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Innovation labs

Designing public policies and services

Christian Bason, Director, Ph.D. Fellow
Niels Hansen, Project Manager

A global movement...

Why innovation? ->

How innovation?

Random, luck ->

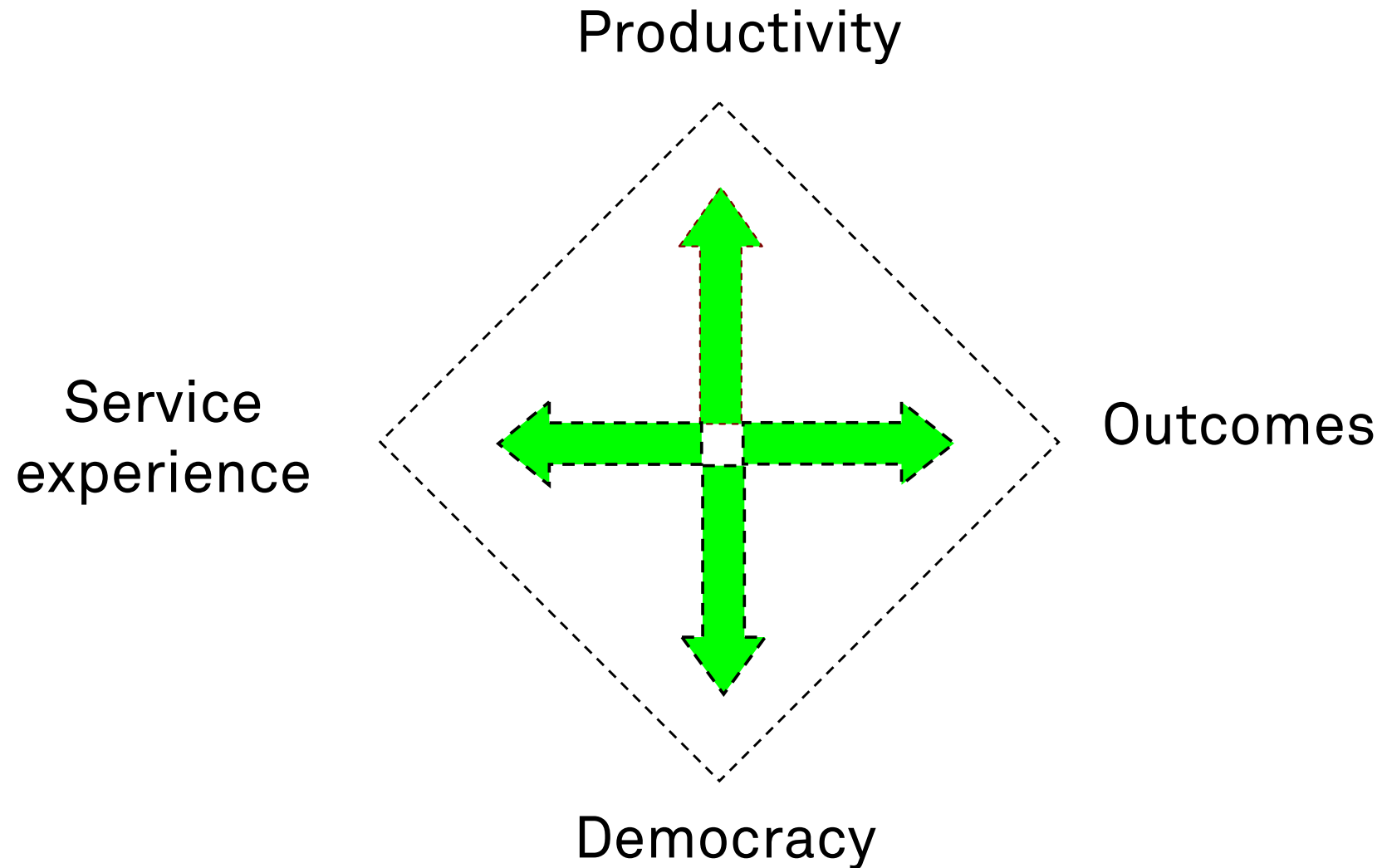
Strategic, systematic

Expert-driven ->

Co-creation

Defining public sector innovation

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



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"?



