1.3.2021 DfG Alumni presentation

Jane Lehtinen
jane.lehtinen@aalto.fi
+358 44 9536586 / +64 22 09 25078

Exploring
# public sector innovation:

Cases from Aotearoa New Zealand

Keywords: # *Public sector innovation, public and social innovation, Public sector innovation labs / PSI labs, Design-led labs, Design for Government, Design-led approaches, Design thinking*

Outline

- **Innovation (labs) in the public sector**

- The Aotearoa New Zealand context

- CASES: Auckland Co-design Lab
              Service Innovation Lab

Public Sector innovation labs -a trend around the world
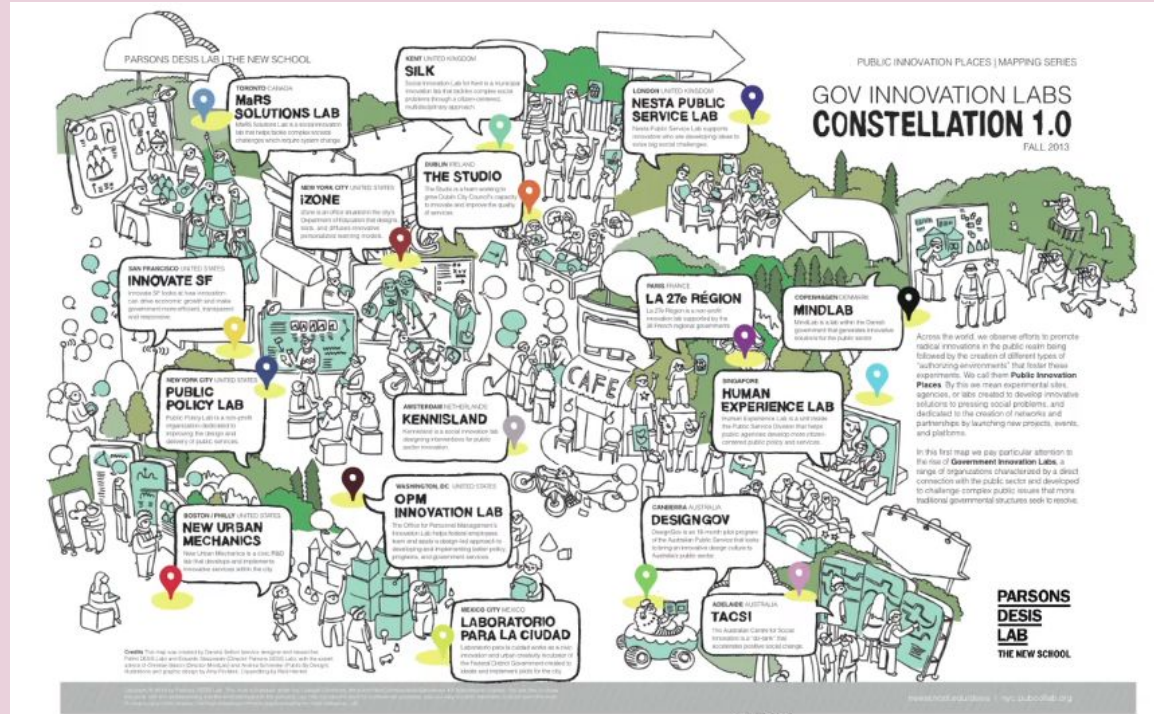
Examples of Labs around the world

FINLAND
- Helsinki Design Lab
- InLand, Migri, Finnish Ministry of Interior
- D9 team

