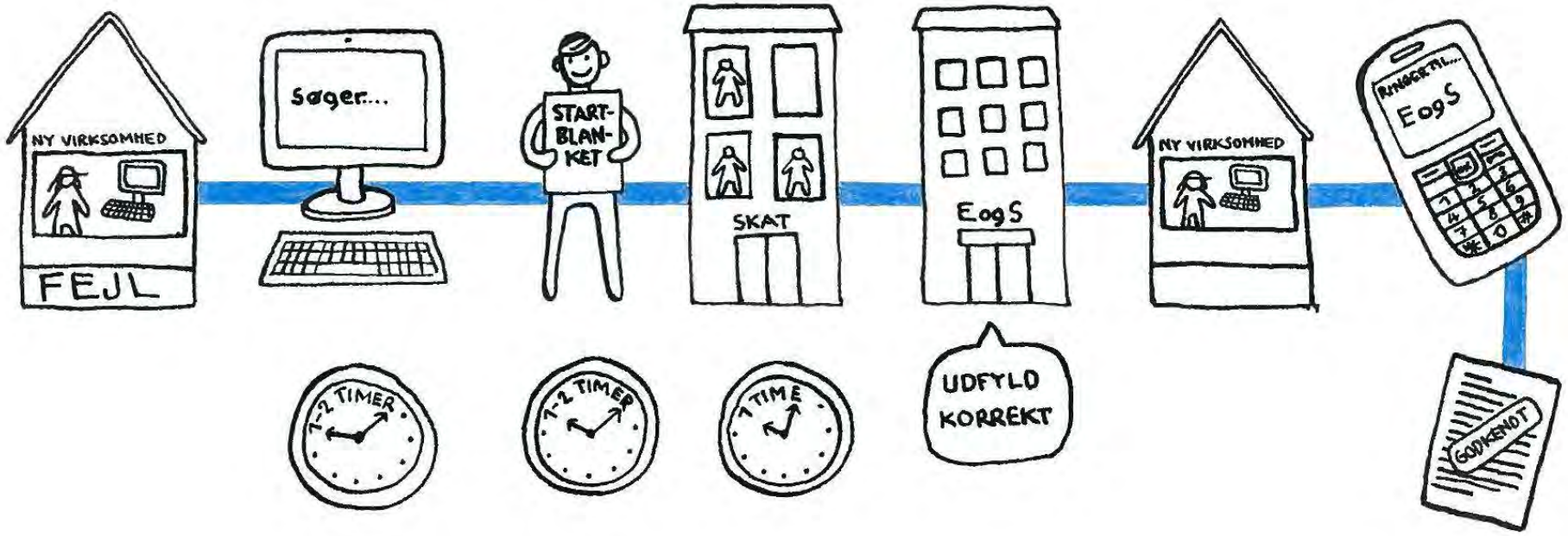
Background

Statistics Denmark is responsible for the codes. They are developed as a statistical tool – dependent on UN and EU regulation.

Errors in 20-35% of registered businesses industrial codes in Denmark.

Many public authorities's regulation, administration and audits are based on the industrial codes:

Danish Business Authority: Recives about 11.500 calls and 600 e-mails from businesses regarding industrial codes.
Statistics Denmark: Many calls from businesses, poor data quality.
Tax Authority: Hard to target audits and service. Personal inquiries at tax centers.
Work Safety Authority, Food Safety Authority, others: Errors when selecting which businesses to audit.