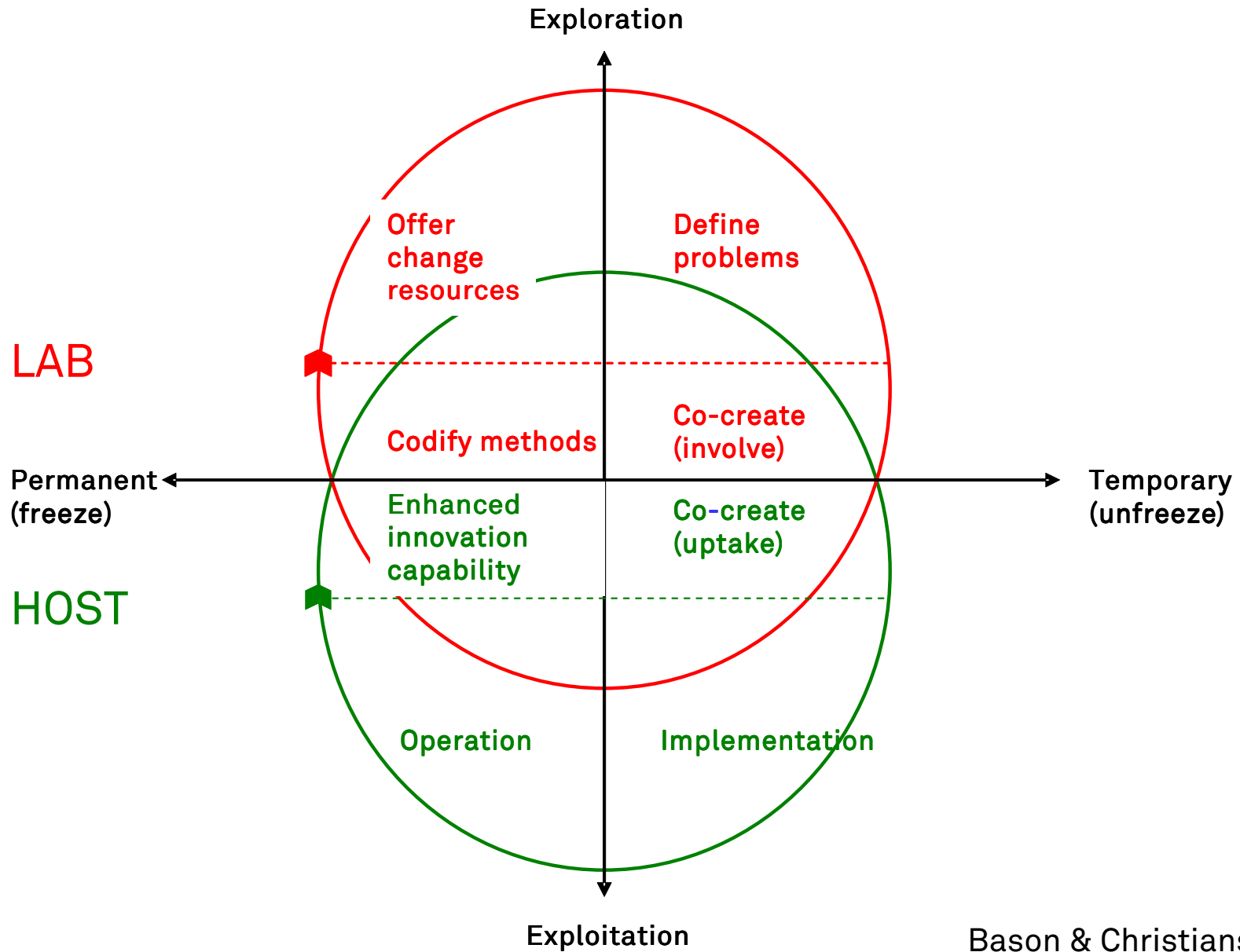
Design labs: A definition

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.

