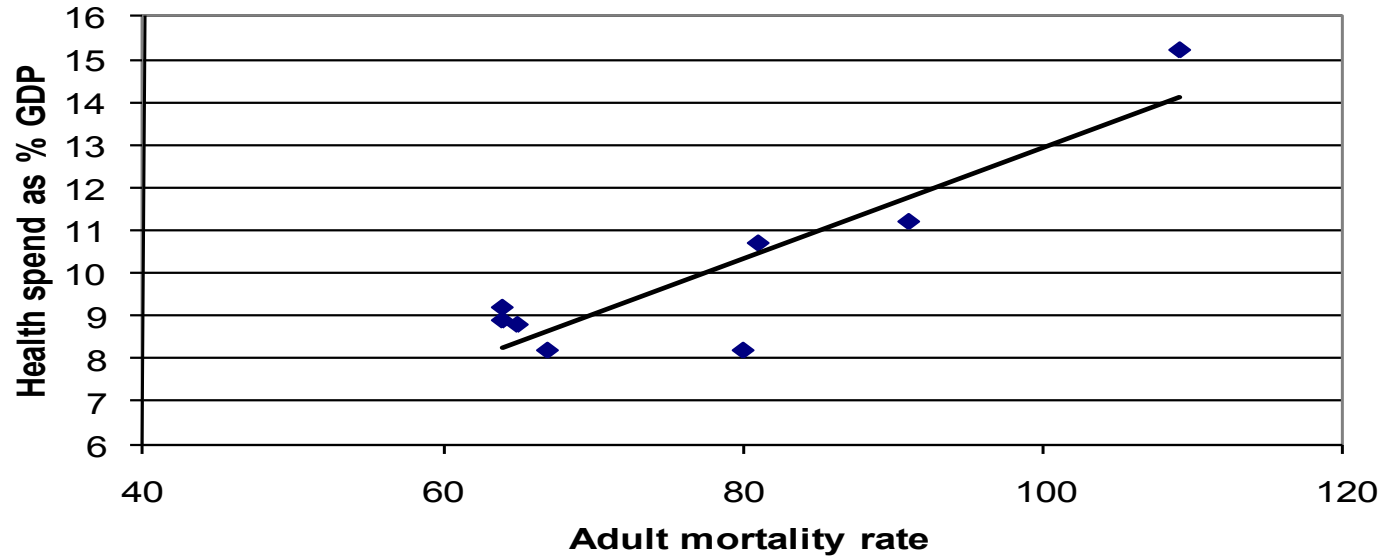


Public sector innovation

Geoff Mulgan, Brussels June 2013

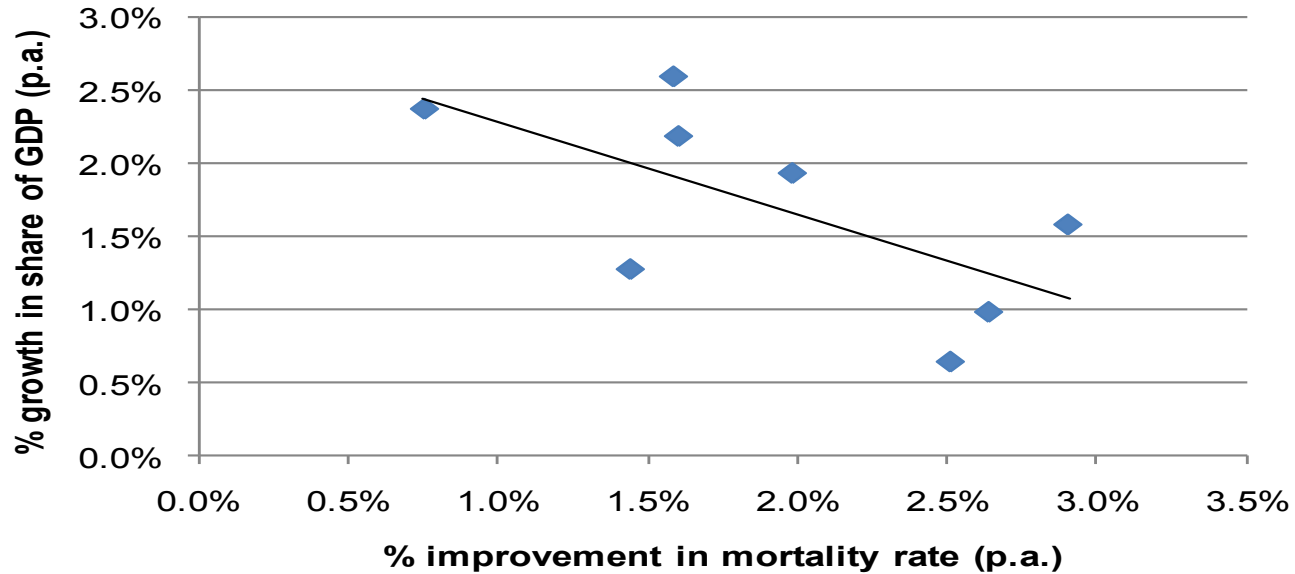
Why?