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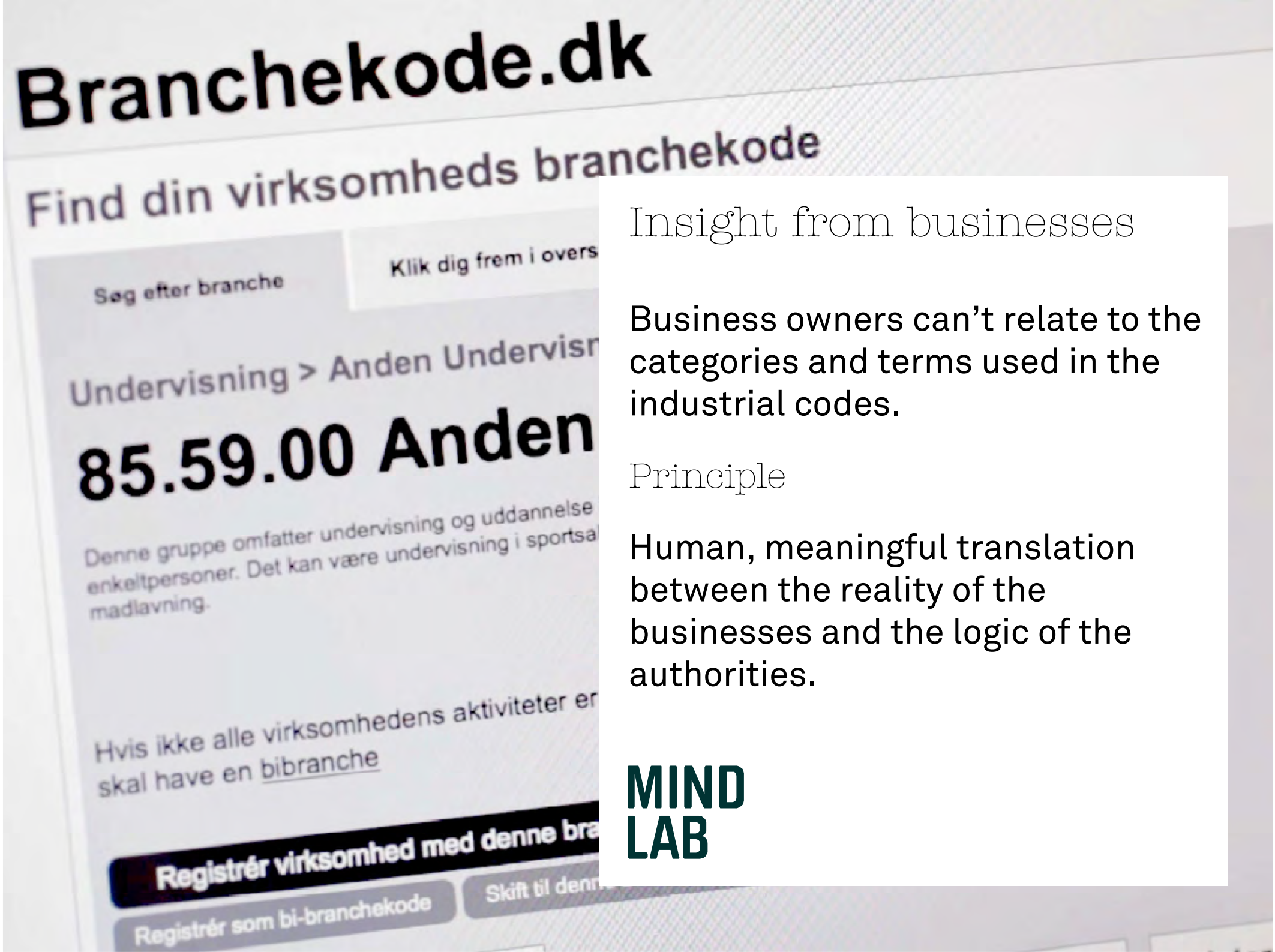
Process mapping

As experienced by the end-user



Insight from businesses

Business owners can’t relate to the categories and terms used in the industrial codes.

Principle

Human, meaningful translation between the reality of the businesses and the logic of the authorities.

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'I wrote "coaching", which gave results for computer courses, colleges and immigrant education. Then I searched for something with dogs. Then I ended up with something about cultivation of perennial plants and pig farming. I couldn't find a suitable industry code at all.'