EUROPE
- MindLab, Denmark
- Kennisland, Netherlands
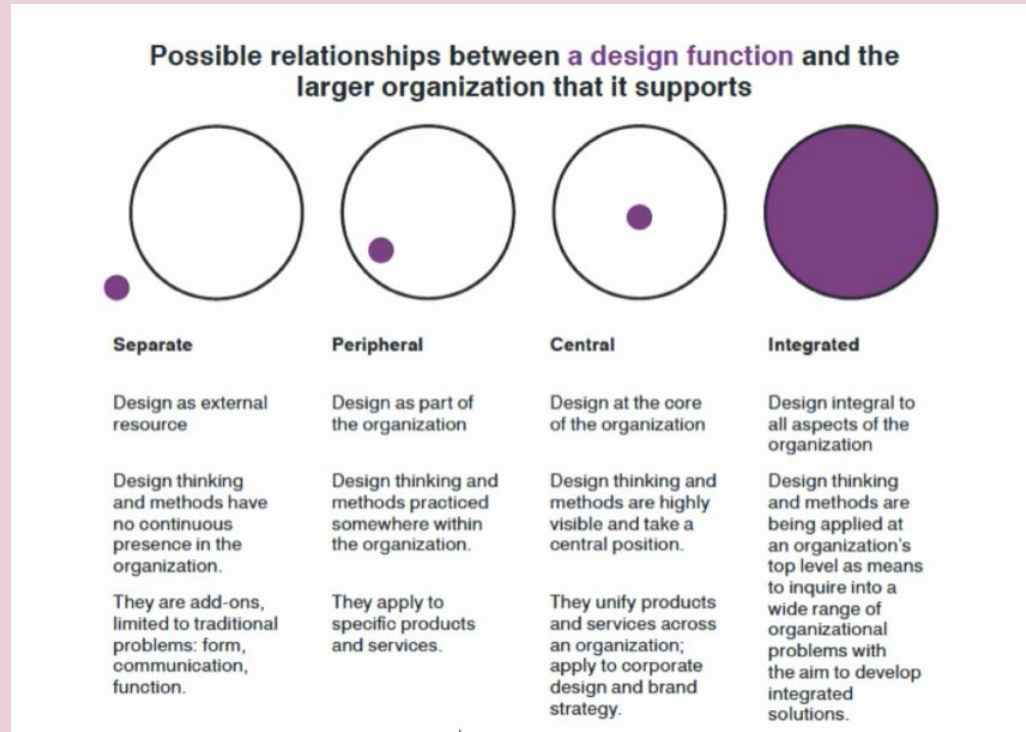- NESTA, UK
- Policy Lab, UK

WORLDWIDE
- Mars solutions lab, Canada
- New Urban Mechanics, USA
- Laboratorio para la Ciudad, Mexico
- Human Experience Lab, Singapore
- TACSI, Australia

4

Public Sector Innovation Labs

- **What?** Separate units using design-led approaches for solving social & public problems

- **Why?**
  - Broad argument to combat complex issues (eg. technological change)
  - For citizens: improving public service offerings & outcomes + trust
  - For public servants: growing capability
  - Saving costs

- **How?**
  - Set up with public leadership support
  - Involving "nontraditional" experts + stakeholders / citizens
  - Attaining evidence-based insights by design-led approaches
  - Findings documented for learning

Integrating design in organizations

Possible relationships between a design function and the larger organization that it supports

Separate	Peripheral	Central	Integrated
Design as external resource	Design as part of the organization	Design at the core of the organization	Design integral to all aspects of the organization
Design thinking and methods have no continuous presence in the organization.	Design thinking and methods practiced somewhere within the organization.	Design thinking and methods are highly visible and take a central position.	Design thinking and methods are being applied at an organization's top level as means to inquire into a wide range of organizational problems with the aim to develop integrated solutions.
They are add-ons, limited to traditional problems: form, communication, function.	They apply to specific products and services.	They unify products and services across an organization; apply to corporate design and brand strategy.	

"They talk about innovation and collaboration,
but our structures are not set up for that. We work in these incredibly
hierarchical, siloed, risk-averse organizations...
It's the antithesis of what you need to do this work effectively. *"*

-Design advisor, Department of Internal Affairs / Service Innovation Lab

Innovation in the public sector -a contradiction?

