



Building innovative practice into policy development

DAVID ALBURY

Director, Innovation Unit

Associate, Institute for Government

FOUR Q&A



“What are the conditions for the creation and take-up of innovation in policy design?”



“What are the conditions for the creation and take-up of innovation in policy design?”

“What processes have been successful for bringing ideas and insights from users and other stakeholders into the policy process?”



“What are the conditions for the creation and take-up of innovation in policy design?”

“What processes have been successful for bringing ideas and insights from users and other stakeholders into the policy process?”

“Are there particular parts of the policy infrastructure or capabilities that are crucial for building innovation, user-centricity and new thinking into policy?”



“What are the conditions for the creation and take-up of innovation in policy design?”

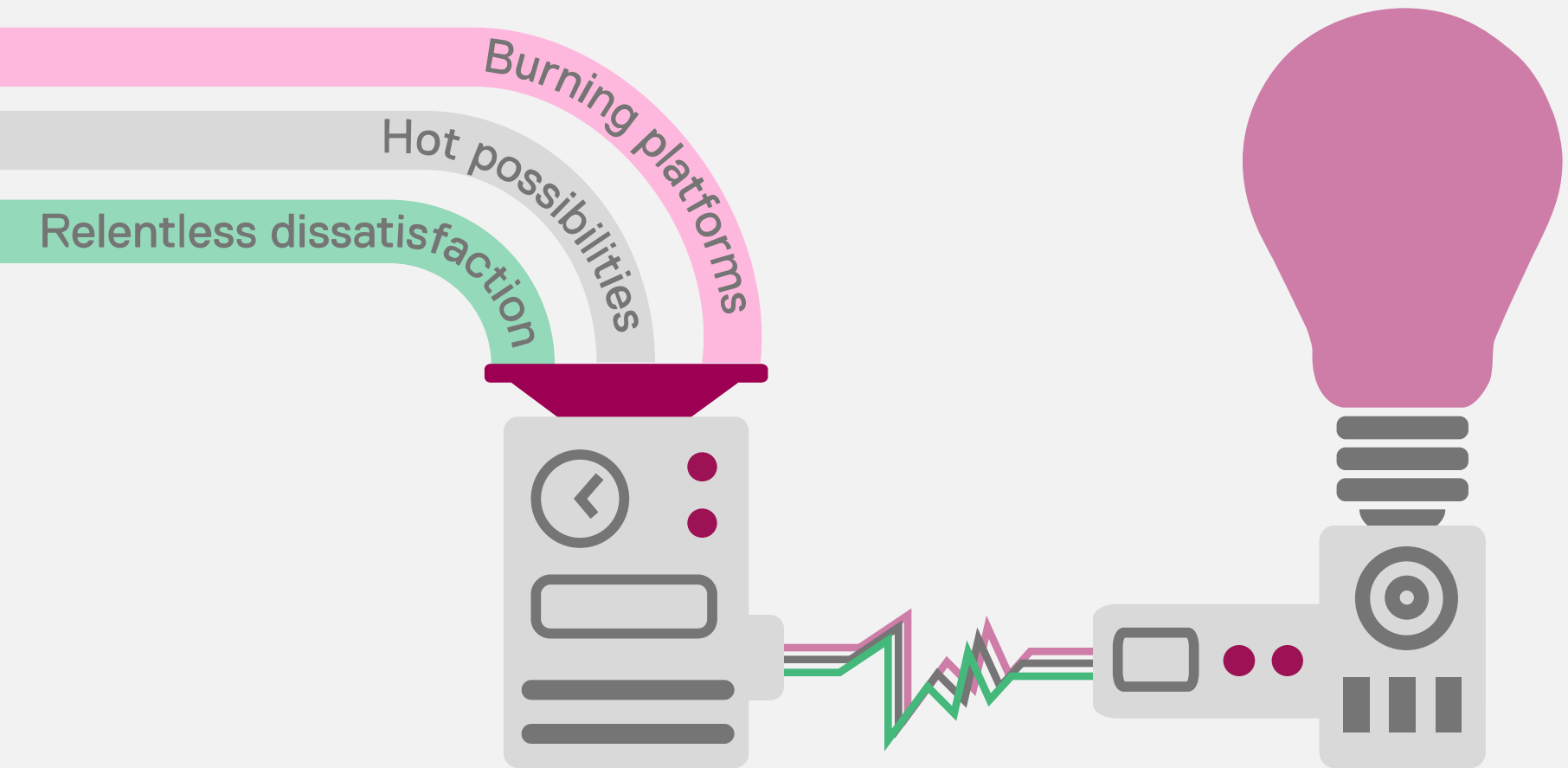
“What processes have been successful for bringing ideas and insights from users and other stakeholders into the policy process?”

