DESIGN FOR POLICY

AN EMERGING PRACTICE FOR ACHIEVING INTENDED CHANGE FOR CITIZENS AND SOCIETY

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The ambition

"Governments can be brutal and stupid. But the best have helped their citizens to live stronger, safer, richer, freer lives."

Geoff Mulgan
The Art of Public Strategy (2009: 1)

What does being „best" mean?

Have we gone analysis-mad?

Henry Kissinger
World Order

THE SHIFTS
and the SHOCKS

WHAT WE'VE
LEARNED—AND
HAVE STILL TO
LEARN—*from the*
FINANCIAL CRISIS

MARTIN WOLF

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Design for policy

Christian Bason (ed.)
Gower Ashgate
December 2014

The emerging context

Super-wicked problems
Siloed knowledge domains
Stability over change

Opening of government?

Governments are, ultimately, the owners of public problems, and *policies* are the approaches they use to address them.

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"Adopting a new law in Parliament is no guarantee that anything actually changes."

Danish Minister

"I am acutely aware that we can't flick a switch in the Department for Education, and every child will be learning more."

Top policy maker
Department for Education

What is at stake is our ability, as societies, to achieve in practice our positive visions of change for citizens and business.

To do so, we must change how government innovates.

The way forward…

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 through *systematic experimentation*

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Policy
(strategy?)

↕

Labs
(Design for policy *and* service)

↕

Service
(operations?)

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Across the Globe, governments are building the infrastructures, capacities and processes needed to drive innovation in public polices and services.
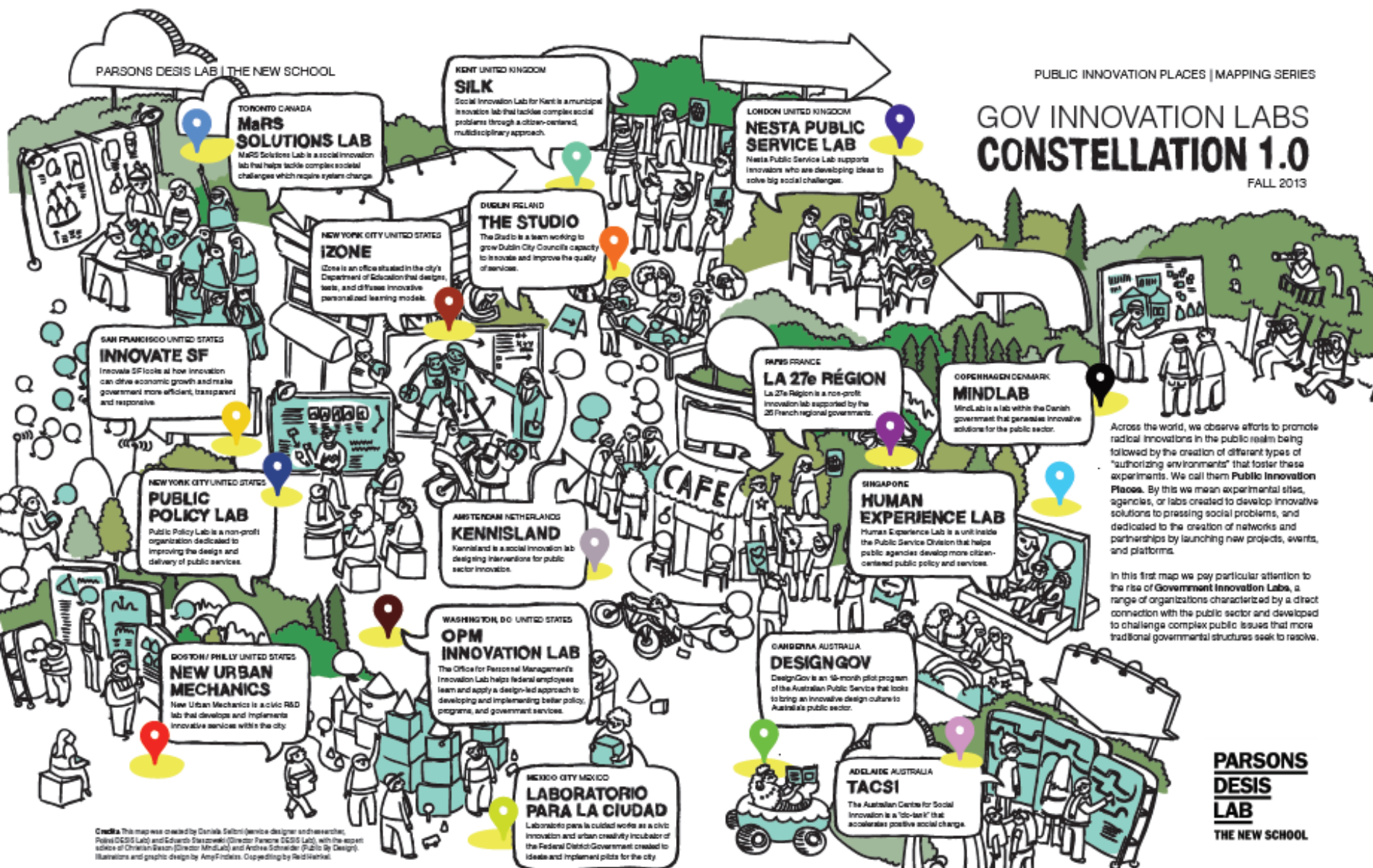
The emerging landscape of labs