Health spend as % GDP versus adult mortality rate



Source: OECD Health Data 2010

Change in health spend share of GDP versus % improvement in adult mortality rate



In the economy productivity gains depend on innovation

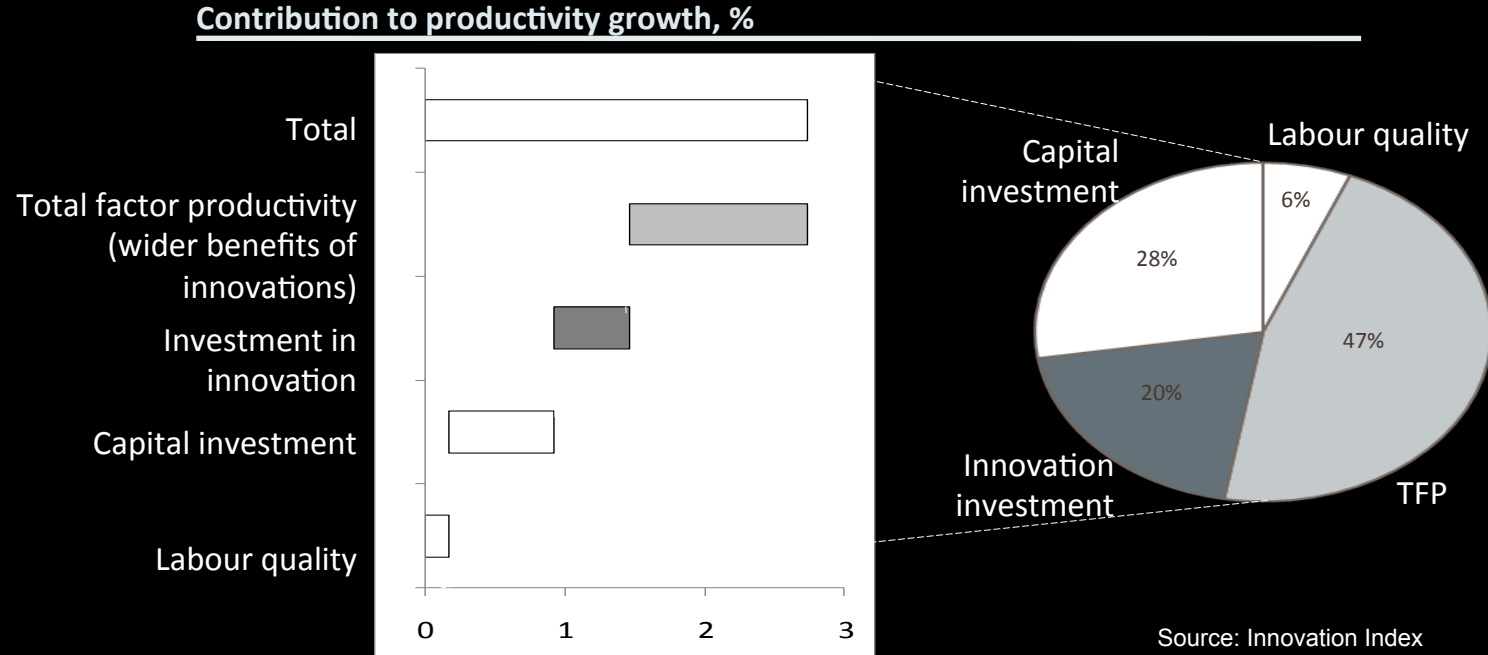
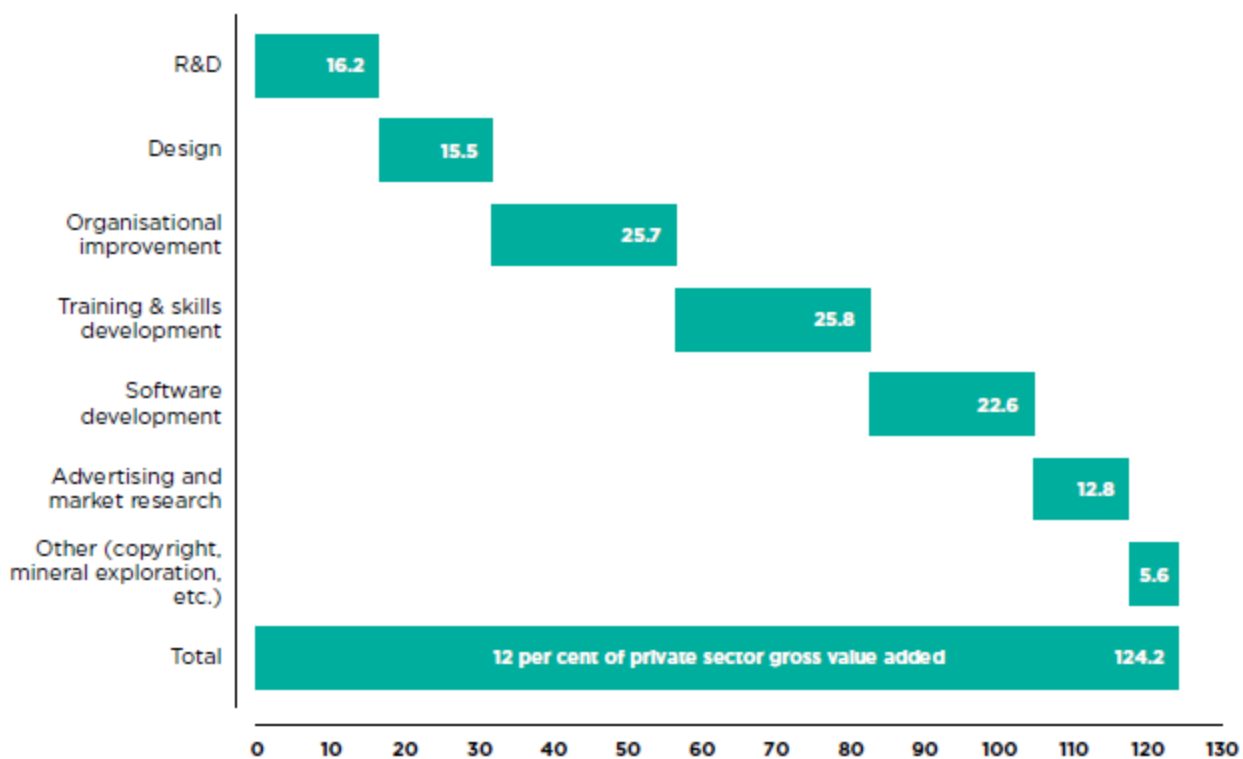


Figure 2: Investment in intangibles by type, £billion, 2009

Note that a wide definition of R&D is used here, which includes scientific R&D (£14bn), non-scientific R&D (£0.8bn) and financial products development (£1.5bn).