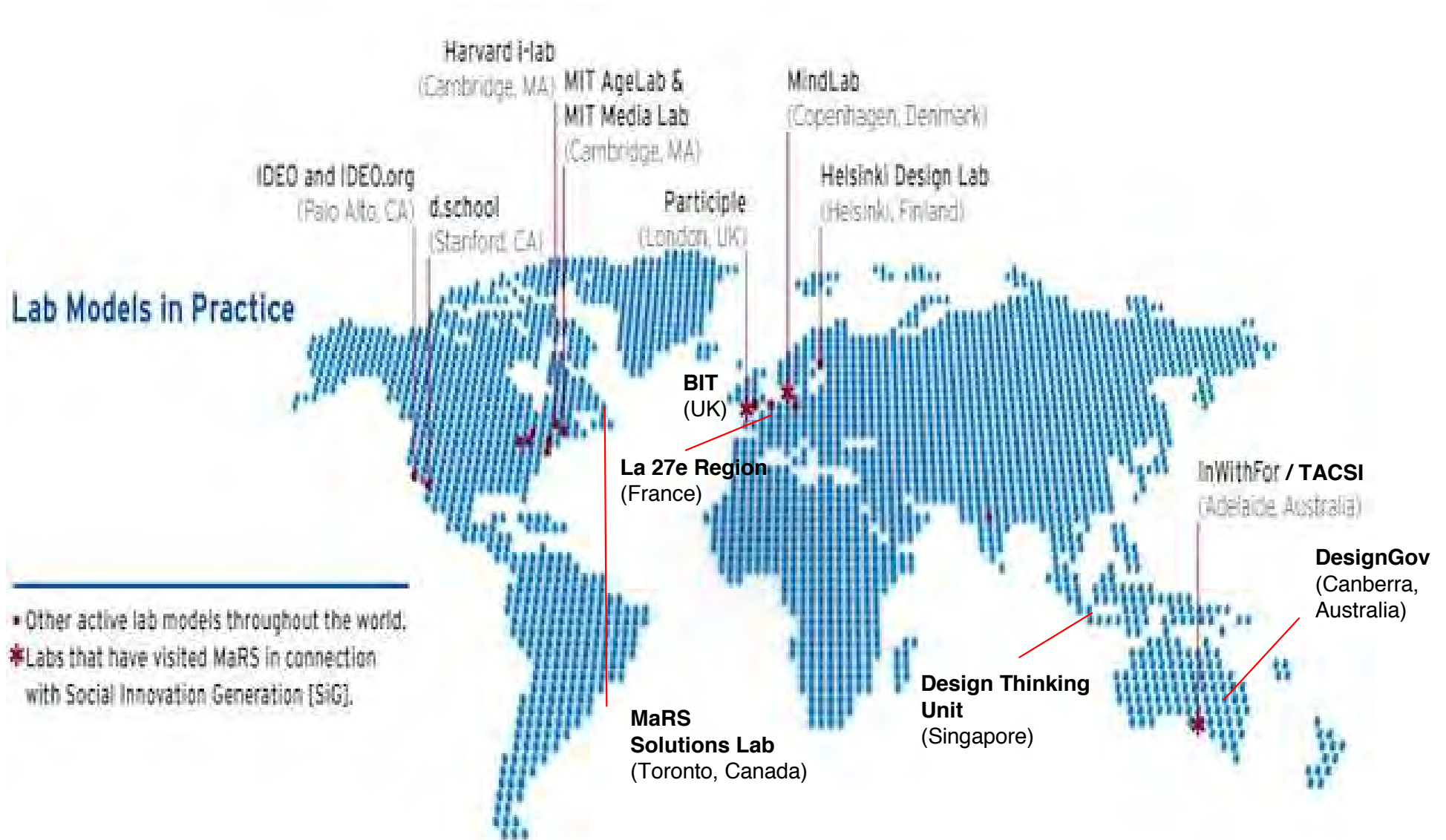
“Innovation needs
a home”

John Kao

The logic of labs



Design labs: A global movement



Innovations



In the News Olympics 2012 HIV/AIDS Scarcity Landsat Bob Ross

Orange Savings Account™



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 rust. The entire building is a throwback to the 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.

Latest Tweets



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

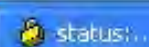


London Mayor Boris Johnson dancing to the Spice Girls! #closingceremony Can I just say i Better than expected! — dominicbasulto 7 hou ago



Manufacturing is returning to America - Pittsbu

Sponsored Links





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

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

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

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Professional empathy





Rehearsing the future

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

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

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.

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.