Business owner (coach and animal therapist)

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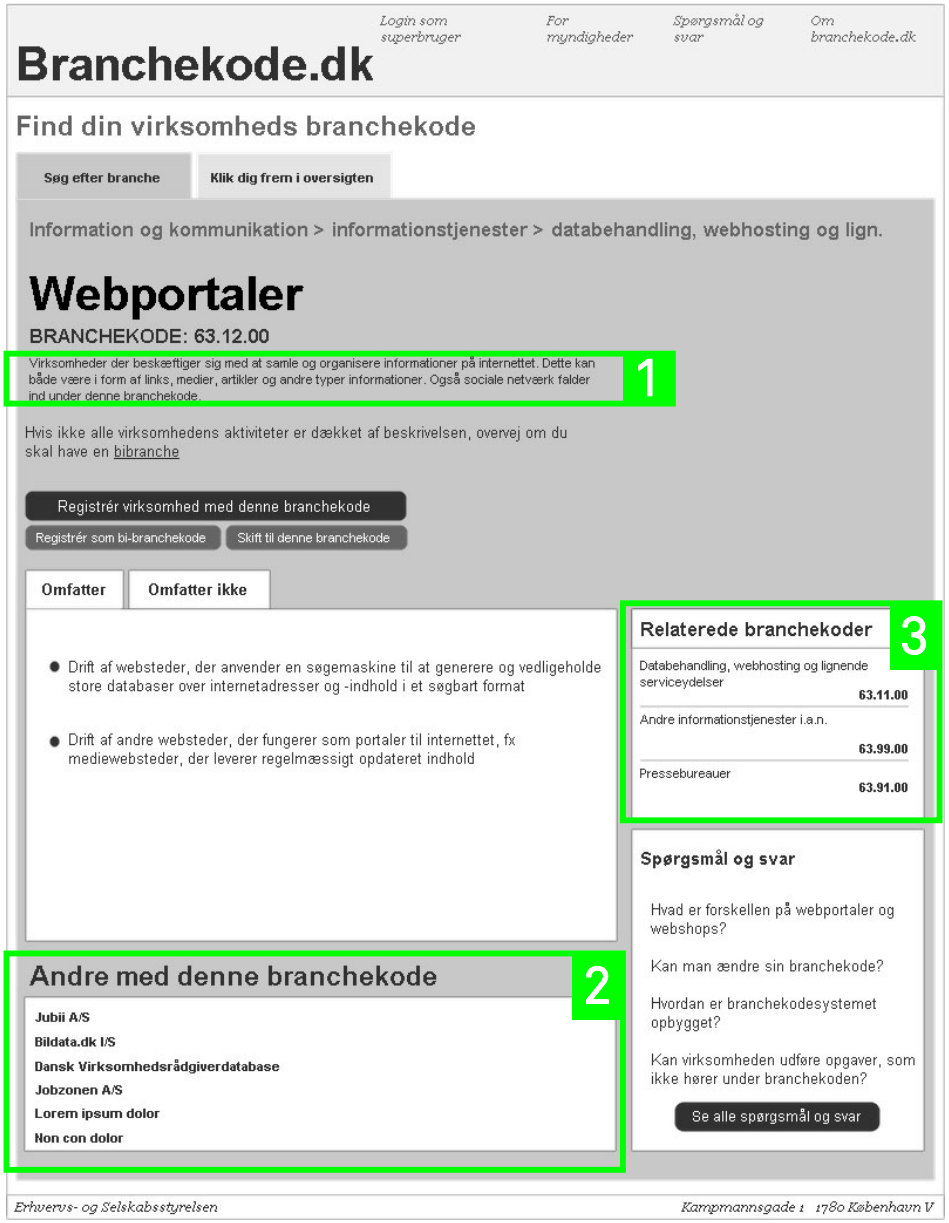
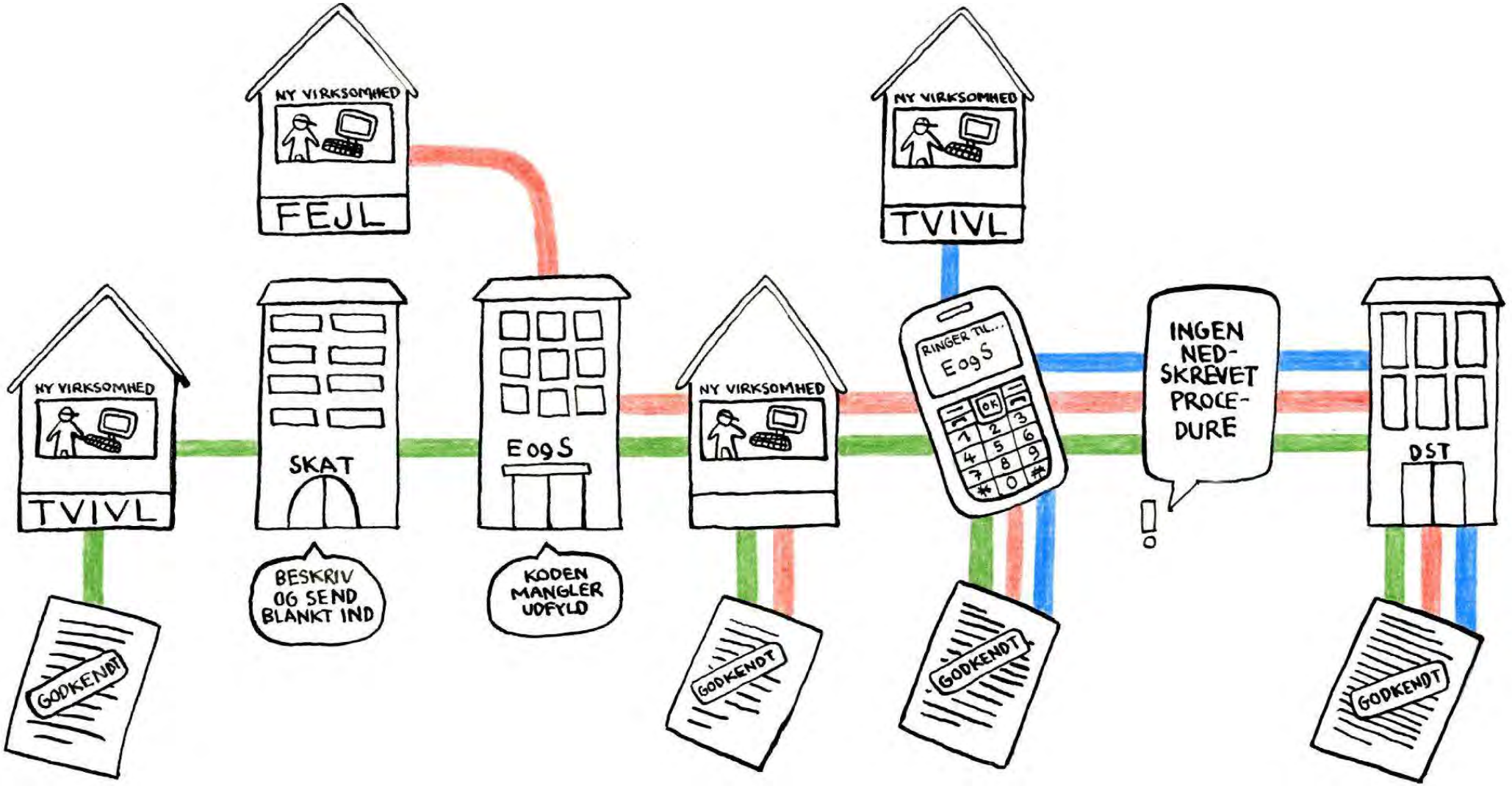
Principle translated into action