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PARSONS DESIS LAB | THE NEW SCHOOL

PUBLIC INNOVATION PLACES | MAPPING SERIES

GOV INNOVATION LABS CONSTELLATION 1.0
FALL 2013

TORONTO CANADA
MaRS SOLUTIONS LAB
MaRS Solutions Lab is a social innovation lab that helps tackle complex societal challenges which require system change.

KENT UNITED KINGDOM
SILK
Social Innovation Lab for Kent is a municipal innovation lab that tackles complex social problems through a citizen-centered, multidisciplinary approach.

LONDON UNITED KINGDOM
NESTA PUBLIC SERVICE LAB
Nesta Public Service Lab supports innovators who are developing ideas to solve big social challenges.

DUBLIN IRELAND
THE STUDIO
The Studio is a team working to grow Dublin City Council's capacity to innovate and improve the quality of services.

NEW YORK CITY UNITED STATES
IZONE
iZone is an office situated in the city's Department of Education that designs, tests, and diffuses innovative personalized learning models.

SAN FRANCISCO UNITED STATES
INNOVATE SF
Innovate SF looks at how innovation can drive economic growth and make government more efficient, transparent and responsive.

PARIS FRANCE
LA 27e RÉGION
La 27e Région is a non-profit innovation lab supported by the 26 French regional governments.

COPENHAGEN DENMARK
MINDLAB
MindLab is a lab within the Danish government that generates innovative solutions for the public sector.

NEW YORK CITY UNITED STATES
PUBLIC POLICY LAB
Public Policy Lab is a non-profit organization dedicated to improving the design and delivery of public services.

AMSTERDAM NETHERLANDS
KENNISLAND
Kennisland is a social innovation lab designing interventions for public sector innovation.

SINGAPORE
HUMAN EXPERIENCE LAB
Human Experience Lab is a unit inside the Public Service Division that helps public agencies develop more citizen-centered public policy and services.

WASHINGTON, DC UNITED STATES
OPM INNOVATION LAB
The Office for Personnel Management's Innovation Lab helps federal employees learn and apply a design-led approach to developing and implementing better policy, programs, and government services.

CANBERRA AUSTRALIA
DESIGNGOV
DesignGov is an 18-month pilot program of the Australian Public Service that looks to bring an innovative design culture to Australia's public sector.

BOSTON/ PHILLY UNITED STATES
NEW URBAN MECHANICS
New Urban Mechanics is a civic R&D lab that develops and implements innovative services within the city.

MEXICO CITY MEXICO
LABORATORIO PARA LA CIUDAD
Laboratorio para la ciudad works as a civic innovation and urban creativity incubator of the Federal District Government created to ideate and implement pilots for the city.

ADELAIDE AUSTRALIA
TACSI
The Australian Centre for Social Innovation is a "do-tank" that accelerates positive social change.

Across the world, we observe efforts to promote radical innovations in the public realm being followed by the creation of different types of "authorizing environments" that foster these experiments. We call them **Public Innovation Places.** By this we mean experimental sites, agencies, or labs created to develop innovative solutions to pressing social problems, and dedicated to the creation of networks and partnerships by launching new projects, events, and platforms.

In this first map we pay particular attention to the rise of **Government Innovation Labs**, a range of organizations characterized by a direct connection with the public sector and developed to challenge complex public issues that more traditional governmental structures seek to resolve.