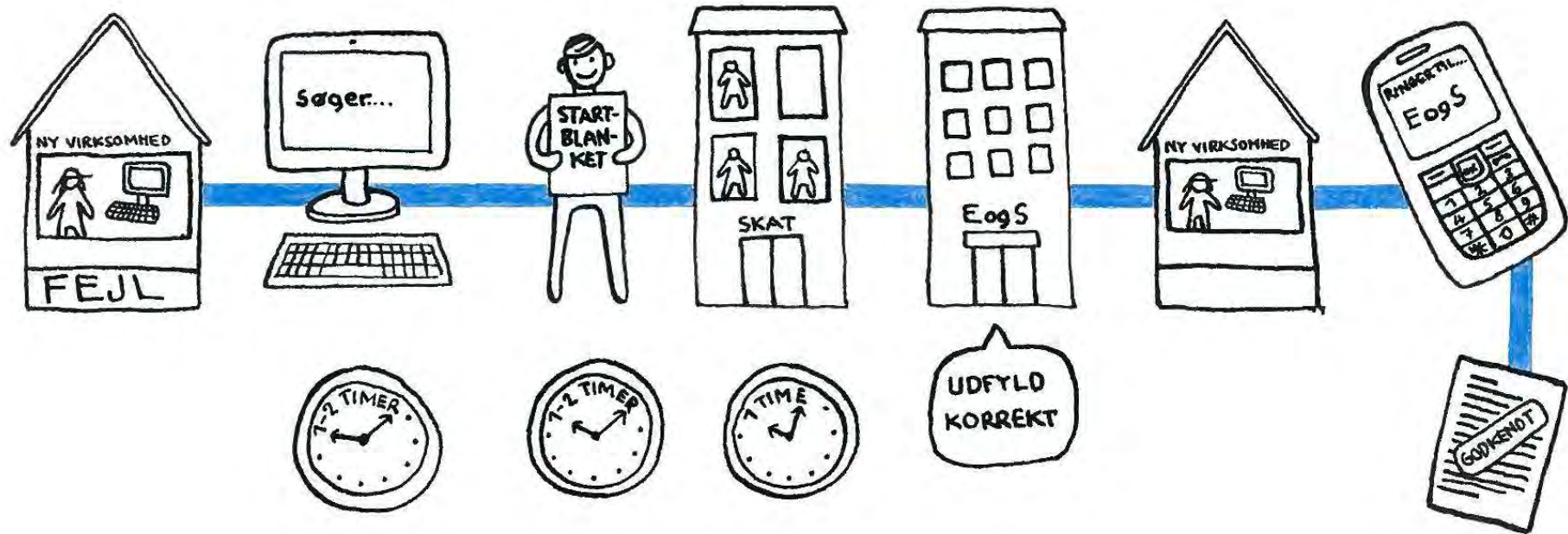
Many public authorities's regulation, administration and audits are based on the industrial codes:

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

Branchekode.dk

Find din virksomheds branchekode

Søg efter branche

Klik dig frem i overs

Undervisning > Anden Undervisning

85.59.00 Anden

Denne gruppe omfatter undervisning og uddannelse
enkeltpersoner. Det kan være undervisning i sports-
madlavning.

Hvis ikke alle virksomhedens aktiviteter er
skal have en bibranche

Registrér virksomhed med denne bra

Registrér som bi-branchekode

Skift til denn

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)

[Login som superbruger](#)
 [For myndigheder](#)
 [Spørgsmål og svar](#)
 [Om branchekode.dk](#)

Branchekode.dk

Find din virksomheds branchekode

[Søg efter branche](#)
 [Klik dig frem i oversigten](#)

Information og kommunikation > informationstjenester > databehandling, webhosting og lign.

Webportaler

BRANCHEKODE: 63.12.00

1 Virksomheder der beskæftiger sig med at samle og organisere informationer på internettet. Dette kan både være i form af links, medier, artikler og andre typer informationer. Også sociale netværk falder ind under denne branchekode.

Hvis ikke alle virksomhedens aktiviteter er dækket af beskrivelsen, overvej om du skal have en [bibranche](#)

[Registrér virksomhed med denne branchekode](#)
[Registrér som bi-branchekode](#) [Skift til denne branchekode](#)

- Drift af websteder, der anvender en søgemaskine til at generere og vedligeholde store databaser over internetadresser og -indhold i et søgbart format
- Drift af andre websteder, der fungerer som portaler til internettet, fx mediewebsteder, der leverer regelmæssigt opdateret indhold

2 Andre med denne branchekode

- Jubii A/S
- Bildata.dk I/S
- Dansk Virksomhedsrådgiverdatabase
- Jobzonen A/S
- Lorem ipsum dolor
- Non con dolor

3 Relaterede branchekoder

Databehandling, webhosting og lignende serviceydelser	63.11.00
Andre informationstjenester i.a.n.	63.99.00
Pressebureauer	63.91.00

Spørgsmål og svar

Hvad er forskellen på webportaler og webshops?

Kan man ændre sin branchekode?

Hvordan er branchekodesystemet opbygget?

Kan virksomheden udføre opgaver, som ikke hører under branchekoden?