1. Translates the categories of the system by explaining the industial code in human language.

2. Converts from the abstract to concrete using examples of other businesses with this code.

3. Helps selecting by showing related codes.



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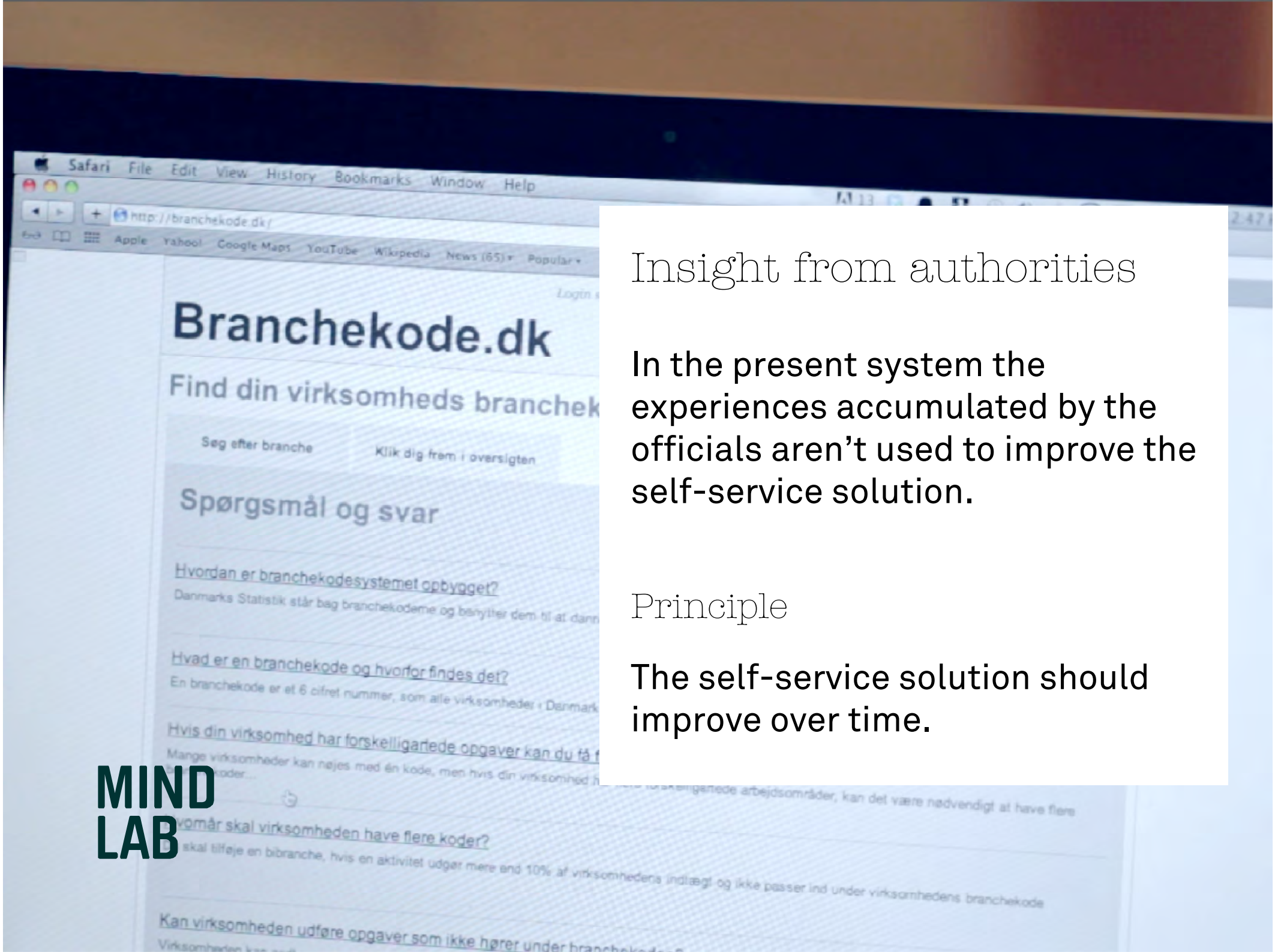
Process mapping

As experienced by the involved authorities



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Insight from authorities

In the present system the experiences accumulated by the officials aren't used to improve the self-service solution.

Principle

The self-service solution should improve over time.

”It would really improve our work if there was a place where one could see what the other authorities did. For instance, I had a contact to Statistics Denmark where we decided that the activity *managing own finances* should have a different code than *managing other people's finances*. I wrote it in my book, but of course the other authorities cannot access that.”