- Stretched thin in providing for the current functioning

- Democracy & accountability to citizens

- Position as a monopoly

- Bureaucracy & culture

  - Risk-aversion
  - Vertical / siloed structures
  - Single-agency accountabilities
  - Need for short-term deliverables
  - Short funding cycles

Outline

- Innovation (labs) in the public sector

- **The Aotearoa New Zealand context**

- CASE: Service Innovation Lab

Snapshot of Aotearoa New Zealand

"The land of the long white cloud"

Population:	5.1 million people
Capital:	Wellington
Government:	Constitutional monarchy
Founded:	6th of March 1840
Prime Minister:	Jacinda Ardern
Member of:	Commonwealth, OECD, Digital Nations….

Te Tiriti o Waitangi (The Treaty of Waitangi)

- **Foundational treaty documents as guiding framework**

  - Signed on 6th of February, 1840
  - between Māori and Pakeha ("others", non-Māori)
  - 2 versions: English + Māori translation

→ In theory: guides actions within public sector

  In practice: is not adhered to well

A copy of the first treaty document, Te Papa National Museum

PSI labs in the Aotearoa New Zealand context

- **Practice is still forming**

  - Co-design ethics practice lead by Auckland Co-design lab

  - National-level labs
    - Behavioural Science team, Ministry of Justice
    - Evidence-based Policing Center

  - Agency specific
    - New Zealand Transport Agency Innovation Lab
    - Fire and Emergency NZ Innovation Lab

  - Local initiatives

- **Unique context: Te Ao Maori (the Maori worldview)**

  - The Treaty of Waitangi
  - Tikanga Maori (protocols & customs)
  - Te reo Maori (the Maori language)

"In Aotearoa [New Zealand] there's a real question about culture…
are the methodologies culturally grounded
and therefore appropriate?"

-Director, Auckland Co-design lab
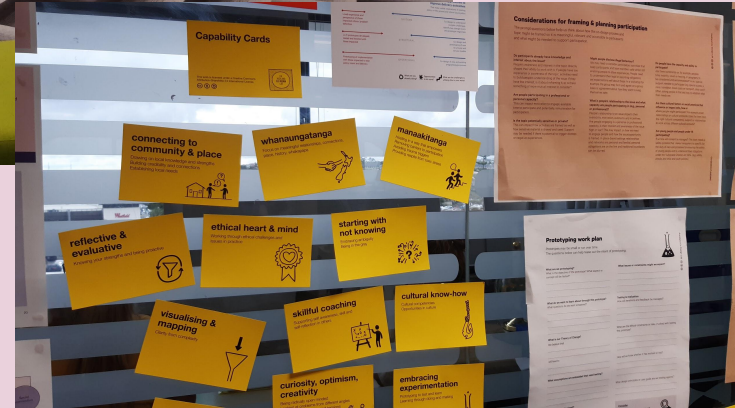
Outline

- Innovation (labs) in the public sector

- The Aotearoa New Zealand context

- CASES: **Auckland Co-design Lab**
      Service Innovation Lab

Local / place-based lab: Auckland Co-design lab

Lab based within the Auckland Council, Southern Initiative

Showing the way in social innovation for PSI labs

- **Whanau-centric model**

  - Systems view of individuals
  - Capability-building
  - Long-term relationships & projects
  - Often citizen-led