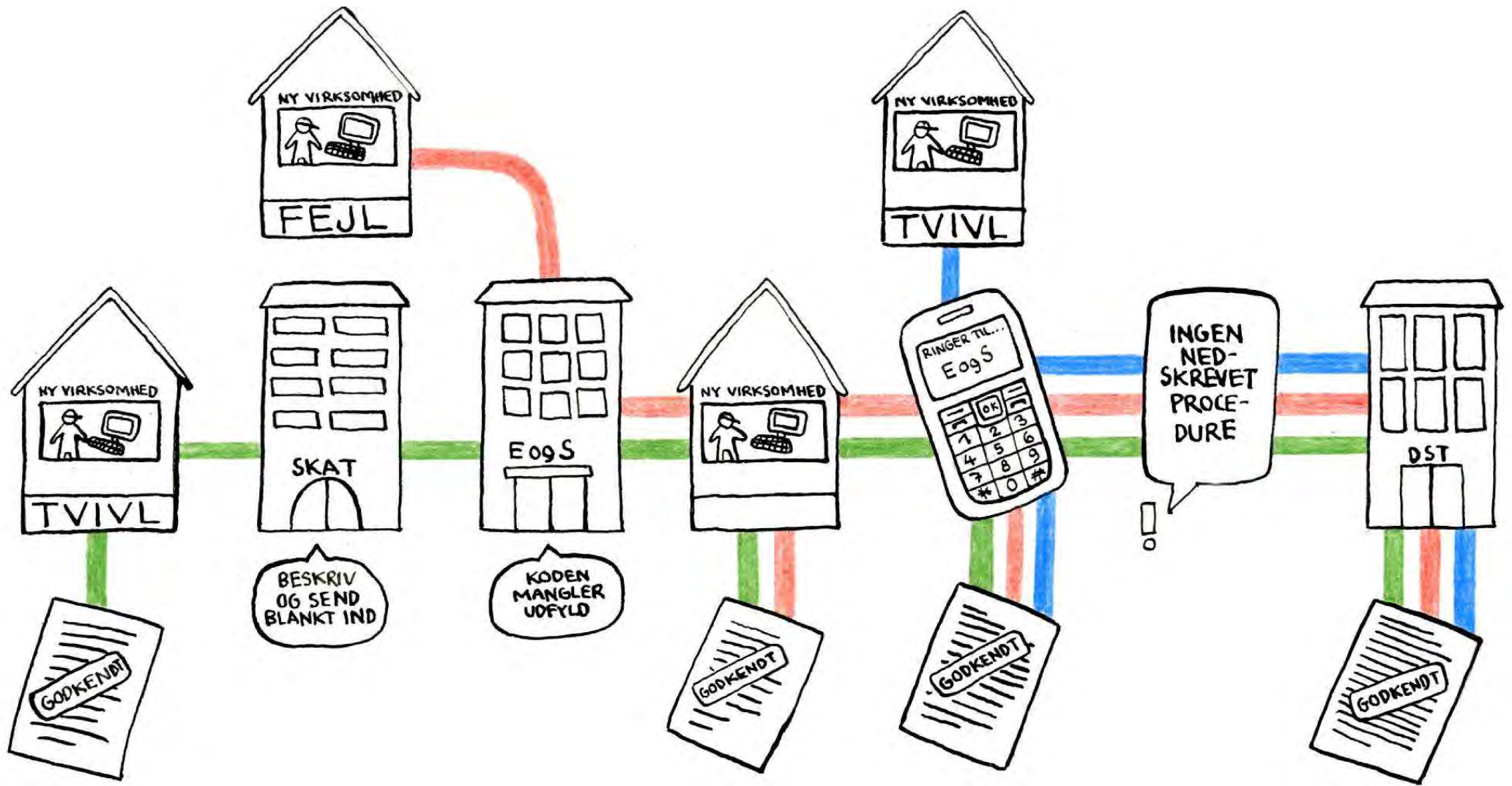
[Se alle spørgsmål og svar](#)