The shared challenge of innovation in all sectors is that there are:

- 1. Big returns from innovation for whole systems**
- 2. Smaller returns and higher risks for individual organisations**
(which more often thrive by adapting or adopting the innovations of others)

....hence large public subsidies for R&D and sometimes for adoption.
The policy challenge – how to share risk and rewards within the public sector

Our research and experience shows the need for interconnected elements to make systems innovative. These include:

- Structures to drive and promote innovation
 - Processes that embed innovation in the key aspects of decision-making (finance to politics)
 - Cultures that reward risk and creativity
 - Tools and skills that are widely shared
 - Exit tools
 - Systems alignment
 - A combination of energetic experiment and close
- ▶ 8 attention to evidence

STRUCTURES

Nesta's Innovation Lab



Giving and social action



Digital public services

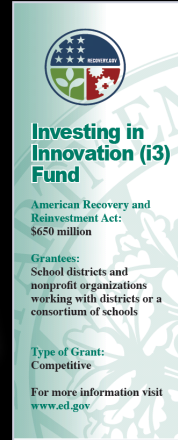


Health and ageing well

Innovation in local services



centralised



Behavioural insights team



external

internal

accelerators



Nesta Innovation Lab



Collaboratives

decentralised



Key lessons

- ▶ Right balance of insider/outsider structure, process and culture (sufficient proximity to political priorities, sufficient distance to take risks)
- ▶ Right balance of practical/creative (relatively rapid practical impact vital)
- ▶ Strong internal processes for building coherent teams out of diverse elements
- ▶ Early focus on defined problem solving
- ▶ Ethos driven (reform), methods driven(design), tool driven (data)
- ▶ Ability to iterate between specific practice and wider systemic implications

