



Government of the Future Centre

# Innovation for transformation

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# Government of the Future Centre: Innovation for transformation

## Innovation for transformation

Although the private sector is showing modest signs of recovery, the public sector, saddled with massive debts, is still lagging behind. Public service organisations must go further to address their mounting budget deficits while at the same time continue to deliver high quality, equitable public services and stimulate economic growth. As pressure continues to mount, it is imperative that public service organisations explore how to innovate in order to deliver transformative change.

For many public service organisations, embracing innovative practices to improve the delivery of public services and stimulate economic growth remains a challenge, yet at the same time they acknowledge that such innovation presents significant opportunities. With limited time and resources to assess the latest ideas and thinking, public service organisations are focused firmly on meeting the fundamental needs of citizens and society.

## A centre of excellence

To support public service organisations with groundbreaking research and insights to inform their efforts to improve the social, economic and health outcomes of the people they serve, Accenture, the Lisbon Council and the College of Europe have established the Government of the Future Centre, a leading research centre and innovation hub that aims to shape high-performing and innovative public service organisations. The Centre brings together a network of high-level public service officials to engage in constructive dialogue to provide innovative, pragmatic and actionable solutions, and to facilitate the sharing of leading practices.



“The 21st century is a time of unprecedented challenge — and huge opportunity. By getting involved with the Government of the Future Centre, public service organisations can take advantage of a network of frontline practitioners, change agents and thought leaders complemented by ground-breaking research and analyses as a means to transform the way they do business.”

Antoine Brugidou — Global Director, Management Consulting, Health and Public Service, Accenture

“Society needs more innovation in the public sector — not just as an antidote to recession, but as a platform for meeting citizens’ demands in a fast-changing world. That is why the Government of the Future Centre seeks to support, inspire and inform many ongoing European Union initiatives — from the EU Innovation Act and eGovernment, to Public Health and Eco-Efficiency. We work to offer inspiring ideas, practical solutions and best practices. Most importantly, we put the citizen at the centre of our activities, demonstrating that the onset of new technologies and collaborative networks is an opportunity to develop and deploy more targeted services that respond more directly to modern needs.”

Paul Hofheinz — President, The Lisbon Council

## About the Government of the Future Centre

Founded in 2009, and recognising the interdisciplinary nature of state transformation and public service innovation, the Government of the Future Centre consists of a powerful community, pioneering events and ground breaking research and thought leadership aimed at providing public service organisations with fresh ideas and solutions.

### *A powerful community*

#### **Government Executive Innovation Circle**

The Government of the Future Centre draws on a network of senior-level public service executives to address some of the key issues facing public service organisations today. Through a series of events, public service leaders can share a platform to communicate success stories, hear about lessons learned and seek out opportunities to collaborate with like-minded member states. Focusing on innovation, the community has access to cutting-edge thought leadership and the best examples of pioneering public policy in Europe and beyond.

### *Pioneering events and networking*

#### **The Government of the Future Summit**

Bringing together senior government executives and policy experts to collaborate and engage, the annual summit aims to raise awareness of the

need for and benefits of state transformation. It showcases state transformation success stories and sets out concrete strategies and solutions to shape the government of the future.

The 2011 Government of the Future Summit takes place on 17th May at the Résidence Palace, International Press Centre, Brussels. The theme for the event is Leading Public Sector Innovation: Modernising the State for the Post-Crisis World and focuses on innovation as a catalyst for public service organisations. Keynote speakers include the Prime Minister of Luxembourg and President of the Eurogroup, Jean-Claude Juncker. As the flagship event of the Government of the Future Centre, the summit brings together key policy makers, public managers and other senior representatives from European governments to rethink policies, reshape delivery mechanisms, and restructure public services. This year's summit also serves as a platform to launch the 2011 Government of the Future Report, “Innovation in Europe: The role of government as a catalyst for change.” The next generation of public service leaders will be given a chance to demonstrate their thought leadership as the student teams from the College of Europe present the findings of their state transformation case studies to the attendees.

More than 120 people attended the first annual Government of the Future summit in June 2010 attracting senior government leaders and policy makers.

**“This is a time where public services are widely expected to deliver more with less financial and administrative resources. They will only be able to meet this challenge with new methods of prioritisation, organisation and delivery of services. The College of Europe, with its commitment to prepare future leaders for providing good governance, regards the Government of the Future Centre as a unique opportunity for involving a wide range of organisations in the search for effective public service reform.”**

Jörg Monar — Director of European Political and Administrative Studies, College of Europe

### **High-Level Roundtables for Government Executives**

The Government of the Future Centre runs a series of senior level roundtables to explore the challenges, opportunities and solutions around some of the hot topics facing public service organisations. The roundtables bring together prominent keynote speakers, public service organisation leaders, subject-matter experts and public figureheads within their respective fields for debate and networking on core topics of the day, with the ultimate goal of sharing leading ideas and solutions to improve public service delivery across Europe.

In the Spring of 2011, the programme of roundtables includes:

#### **Sustainable Public Finances: 22 March 2011**

##### **Keynote speaker:**

Marco Buti, Director-General, DG Economic and Financial Affairs, European Commission.

##### **Discussion topic:**

With most European Union member states facing long term structural budget deficits, achieving sustainable public finance has become increasingly complex. The roundtable will examine the challenge of repairing public finances, reducing operating costs while increasing revenue yield for government tax and revenue agencies.