“Are there particular parts of the policy infrastructure or capabilities that are crucial for building innovation, user-centricity and new thinking into policy?”

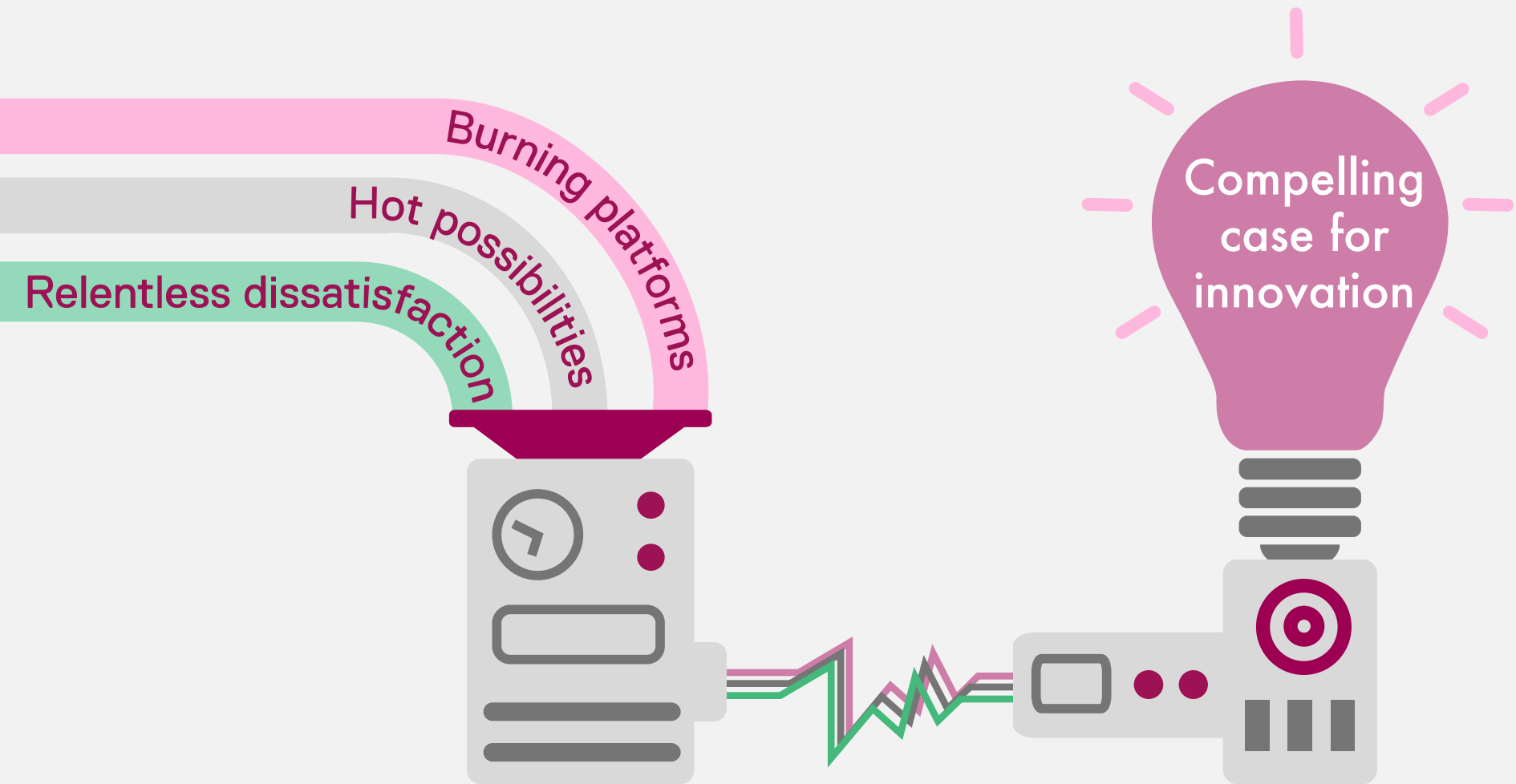
“Where are they best placed?”



“What are the conditions for the creation and take-up of innovation in policy design?”



“What are the conditions for the creation and take-up of innovation in policy design?”