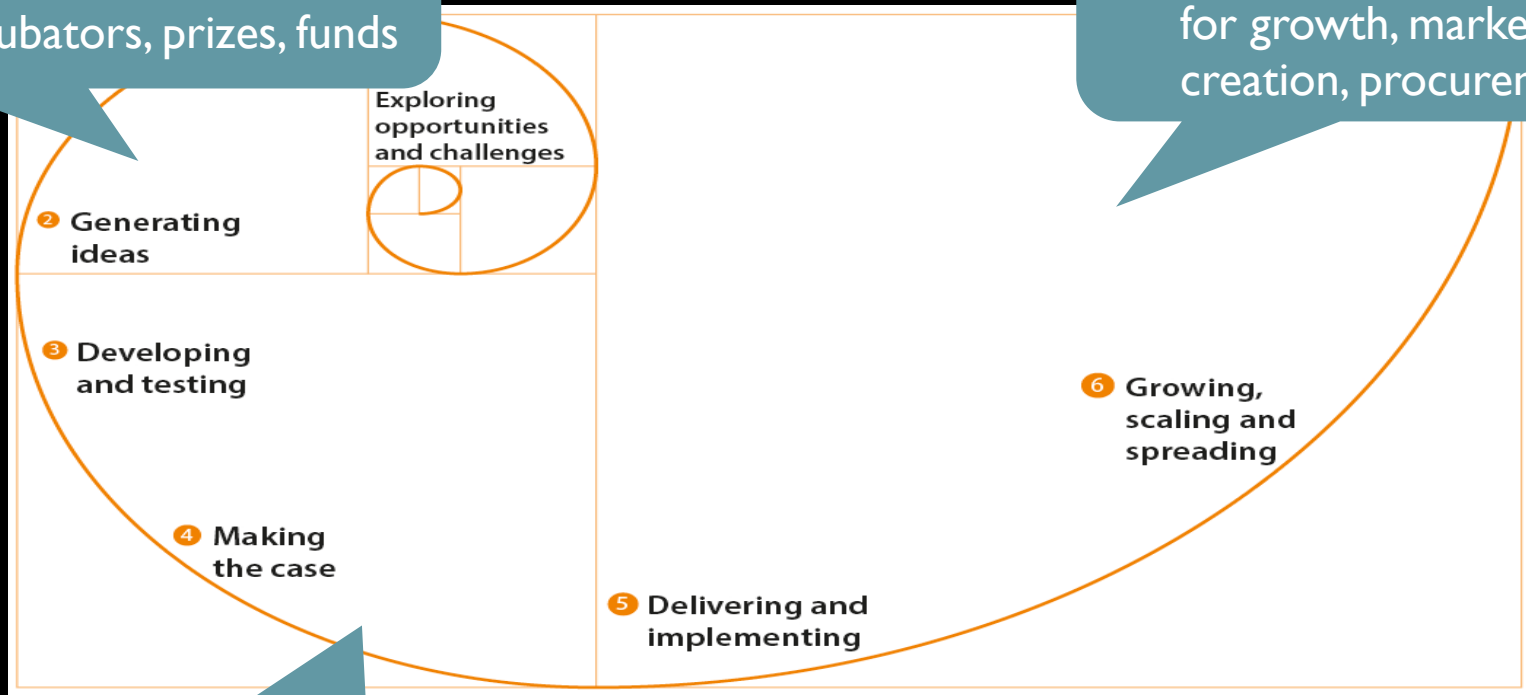
PROCESSES

Need to mobilise all key processes to support innovation:

- Political capital/engagement
- Finance allocation
- Allocations of other key resources (eg legislative time)
- People allocation and rewards
- Knowledge information flows

More and better ideas: creative tools, incubators, prizes, funds

More and better impact: capacity, finance for growth, market creation, procurement



Better methods for selection

Centre for Challen

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News & Announcements

» IdeaFactory News

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☐ Under Review

☒ In Action

☐ Current TSA Activity

☐ Unable to Implement

☐ Ryan Butler

☐ Stress Wore Watching

» Only Include Ideas

☐ 1 Bulk

☐ 1 Commented on

☐ 1 Rated

» Only Include Ideas For Category

All Categories

Sort By

Most recent idea posted first

Search

The TSA IdeaFactory has built: 11,130 ideas » rated 334,089 times » 80,399 comments

In Action

9-11 Remembrance

Submitted By [redacted] on 7/10/2009 11:41:00 AM

Other

My idea is... September 11 and what our airports do to promote the importance of this day... (the often hear officers complain that passengers have forgotten 9-11, I have noticed that our own officers seem to have forgotten why we are here and why TSA was created.

I'm sure airports around the nation have created powerpoints or videos that they show to new hire officers. HQ could collect these, review them then select a couple and place it in OUC as a component to be played during the week of 9-11. Airports could also include this with their Here Here cases.

Example: Via have an STI who created a video of pictures set to music. We play this video at the end of orientation to our new hires. Many were crying and do not realize the impact 9-11 had for TSA. Playing this video also serves as a remembrance for those who have forgotten that horrific day.