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#### **Employment and Skills: 29 March 2011**

##### **Keynote speaker:**

Xavier Prats-Monné, Deputy Director-General, DG Education and Culture, European Commission.

##### **Discussion topic:**

Unemployment rates are at record levels across the Eurozone. Governments currently face new and increased labour market difficulties, combined with a growing skills gap. This roundtable will examine the challenges and highlight how innovative approaches can help to get people back to work, such as improving the efficiency of employment agencies and up-skilling the future workforce.

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#### **Public Procurement: 04 May 2011**

##### **Keynote speaker:**

Jonathan Faull, Director-General, DG Internal Market and Services, European Commission.

##### **Discussion topic:**

With the current pressure on public finances, there is a promising opportunity to streamline and innovate procurement operating models across the European Union. This roundtable explores challenges in public procurement procedures, examines solutions and highlights leading practices — across the European Union single market, at national level and within key sectors of the economy.

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## *Groundbreaking research and thought leadership*

### **International benchmarks**

Drawn across public sector entities and aimed at the operational or agency level, the benchmarks position public sector organisations against the operational performance of their peers across Europe. The Government of the Future Centre's series of benchmarks compare statistics on employment, welfare, health and public finance. Combined with the findings from the case studies on European Union and international leading practices, these benchmarks will shape and inform the conversations at forthcoming policy roundtables and the annual summit and provide a valuable resource for public agencies around Europe.

### **Groundbreaking research**

The Centre has launched a groundbreaking study on the role of innovation in reviving the public sector. The study assesses the role of innovation at an organisational level to improve operational efficiency and effectiveness and, with respect to policy, to promote innovation in the economy. The report argues that government needs to do more to become an engine for innovation and growth for their economies. The focus will be on identifying the strategies governments should take to catalyze growth opportunities, drawing on macro-economic modelling by Oxford Economics. The research includes qualitative interviews with senior government practitioners and academics, and in-depth case studies from innovation leaders to illustrate specific strategies and initiatives.

### **State transformation case studies**

Students of the College of Europe research public service organisations, evaluate their challenges and recommend solutions, guided by Accenture state transformation practitioners. The case studies present a unique opportunity for tomorrow's public service leaders to gain practical experience in the issues faced by public service organisations, and for these organisations to benefit from the innovative, fresh thinking of the next generation of public service leaders.

Four case studies on state transformation that evaluate the challenges of a state agency and recommend solutions are presented annually. The topics include:

### **Benefits system: Italian Social Security Institute (INPS)**

"Shock absorbers" were widely extended by the INPS after the financial crisis and their application across Italy needs reassessment. The students must outline how best to reform the link between passive and active labour market policies, taking into consideration budgetary restrictions, the political pressures of stakeholders and national/regional dependencies.

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### **Health: Valencia's Regional Health Authority**

Valencia's health provision is immersed in a new social environment that requires an increase in productivity and efficiency. The students involved in this case study are defining new organisational and collaboration models within the budgetary and political restrictions of the public sector, particularly focused on identifying innovations and leading practices in public-private healthcare management.

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### **Sustainable public finances: Norwegian Tax Administration**

A case study that investigates how revenue departments regulate and respond to international activities. Some of the challenges that face the students in assessing this topic include cross-border tax regimes, incompatible technologies and corporate resistance to information sharing.

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### **Welfare: Belgium Federal Public Service Social Security**

The students are tasked with outlining a strategy for the Federal Public Service in facing the challenge of an aging population. The case study will include the definition of a new business model that combines efficiency targets with ecological demands, and proposals for setting up a new knowledge management system.

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## A collaborative platform

The three founding members of the Government of the Future Centre bring a broad range of experiences and knowledge, backed by strong research capabilities, and focus on providing pragmatic and actionable solutions to public agencies.

### Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 211,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$21.6 billion for the fiscal year ended August 31, 2010. Its home page is [www.accenture.com](http://www.accenture.com).

Accenture teams with public service organisations around the world, sharing a broad range of skills and knowledge, backed by strong research capabilities. Our aim is to inspire action by providing insight into some of the vital aspects of public service provision today: operational cost reduction and operational excellence, employment and education, the future of policing, welfare reform, healthcare and sustainable public finance. For more than 15 years, Accenture has helped public service organisations define their own transformation programmes and achieve high performance.

### The Lisbon Council

The Lisbon Council is a Brussels-based think tank and policy network, committed to making a positive contribution by engaging political leaders and the public at large in a constructive exchange about Europe's economic and social future. Incorporated in Belgium as an independent, non-profit and non-partisan association, the Lisbon Council is among Europe's most authoritative and thoughtful voices on economic modernisation and social renewal. Its home page is [www.lisboncouncil.net](http://www.lisboncouncil.net).

### The College of Europe

The College of Europe, founded in 1949 and based in Bruges, Belgium and Natolin, Poland, was the first and is one of the most reputed institutes of European postgraduate studies, which prepares annually up to 400 students from over 50 countries to work and live in an international environment. The European Political and Administrative Studies programme offers a wide range of courses on the functioning and policies of the European Union. Its home page is [www.coleurope.eu](http://www.coleurope.eu).

## Want to know more?

If you would like to know more about the Government of the Future Centre, please contact:

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