Innovation in the public sector
Co-creating service with citizens

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Contents

1. About MindLab
2. Innovating with citizens
3. Social media as innovation driver
4. Discussion
About MindLab
MindLab: Co-creating to tackle "wicked problems".
Citizen-centred innovation
More value through involvement
Involving citizens is about finding ideas that have a better chance of creating value.
Value of public sector innovation

Productivity

Service experience

Outcomes

Democracy
Co-creation

The systematic process of creating new policy or service \textit{with people}, not \textit{for} them:

- Broader scope of \textbf{people} [citizens+]
- New mode of \textbf{knowledge} [qualitative, first-hand]
- Different kind of \textbf{process} [design-driven]
Broader scope of people

Involving more, sooner

Consciously involving a wider variety of actors
Who are ‘people’?

End users: Citizens, businesses, NGOs

System: Government (horizontally and vertically): Decision-makers, policy planners, it systems developers, HR, administrators, call center staff, front line professionals

Supporters: Suppliers, partners, advisors

Evidence and inspiration: Academia

‘Wild cards’: Artists, other (parallel) fields, international
Limits to involving people?

"Of course various people should be involved in policy design, but it isn’t practically feasible to involve everyone. And won’t people expect something in return?"

Everyone shouldn’t be involved all the time.

The task is to consciously orchestrate a process where people with relevant expertise, inspiration or resources get involved in the conversation – beyond the usual suspects, and particularly end users.

If taken seriously, most people want to contribute.
New mode of knowledge

Professional empathy

Experiencing what citizens experience
Limits to a new mode of knowledge?

"If we ask citizens what they want, they will just want more. And involving only a small number of citizens isn’t representative of the population”.

The purpose of ethnographic research is not to ask people what they want. It is to gain insight into their lives and interactions with the system. The aim is to understand how public policy shapes service experience, behaviour and outcomes.

It is not about statistical representativity, but about identifying underlying patterns of meaning and action which can anchor the ideation process.
Rehearsing the future

Different kind of process

Design as driver of policy and service co-creation
Service design: Principles

Challenging
Reimagining problems & opportunities

Human
Understanding drivers of behaviour

Experimental
Prototyping as a vehicle for learning

Concrete
Visualising to enable cross-cutting dialogues
The service journey...

...and points of pain.
Prototyping: Storyboard
Limits to design as process?

"Involving citizens, or even colleagues in other government agencies, in co-creating new solutions will just make them expect that we will implement all the ideas that are proposed".

It is usually easy to manage expectations. Co-creation is about discovering what might work, for whom, and how – not about making decisions.

Citizens’ contribution is that they (and only they) are experts in their own lives.

Most understand that in a democracy, politicians are ultimately the decision-makers.
“My staff don’t question the new insights we gained from involving citizens. But they question the consequences for our organization”.

Head of Division
Danish Ministry of Taxation
Social media

As drivers of innovation
Facebook, Twitter, Flickr, LinkedIn, YouTube, MySpace, wikis, blogs, chat, crowdsourcing...

Two roles of social media

Internal (enabler) vs. external (solution)
Social media as innovation enabler

Collaboration platforms

Idea boxes

Crowdsourcing
The TSA IdeaFactory has built: 11,150 ideas > rated 334,306 times > 58,205 comments

9-11 Rememberance

My idea is...September 11 and what our airports do to promote the importance of this day. We often have 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 new hire classes.

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

The lasting impact of the video stays with these officers because it is something they are watching and listening to other than something they are reading. I think we need something similar for ALL our officers. If for nothing else than a reminder of September 11, 2001.

Lynn Luman K

This idea was implemented by the Office of Public Affairs.

The IdeaFactory launched a special site asking for public input with respect to 9-11. 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. This will be available on September 11 so employees across the nation can remember why TSA exists and how the work they do every day makes a difference.
BOLD IDEAS, BETTER LIVES CHALLENGE

WHAT IS THE BOLD IDEAS, BETTER LIVES CHALLENGE?

The Australian Centre for Social Innovation (TACSI) exists to identify and support the innovative ideas, methods and people who can accelerate positive social change. For us that means working directly with people and problem sets to test new responses to difficult social issues.

The people and communities affected by a particular social issue are often the best architects of possible solutions. The Bold Ideas Better Lives Challenge aimed to put that resource to the test – searching for community-identified social issues and community led innovations that respond to those issues.

TACSI asked Australia “what do you think the big problems are facing our society and how do you think we can solve them?”
Social media as part of the solution

Communication

Co-production platforms

Building relationships
MIND LAB

SKAT
Problems in this area

To report a problem, simply click on the map at the correct location. If you cannot see the map, skip this step.

Reports on and around the map

- Dirty underpass (10:33, 23 Apr 2011)
- Road sinking outside Parliament (11:44, 20 Apr 2011)
- Going through red light (09:11, 13 Apr 2011)
- Sunken road surface (13:37, 17 Mar 2011)
- Subsiding Utility Covers (11:54, 17 Feb 2011)
- Blocked drain (12:56, 7 Jan 2011)
- Ice (11:11, 21 Dec 2010)
- No Cycling Signs (09:17, 29 Nov 2010)
- Graffiti on shop exteriors and shutters (21:39, 27 May 2009) (fixed)
- Noise, nuisance, vandalism (08:03, 9 Sep 2007)

Closest nearby problems (within 2.7km)

- Graffiti on bridge (10:59, 28 Sep 2010, 0.7km)
- Sunken manhole cover (13:23, 10 Dec 2010, 0.7km)
- Abandoned bicycles (20:19, 19 Mar 2011, 0.7km) (fixed)
- Drainage is blocked/blocking with waste paper (10:24, 4 May 2011, 0.7km)
- Loose flag stones (14:32, 27 Sep 2010, 0.7km)
- Sunken pothole (20:31, 20 Oct 2010, 0.7km)
- Westminster Bridge Rd - Road surface (20:52, 31 Jan 2011, 0.7km)
# Potentials vs. pitfalls

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<th>Potential</th>
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<td>Internal</td>
<td>More efficient knowledge management</td>
<td>Culture resistant to social media use</td>
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<td>External</td>
<td>Increased citizen engagement for co-producing more value</td>
<td>Requires letting go of control</td>
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<td>Where is role for ’authority’?</td>
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Great ideas often get trapped in federal bureaucracies, but cutting-edge agencies are tapping into next-gen Web technology as the key to unlocking the power of information sharing.

Government chief information officers, public affairs offices and knowledge management shops are embracing social media tools to foster idea sharing, enhance collaboration with other agencies and engage the public.

But these online communities have inherent risks, so agencies must strike the right balance between opening up their operations widely and safeguarding sensitive information. Those with the most successful social media applications are taking various steps to protect information, such as assigning moderators (...).

Government Executive April 8, 2009
mind-lab.dk/en

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