Employee in Danish Business Authority

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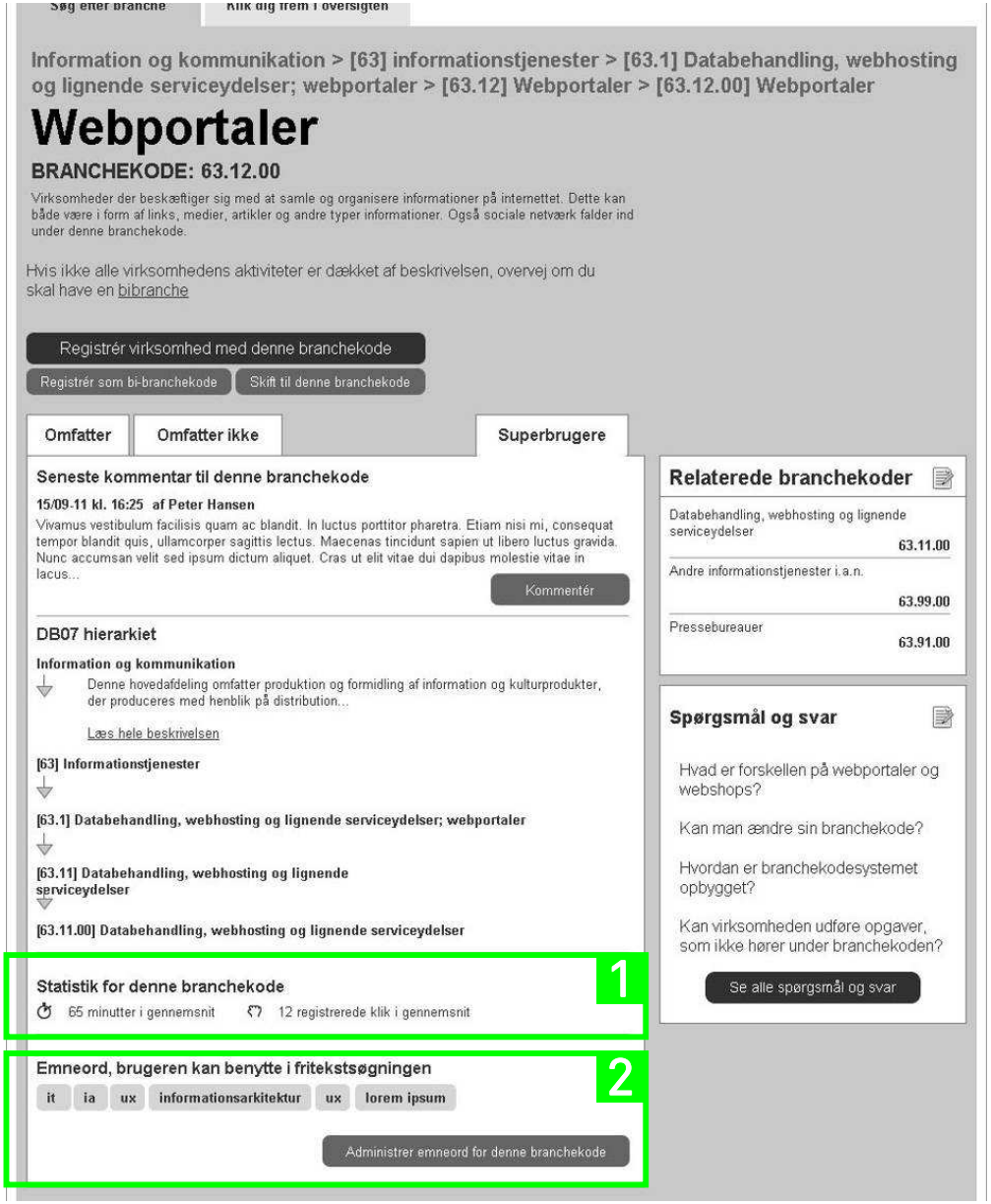
Principle translated into action



1. Statistics help officials optimize the self-service solution by showing what categories the businesses don't understand or don't find.