The lasting impression of this video stays with these officers because it is something they are watching and learning to rather than something they are reading. I think we need something similar for ALL our officers. If for nothing else than a remembrance of September 11, 2001.

Show Toolbox

63 People Rated This Idea

4 Average Rating

14 Comments

The Idea is currently in action.

IdeaFactory Team

This Idea was implemented by the Office of Public Affairs.

The IdeaFactory launched a special Via Ask You to collect materials relating to September 11th. The Office of Strategic Communications and Public Affairs is creating a special, 9-11 memorial page that will include some of your stories, and a searchable archive to host videos, photos, and other materials related to 9/11 that employees have contributed over the last few years across the nation can remember it makes a difference.



AVOIN MINISTERIÖ

Listaa kaikki Anna idea

Nykyistä tukijärjestelmää on kehitettävä?

ANNA TUKESI

LISTAA KAIKKI

USEIN KYSYTTYÄ

TOIMENPIDE- JA LAKIEHDOTUKSET SEKÄ LUONNOKSET

Velkakattolaki »

ENERGIAJUOMAT K16 - Kansalaisaloite energijuomien myynnin kieltämisestä alle »

Toimenpidealoite perustulosta »



ESIMERKKEJÄ IDEOISTA

Lakisäteinen minimipalkka 10 €/tunti »
Suomeen tulisi säätää lakisäteinen minimipalkka 10 €/tunti vuoden 2010 tasossa laskettuna. Vuonna »

41 AANTÄ: 76% | 24% 2

Rikollisten tiedot nettiin »
Vakavaan rikokseen syyllistyneiden henkilöiden tiedot tulisi julkistaa netissä. Tietojen yhteydessä »

41 AANTÄ: 44% | 56% 2

[Työskää](#)
[Läheta](#)

Aika! Neuvoston, Saima Vaisio: Tasaan Partinen ja 1 081 muuta tykkäävät tätä.