- **Club funding**

  - From council & 10+ government organizations
  - Some on yearly contracts

- **Ethical practice**

  - Pioneering co-design ethics
  - Questioning sources of knowledge & bias with stakeholders
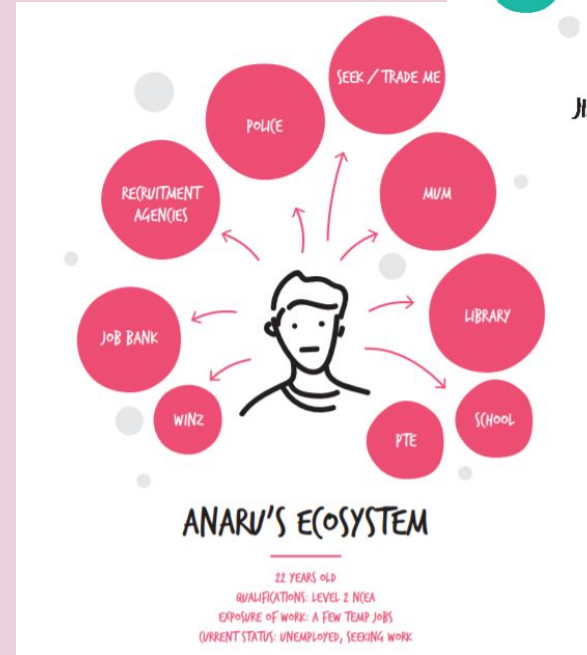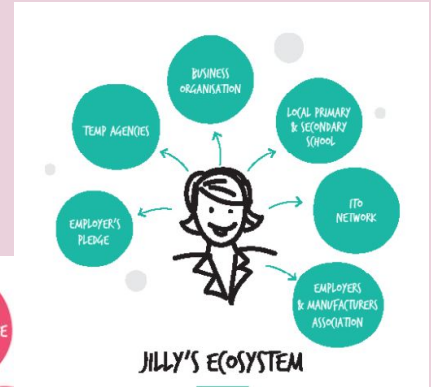 - Continuous attempts at power-sharing and learning

THE
AUCKLAND
CO-DESIGN
LAB

Attitude gap challenge

JILLY'S ECOSYSTEM

- **Partner organizations**
  - Youth & families
  - Employers & training providers
  - Ministries (MBIE, MSD -WINZ)
  - Schools, youth leaders

- **Challenge: Barriers to youth unemployment**

  - Perceptions of youth & employers
  - Wider system exploration → insights
  - Uncovered multiple unexpected reasons
    - Cultural & value differences
    - Lack of youth's knowledge & experience

ANARU'S ECOSYSTEM

22 YEARS OLD
QUALIFICATIONS: LEVEL 2 NCEA
EXPOSURE OF WORK: A FEW TEMP JOBS
CURRENT STATUS: UNEMPLOYED, SEEKING WORK

Outline

- Innovation (labs) in the public sector

- The Aotearoa New Zealand context

- CASES: Auckland Co-design Lab
  Service Innovation Lab

Making it easier for citizens to transact with government

Digital transformation in the public sector

- Work started already in 2013

- Key piece of research: "Result 10"

  - Series of citizen pain points interacting with government
    - Issues with organizational silos
    - Citizens feeling not listened to

  → Something more is needed to deliver better joint services!
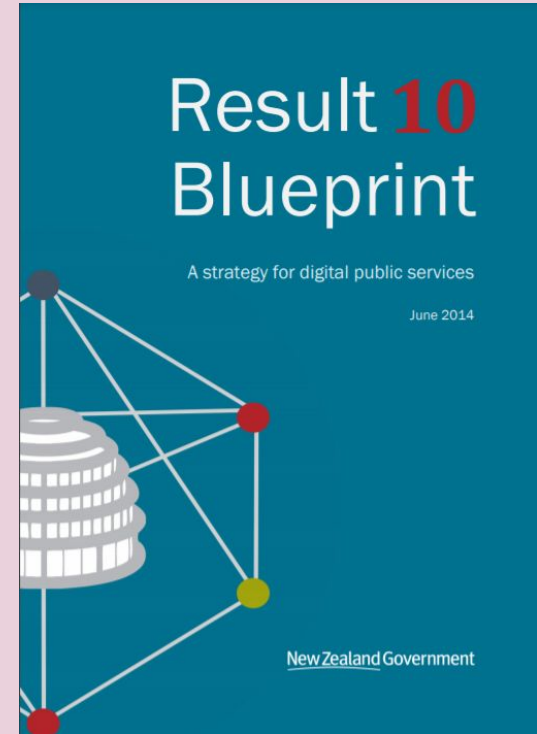
The Service Innovation Lab

What: All-of-government Lab
                Overseen by the Department of Internal Affairs