PARSONS DESIS LAB THE NEW SCHOOL

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Working *with* owners
to create public value

MINISTRY OF BUSINESS AND GROWTH
DENMARK

UNDERVISNINGS
MINISTERIET
THE MINISTRY
OF EDUCATION

ODENSE KOMMUNE

MINISTRY OF EMPLOYMENT

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Society

Politics
and regulation

Top management

Other
stakeholders

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Other
public sector
organisations

Strategy and   organisation

Managers and   employees

Citizens, enterprises, NGOs

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PROJECT MANAGEMENT

ORGANISATIONAL DEVELOPMENT

CREATIVE FACILITATION

Public administration

Social research

Design

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ANALYSIS
Identifying insights
Visualisation
Pattern recognition

SYNTHESIS
Ideation
Concept development
Selection

KNOWING
Project scoping
Challenging the problem
Citizen-centred research

CREATING
Prototyping
Testing
Implementing

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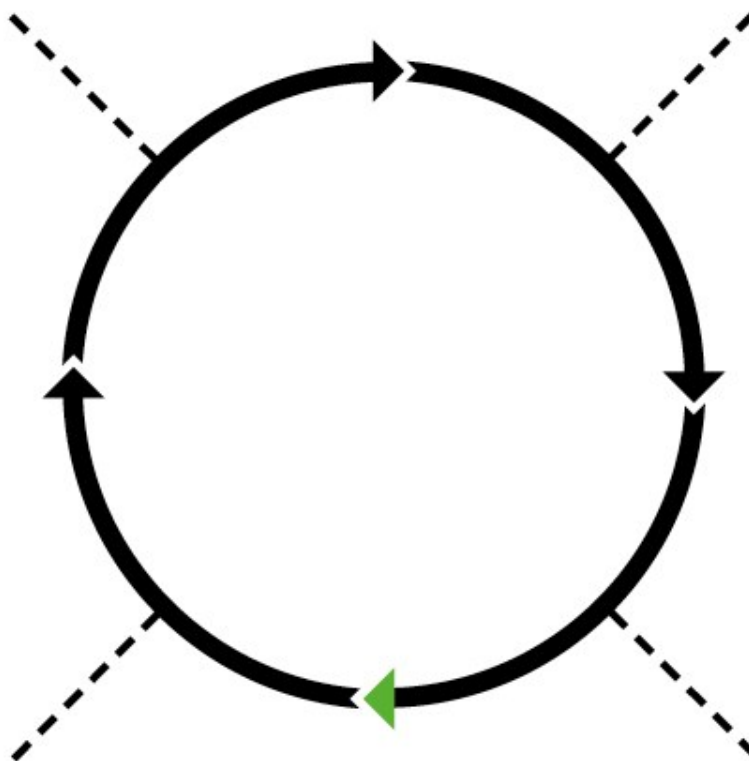
What is the job we
need labs to do?

From resisting to embracing complexity

"Making problems experientially available for the involved stakeholders enables a real discussion of challenges and opportunities."

Joachim Halse
Danish School of Design

From problem-solving to envisioning new futures.

Design can become a catalyst of the "collective construction of the future".