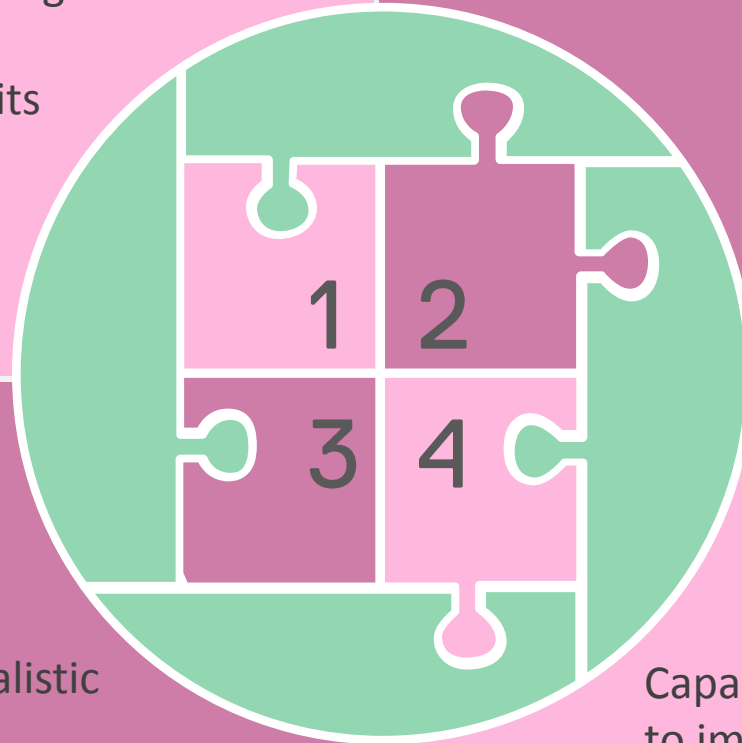
Four key prerequisites for successful management of major innovation projects



Shared and understood **pressures for change:** reasons why change is necessary, and potential benefits



Clearly articulated and co-developed vision



Planned and realistic first steps – an action plan – for all major players



Capacity and capabilities to implement necessary changes and operate within new system



Four key prerequisites for successful management of major innovation projects

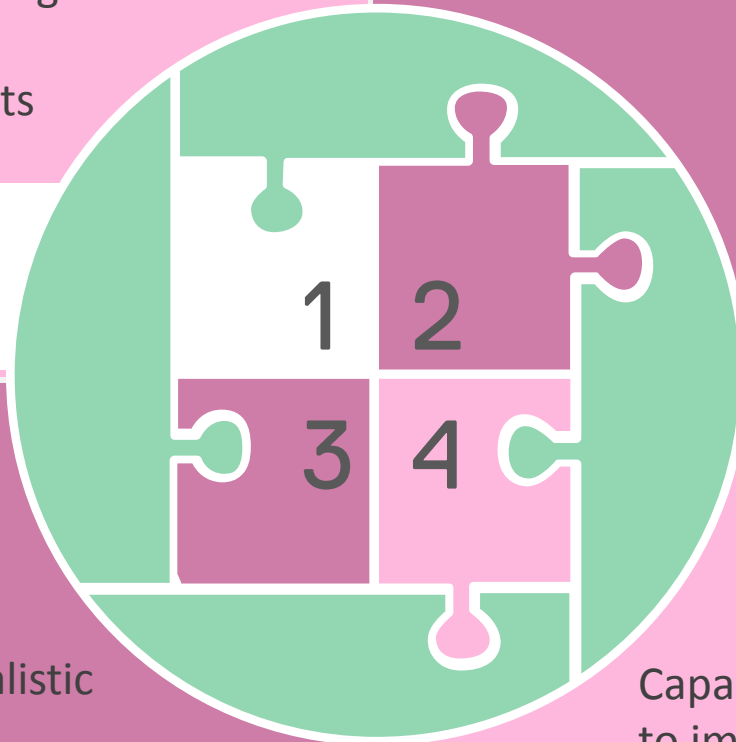


Shared and understood **pressures for change:** reasons why change is necessary, and potential benefits

Prevents slipping to bottom of the in-tray



Clearly articulated and co-developed vision



Planned and realistic first steps – an action plan – for all major players



Capacity and capabilities to implement necessary changes and operate within new system