Where: in 4 changing locations at capital city of Wellington

When: between 2017-2020

Purpose: Joined-up government services around citizen life-events
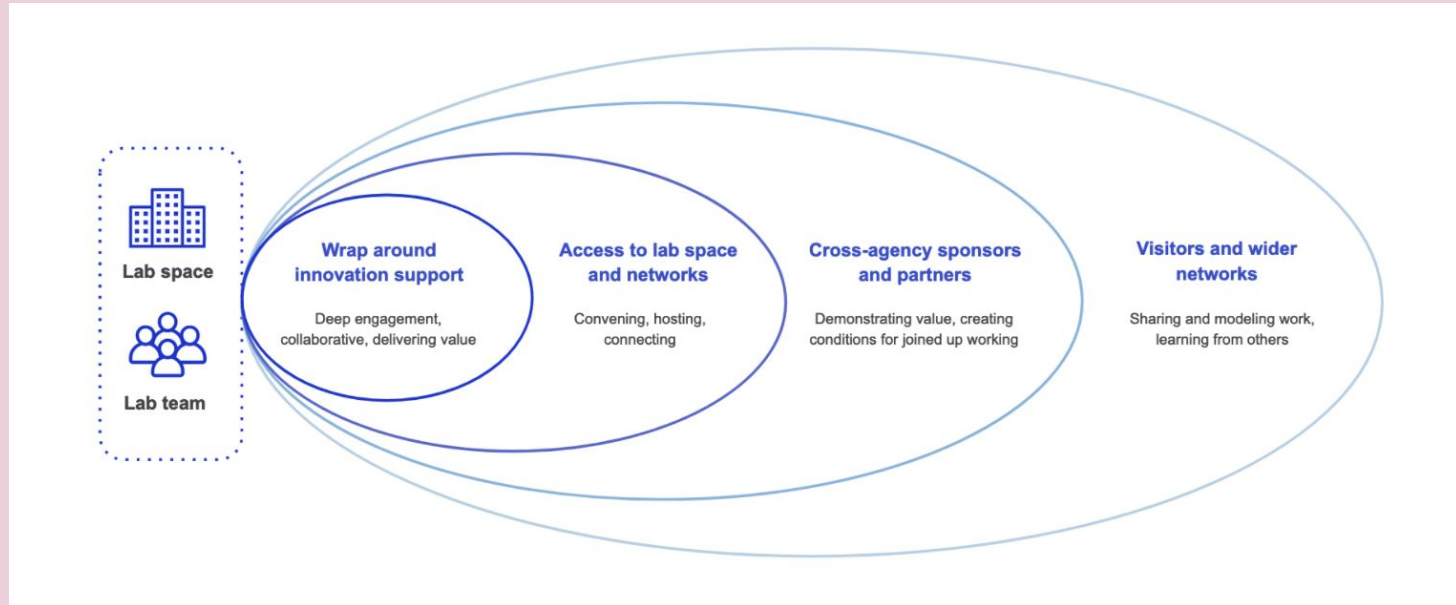

Source: NZ Government

"[one of the managers] and I were very much about relationships, about Manaakitanga, and about supporting people who were often working in very challenging environments across the public sector."