Erhvervs- og Selskabsstyrelsen Kampmannsgade 1 1780 København V

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

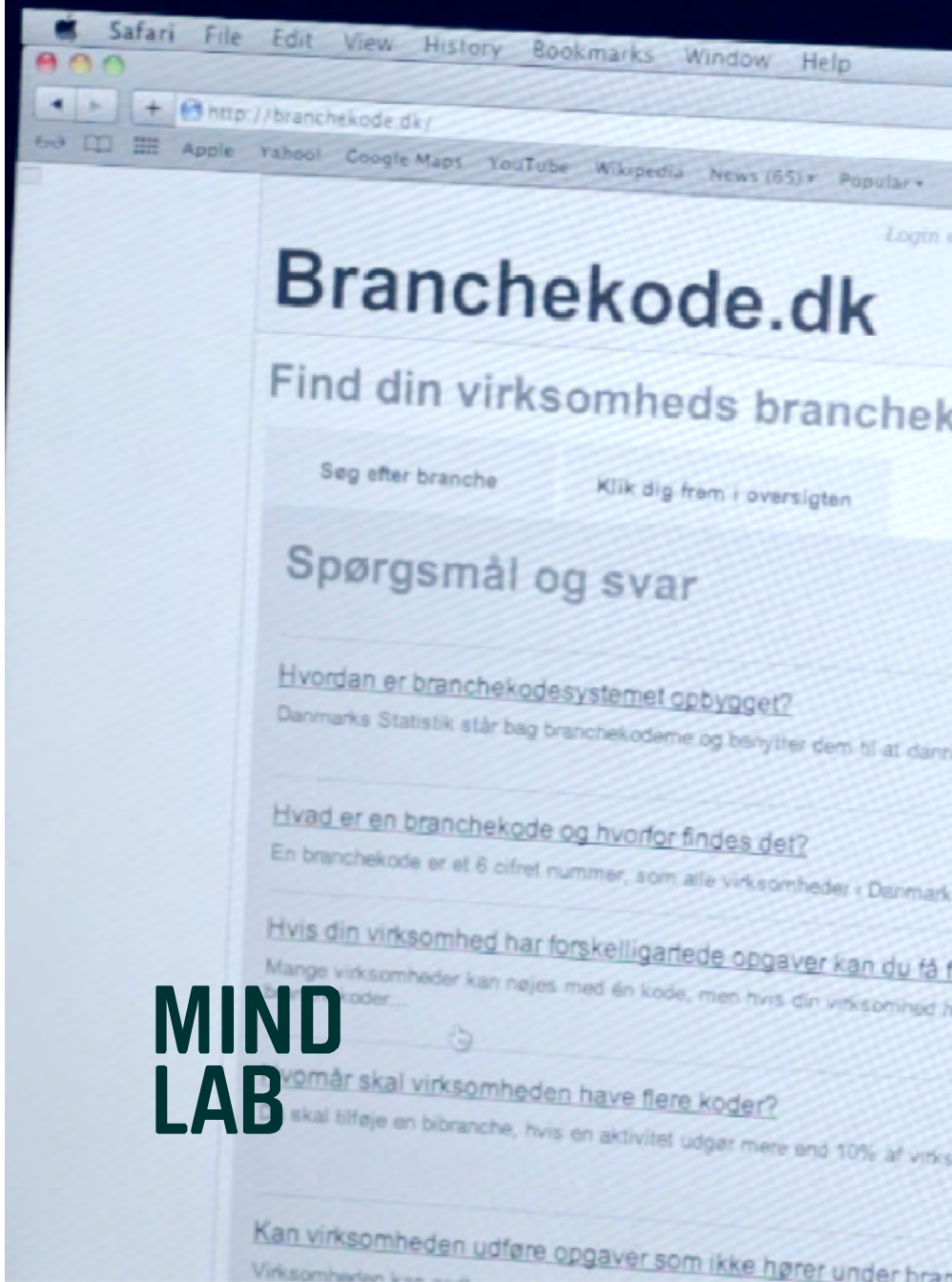
2. Converts from the abstract to concrete using examples of other businesses with this code.

3. Helps selecting by showing related codes.



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Process mapping
As experienced by the involved authorities




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.

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”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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Søg efter branche » [Nyk og frem i oversigten](#)

Information og kommunikation > [63] informationstjenester > [63.1] Databehandling, webhosting og lignende serviceydelser; webportaler > [63.12] Webportaler > [63.12.00] Webportaler

Webportaler

BRANCHEKODE: 63.12.00

Virksomheder der beskæftiger sig med at samle og organisere informationer på internettet. Dette kan både være i form af links, medier, artikler og andre typer informationer. Også sociale netværk falder ind under denne branchekode.

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Registrér virksomhed med denne branchekode

Registrér som bi-branchekode » [Skift til denne branchekode](#)

Omfatter » [Omfatter ikke](#) » [Superbrugere](#)

Seneste kommentar til denne branchekode

15/09-11 kl. 16:25 af Peter Hansen

Vivamus vestibulum facilisis quam ac blandit. In luctus porttitor pharetra. Etiam nisi mi, consequat tempor blandit quis, ullamcorper sagittis lectus. Maecenas tincidunt sapien ut libero luctus gravida. Nunc accumsan velit sed ipsum dictum aliquet. Cras ut elit vitae dui dapibus molestie vitae in lacus...