2. Improves the system over time by letting officials update descriptions and keywords related to the industrial codes.

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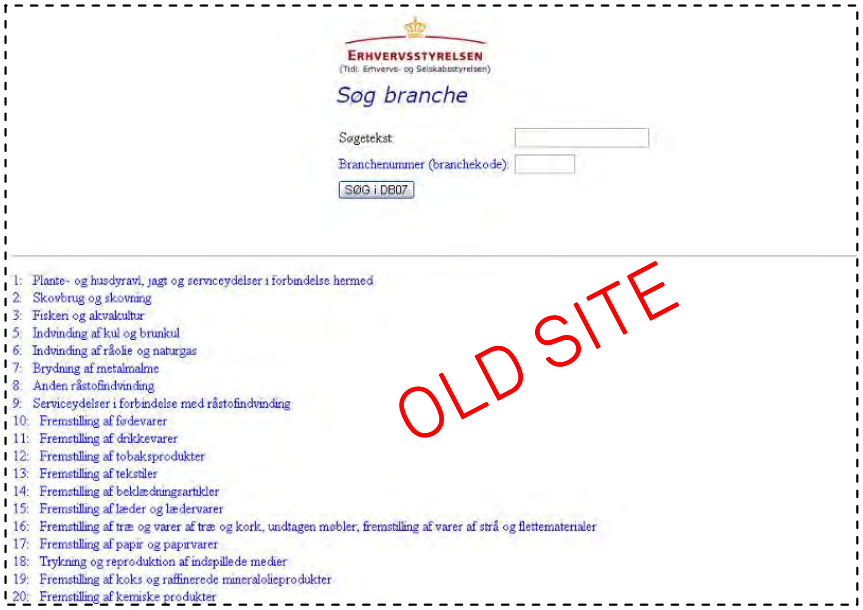
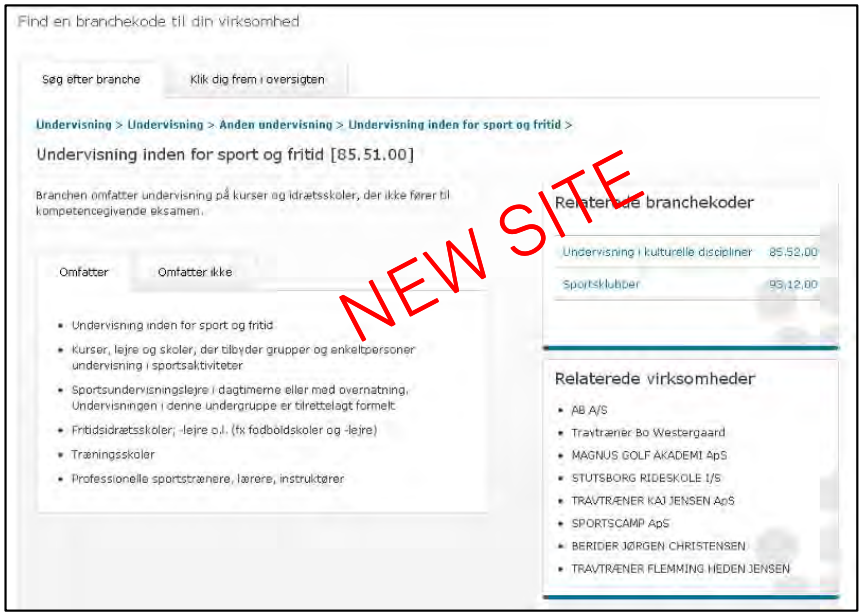
From prototype to implementation





Concrete and well described

Business case

Demonstrate the organisational need

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Case 2

Cross-governmental audits

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Aligned interests

Ejet at etnisk dansker.

Ejet af uddannet bager og har 10 års erhvervserfaring fra ansættelser i to bagerier.

Ejet af uddannet bager og har 10 års erhvervserfaring.

Står selv for administrationen, har ikke ansatte der kun laver administartion.

Ejer har overtaget bagerbutikken for to år siden.

Har to fuldtidsansatte og to deltidsansatte.

Understanding each others' perspectives and priorities

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Building a new future together

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Testing the concepts and agreeing on what is necessary

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Case 3

Co-production

Towards a new paradigm of public service provision?

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Co-production

A governance approach that seeks to leverage *all* available resources to produce the best possible outcomes at the lowest possible cost.

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MindLab explored co-production

...by conducting quick experiments across a diverse range of fields, including special needs education and dementia services in local government

...by researching global best practices and collaborating with amongst others NESTA (UK and the OECD

...by testing hypotheses through workshops with owner ministries

...by presenting and discussing with MindLabs Board

Publications forthcoming in Danish and English.

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Producing outcomes FOR...