MINISTERIÖSSÄ TAPAHTUU

Avoinministeriö ja turkistarhausaloite YLE

CULTURES

Valuing innovation;

- Reward and recognition (and failure – leaders' actions as well as words).
- Risk management key (reflecting scale, irreversibility, choice etc)
- Appetite for small scale fast experiment as well as slow evolution, experimental ethos as well as formal experiments using research methodologies, adoptive and hybrids

SKILLS

Innovation is not innate; or random.

Requires conscious cultivation of skills: how to manage each stage of innovation processes, how to use key resources, how to judge (with skills prioritised according to function).

Skills important both for direct managers & practitioners and for surrounding system.


The open workshop synthesises many tools and experiences in an open format – a partnership with innovation agencies around the world, UN, Rockefeller Foundation etc

Open Workshop


Building skills for innovation

[Register / Login](#)


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- Case studies
- Focus on




Exploring opportunities and challenges




Generating ideas




Developing and testing




Why innovate?




Managing innovation




Making the case



Growing, scaling and spreading



Delivering, and implementing




Changing systems

What do you think?

Lorem ipsum
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News & Events



Secret Sauce
Produced with support from Nesta, the 'Secret Sauce' booklet shares what the People's Supermarket have learned so far, and offers advice to those who want to grow a community organisation around a retail outlet from a

Practitioner insights

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by Lorem ipsum dolor

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Viewpoints

Let The Games Begin!
by Helen Goulden

Around seven million tickets have been sold for the London Olympics, and if the viewing figures for the Athens Olympics are anything to go by, a further four billion people will tune in at least once to watch the Olympics on TV.

[Read more](#)

27. 07. 2012

EVIDENCE

The Alliance for Useful Evidence – with 1000 organisations – raises awareness of randomisation, big data, effective evaluation &c- and is helping UK government to create a network of ‘What Works’ centres





The Alliance for Useful Evidence champions the use of evidence in social policy and practice. We are an open-access network of individuals from across government, universities, charities, business and local authorities in the UK and internationally.

Latest news

What Works Centres announcement

On Monday 4th March there was a Ministerial announcement of a new network of ‘What Works’ evidence centres at an event hosted at Nesta with ESRC, BIG Lottery, Cabinet Office and others. To read the press release from the Cabinet Office, click [here](#). For more details about the what works centres and to view the video of the launch event visit the [event page](#).