[Kommentér](#)

DB07 hierarkiet

Information og kommunikation

Denne hovedafdeling omfatter produktion og formidling af information og kulturprodukter, der produceres med henblik på distribution...

[Læs hele beskrivelsen](#)

[63] Informationstjenester

[63.1] Databehandling, webhosting og lignende serviceydelser; webportaler

[63.11] Databehandling, webhosting og lignende serviceydelser

[63.11.00] Databehandling, webhosting og lignende serviceydelser

Statistik for denne branchekode **1**

🕒 65 minutter i gennemsnit » 📈 12 registrerede klik i gennemsnit

Emneord, brugeren kan benytte i fritekstsøgningen **2**

it ia ux informationsarkitektur ux lorem ipsum

[Administrer emneord for denne branchekode](#)

Relaterede branchekoder

Databehandling, webhosting og lignende serviceydelser	63.11.00
Andre informationstjenester i.a.n.	63.99.00
Pressebureauer	63.91.00

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[Se alle spørgsmål og svar](#)

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

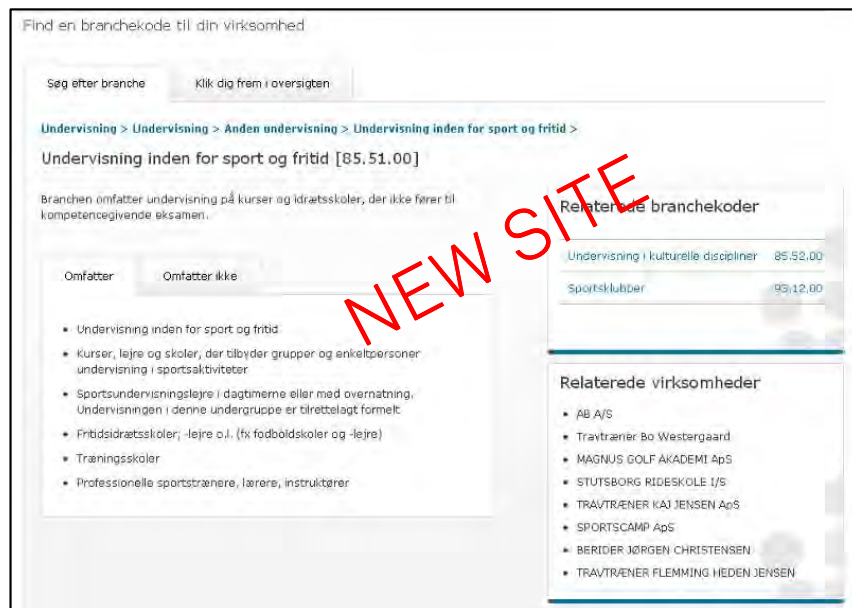
2. Improves the system over time by letting officials update descriptions and keywords related to the industrial codes.



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 af etnisk dansker.



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



Ejet af uddannet bager og har 10 års erhvervs erfaring.




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



Ejer har overtaget bagerbutikken for to år siden.



Har to fuldtidsansatte og to deltidsansatte.

A photograph of two women in a bar or cafe setting. The woman on the left is wearing a black and white striped shirt and a black cardigan, looking down at a coffee cup. The woman on the right is wearing a black shirt and has her arms crossed, looking towards the coffee-making process. In the foreground, there is a white coffee cup, a large glass carafe with a black lid, and a container of wooden stir sticks. The background shows a bar counter with various bottles of alcohol and a chalkboard with some text.


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?*



Co-production

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

MindLab explored co-production

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

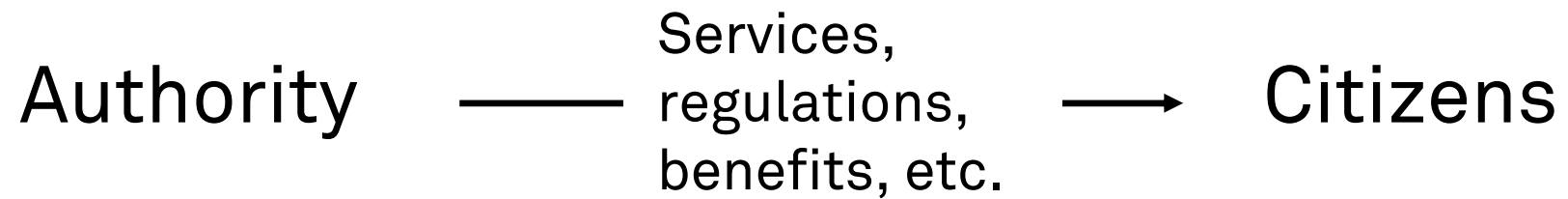
...by researching global best practices and collaborating with amongst others NESTA (UK and the OECD