Stephane Vincent et. al.
La 27e Region
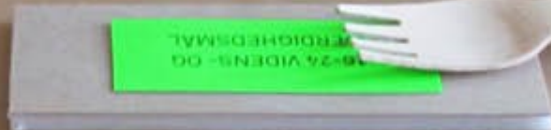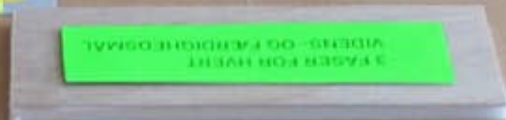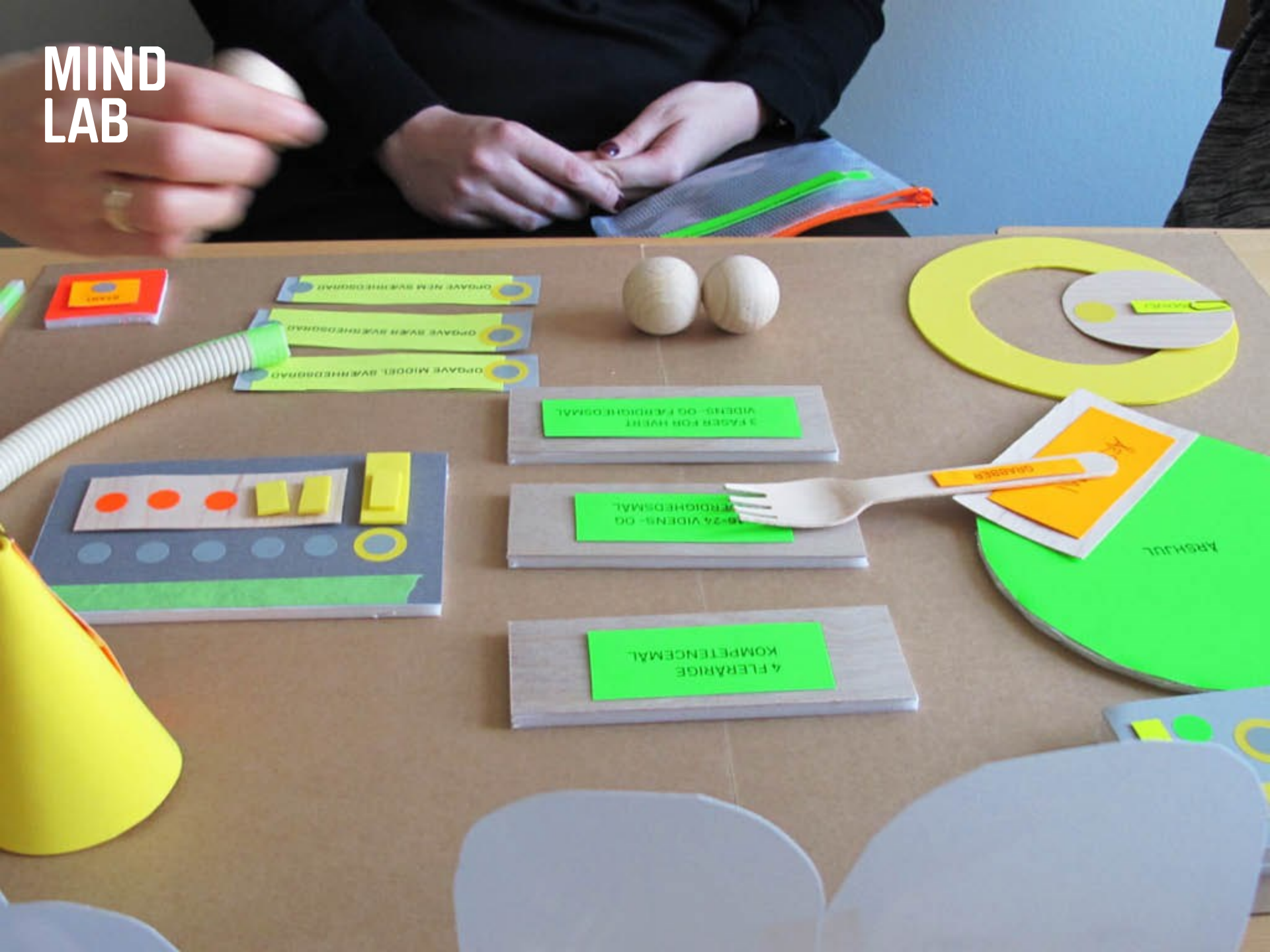
From system focus to citizen centricity.

The policy potential is of viewing people "not as bundles of needs to be served but as potential assets in the system".

Simona Maschi
Copenhagen Institute of Interaction Design

Jennie Winhall
Participle

From unilateral action to shaping new alliances.

"Policymakers will have to forge alliances with broader coalitions of actors, generating a wider range of organizational platforms and sources of knowledge, than they ever have before."

Tom Bentley
Former senior advisor to Australian PM

From facilitation to stewardship.

"Coherently shape cultural, political, economic interests through unpredictability towards a desired goal and to ensure impactful delivery."

Marco Steinberg
Founder, Snowcone
Former Director, Helsinki Design Lab

From policy-as-strategy to policy-as-impact.

"The moment we link policy implementation and policy-making with the products and services that people actually experience, the human experience moves into the foreground."

Sabine Junginger
Hertie School of Government
Kolding School of Design

"They were looking a bit uncomfortable, because it is their service. And the manager was looking uncomfortable as well."

Development Director
Borough of Lewisham (UK)

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Current policy model	Design for policy
Resisting complexity	Embracing complexity
Problem-oriented; reactive	Vision-oriented; proactive
System focus	Citizen focus
Unilateral action	Shaping new alliances
Facilitation	Stewardship
Strategy emphasis	Impact emphasis