-Strategic Support and Engagement advisor, Service Innovation Lab

The Lab principles

- Uniting to meet user needs

- Doing the hard things to make it easy

- Learning & improving rapidly

- Providing value or stopping

- Doing the least for the greatest impact

- Building for reuse and openness

- Accepting help and challenge

- Openly & widely talking about our work

Service Innovation Lab model

Lab space

Lab team

Wrap around innovation support

Deep engagement, collaborative, delivering value

Access to lab space and networks

Convening, hosting, connecting

Cross-agency sponsors and partners

Demonstrating value, creating conditions for joined up working

Visitors and wider networks

Sharing and modeling work, learning from others

Changing lab identity & approach

Phase 1
Lab as a space
Feb 2017 - Jun 2017

Phase 2
Lab Plus
Jul 2017 - Jun 2018

Phase 3
Lab as a service
Jul 2018 - Oct 2019

Phase 4
Lab in transition
Nov 2019 - Jun 2020

Source: NZ Government

Flagship project: SmartStart

→ lead to "Wheturangitia" online support service
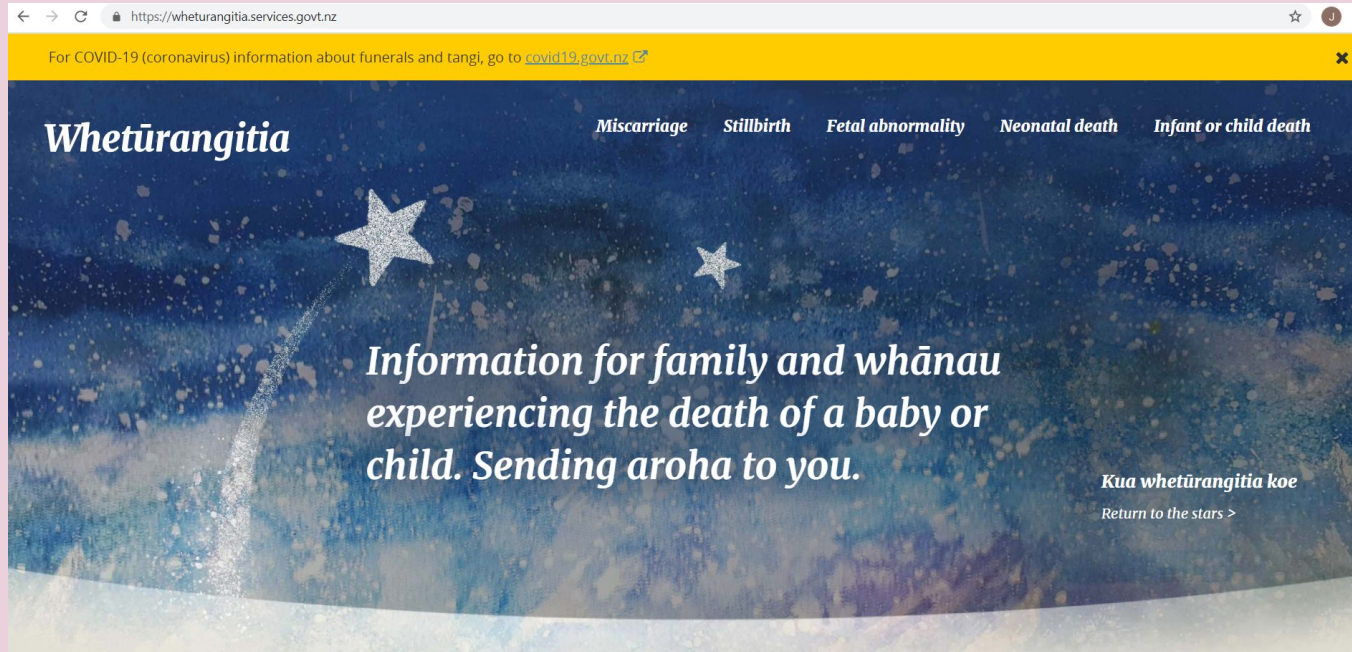
"If you´re a citizen..
you don't usually care what department the government service is from,
you just want a better experience when you're having your baby or when you're in [mist of]
a traumatic thing when your father has passed away and you´re trying to navigate that space."

-Strategic Support and Engagement advisor, Service Innovation Lab

Sources

Bason, C. (2014) Design for Policy

Junginger, S. (2009) Parts and wholes: places of design thinking in organizational life

Te Ao Maori, Otago University Website (2021) retrieved from https://www.otago.ac.nz/maori/world/

Mark & Hagen (2020) Co-design in Aotearoa New Zealand: a snapshot of the literature

Result 10 (June 2014) A strategy for a digital public services

Result 10 (december 2014) Customer research: understanding customer experience, behaviours and attitudes to govt services

Auckland co-design Lab website (2021) retrieved from https://www.aucklandco-lab.nz/resources

Service Innovation Lab website & internal documents

Personal interviews with various lab leads & government staff