...by testing hypotheses through workshops with owner ministries

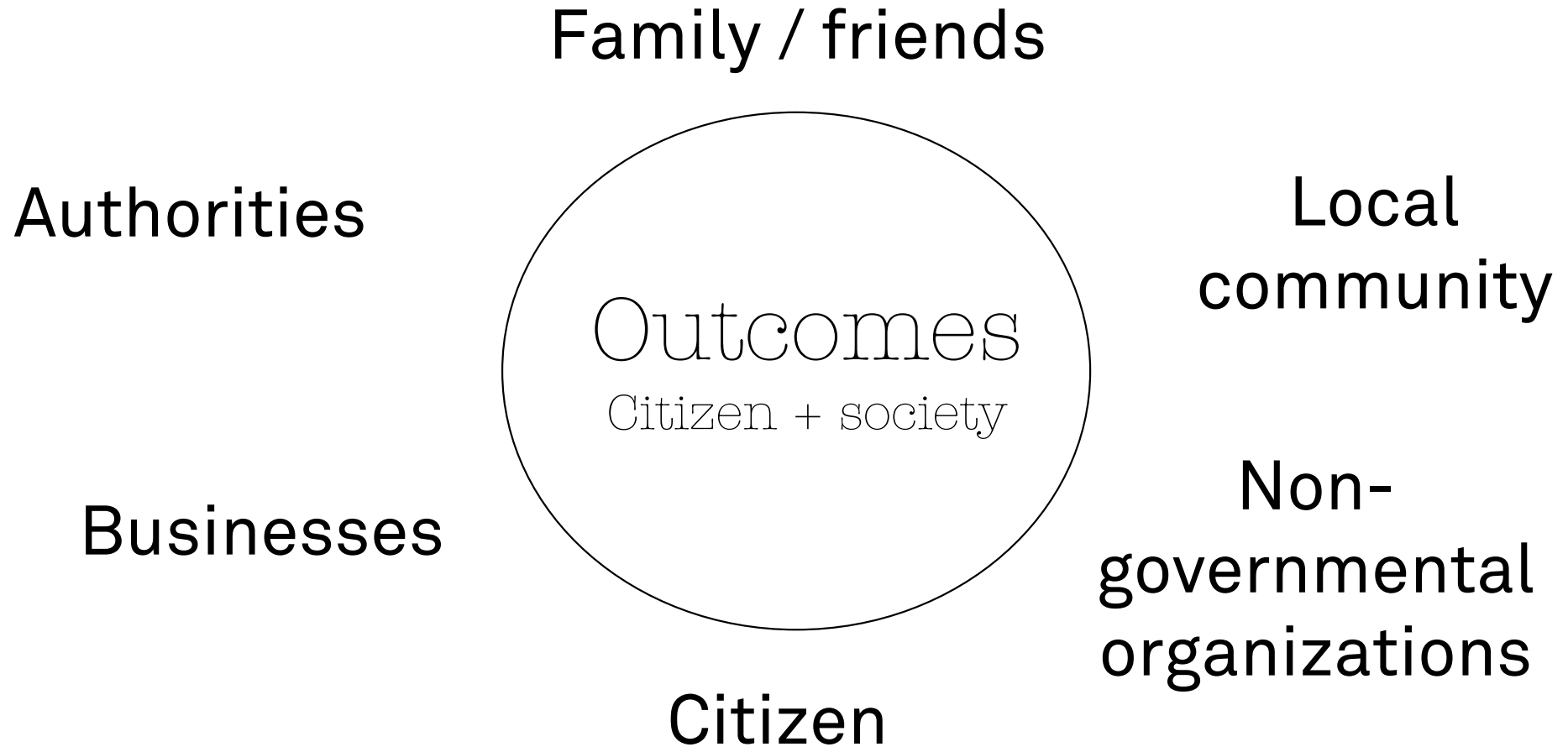
...by presenting and discussing with MindLabs Board

Publications forthcoming in Danish and English.

Producing outcomes FOR...



Producing outcomes WITH...



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Traditional

Co-production

Optimize

Redefine

Help

Invest in capacity

Authority

Platform



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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