The shape of a new and more humble policy model?
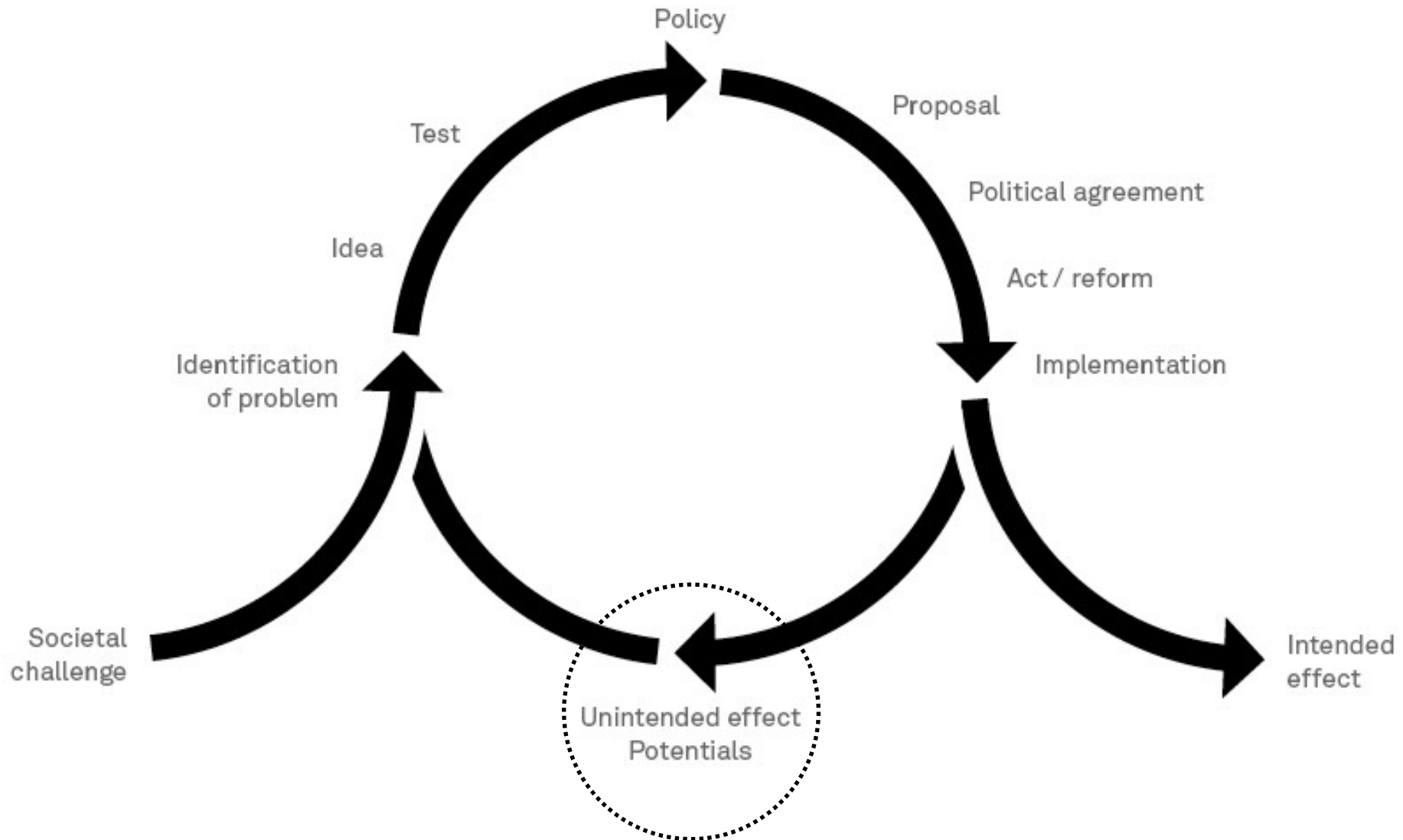
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What's next?
(For labs to succeed)

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Authorization

How to make innovation in policy legitimate at all levels?

Skills

New competencies for policy makers?

Metrics

Might we need to recognize new forms of value?

Research

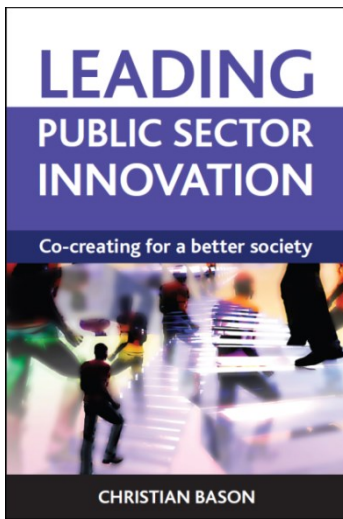What must we learn, fast, about design-led policy?

Politics

What becomes the space for political decision-making?

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"Are you saying we are too busy to be helped?"

Top executive
Government of Denmark

Some additional resources

Policy Press
2010

Nesta +
MindLab
2012

European
Commission
2013

Nesta
2014