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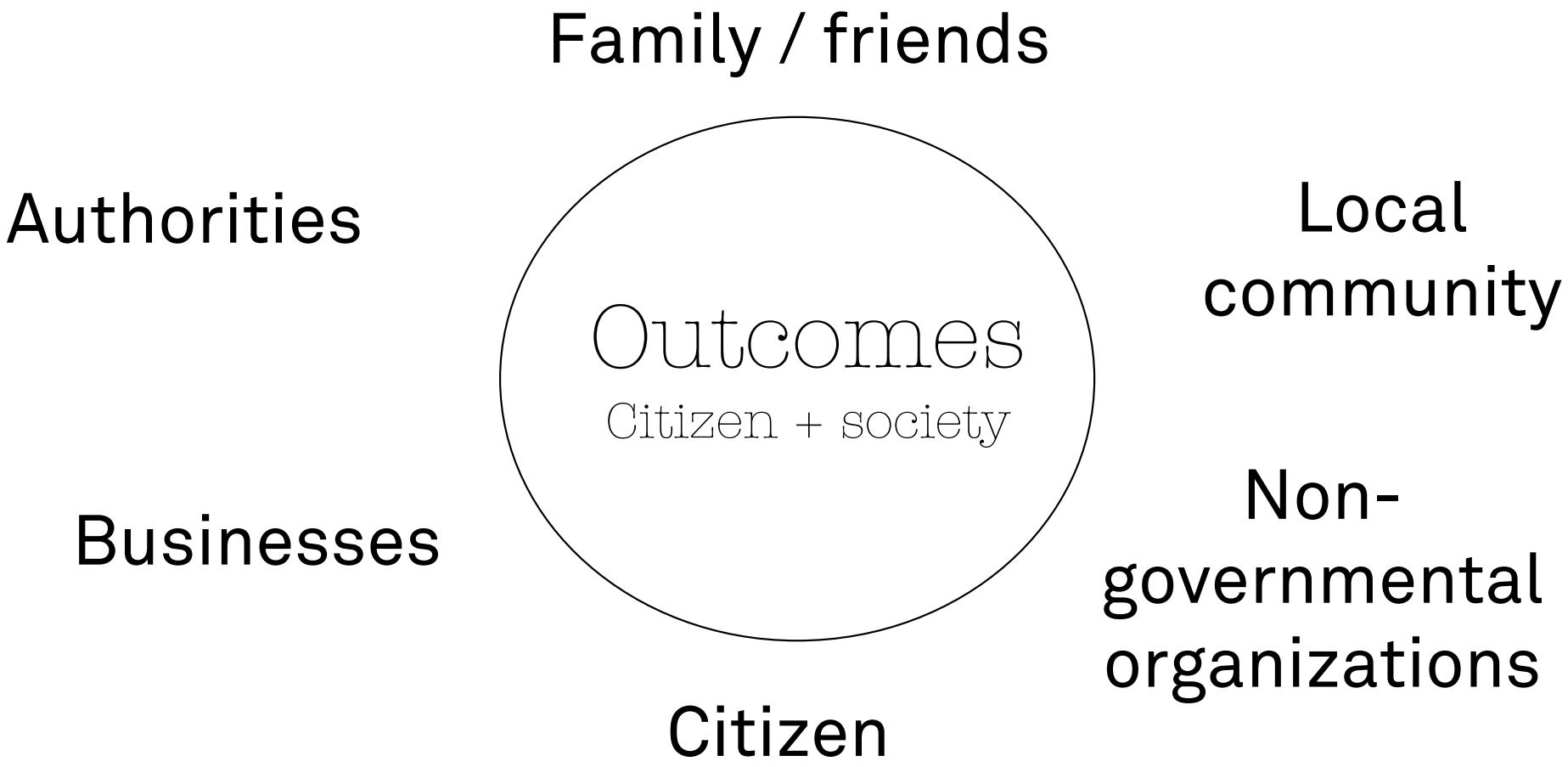
Producing outcomes WITH...



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Traditional	Co-production
Optimize	Redefine
Help	Invest in capacity
Authority	Platform

Case 4

Radical reform of care for older citizens

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Labs: Some challenges

Anchoring	Top vs. bottom?
Openness	Internal vs. on the edge?
Sustainability	Permanent vs. temporary?
Methods	Technology vs. people?
Sustainability	Challenge vs. change?
Space	Investment vs. cost

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mind-lab.dk/en

christianbason