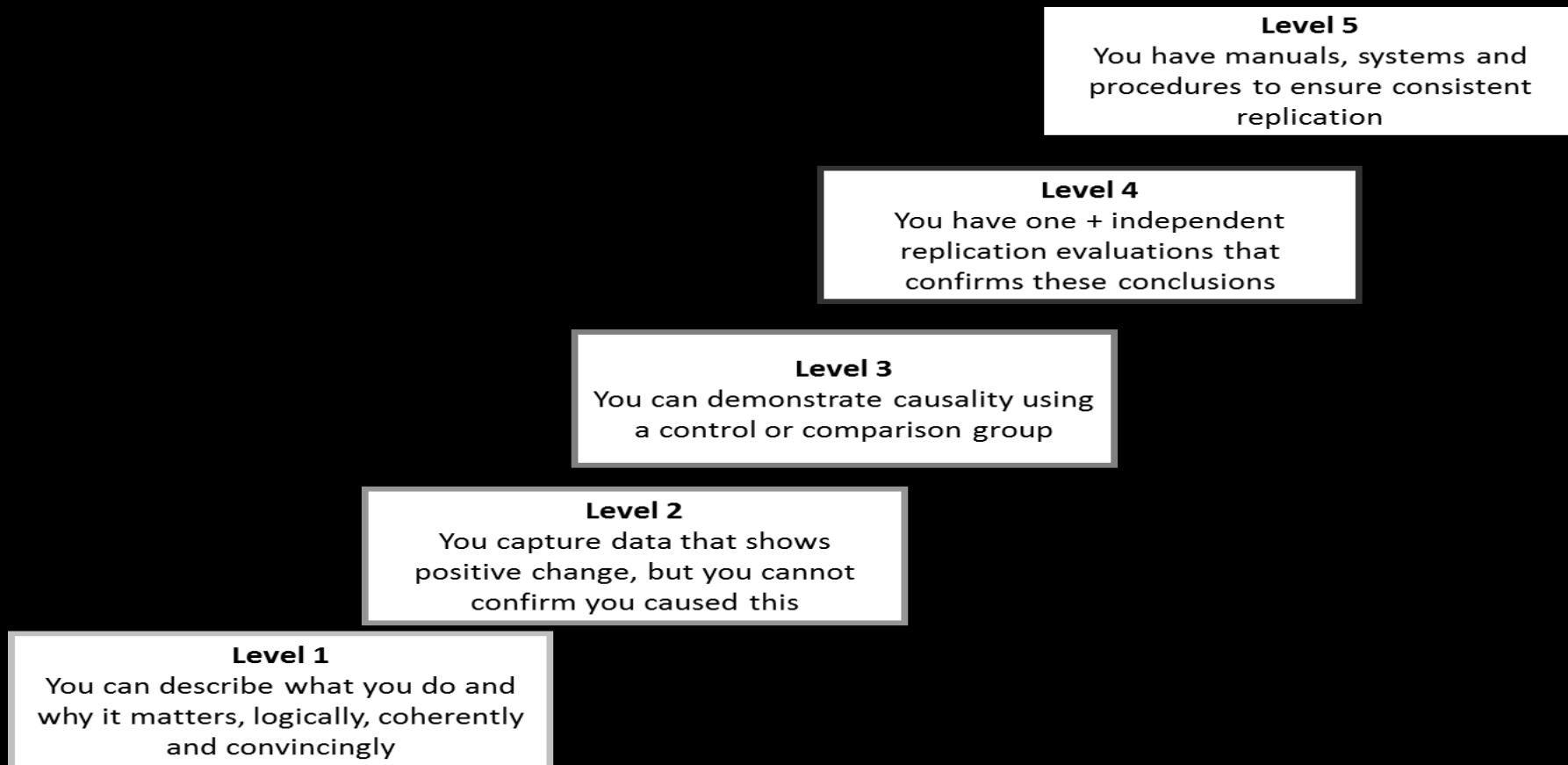


MAKING EVIDENCE USEFUL

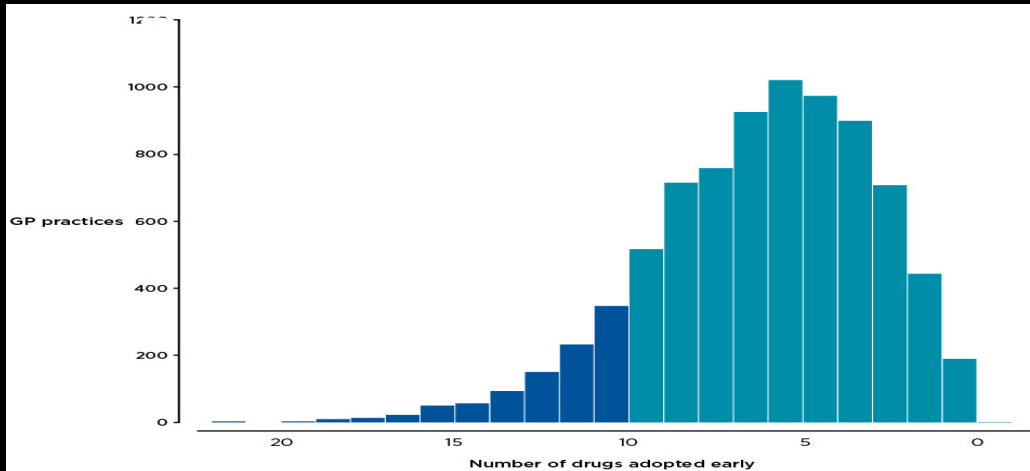
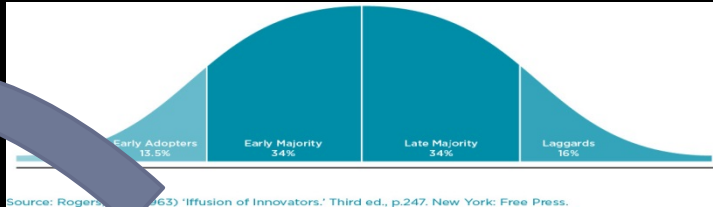
THE CASE FOR NEW INSTITUTIONS

Geoff Mulgan and Ruth Puttick
March 2013

We've promoted a common language to describe standards of evidence



Who are the early adopters of health innovations and why?



Early Adoption in Primary Care

More innovation measures:

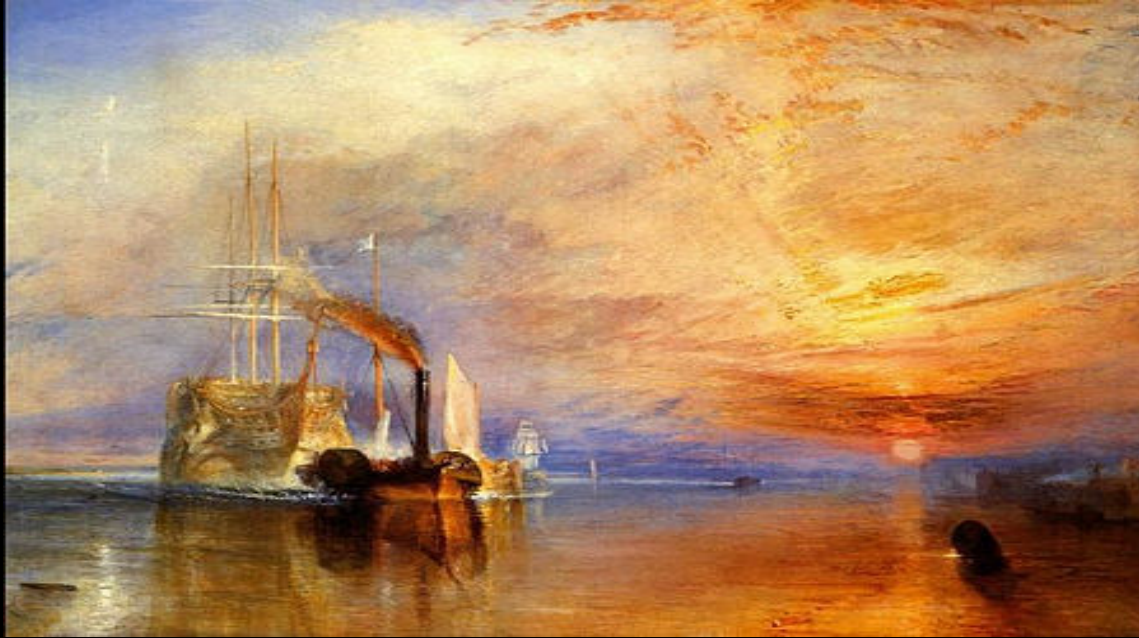
- QOFs
- Patient Survey
- IT Infrastructure

More research:

- Data Mining
- Survey

EXIT

The biggest challenge of all is often how to make space – we've shown good examples of decommissioning in public organisations.



RESEARCH REPORT

NESTA

THE ART OF EXIT

In search of creative decommissioning

Laura Bunt and Charles Leadbeater

SYSTEMS

The next strategic challenge – and focus for our research and practice - is how to become better at transforming whole systems

**New technologies,
products and services**

Recalibrated markets



**New policies and
regulations**

**Behavioural change, social
movements**