Four key prerequisites for successful management of major innovation projects



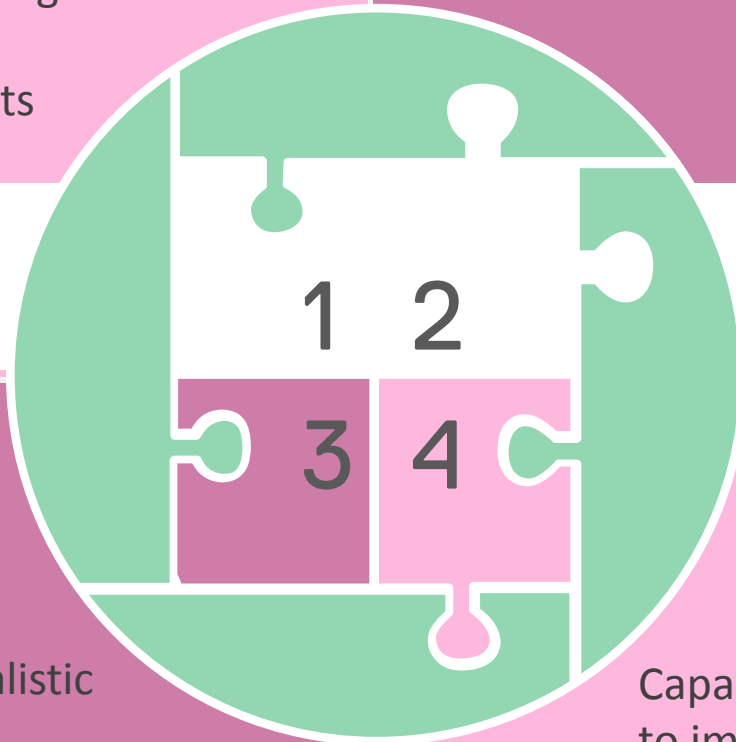
Shared and understood **pressures for change:** reasons why change is necessary, and potential benefits

Prevents slipping to bottom of the in-tray

Clearly articulated and co-developed vision



Avoids haphazard and uncoordinated efforts



Planned and realistic first steps – an action plan – for all major players



Capacity and capabilities to implement necessary changes and operate within new system



Four key prerequisites for successful management of major innovation projects



Shared and understood **pressures for change:** reasons why change is necessary, and potential benefits

Prevents slipping to bottom of the in-tray

Avoids false starts



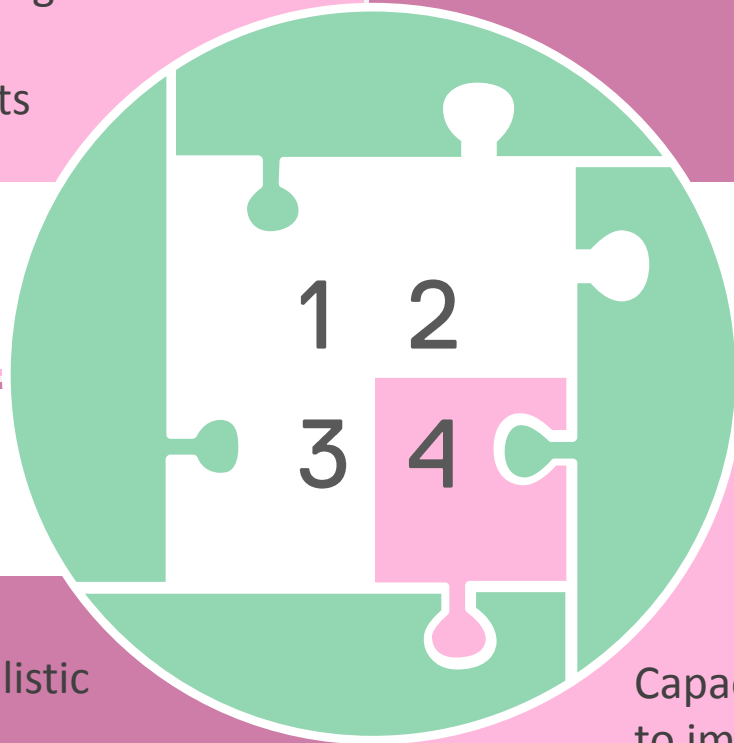
Planned and realistic first steps – an action plan – for all major players



Clearly articulated and co-developed vision

Avoids haphazard and uncoordinated efforts

Capacity and capabilities to implement necessary changes and operate within new system



Four key prerequisites for successful management of major innovation projects



Shared and understood **pressures for change:** reasons why change is necessary, and potential benefits

Prevents slipping to bottom of the in-tray

Avoids false starts



Planned and realistic first steps – an action plan – for all major players

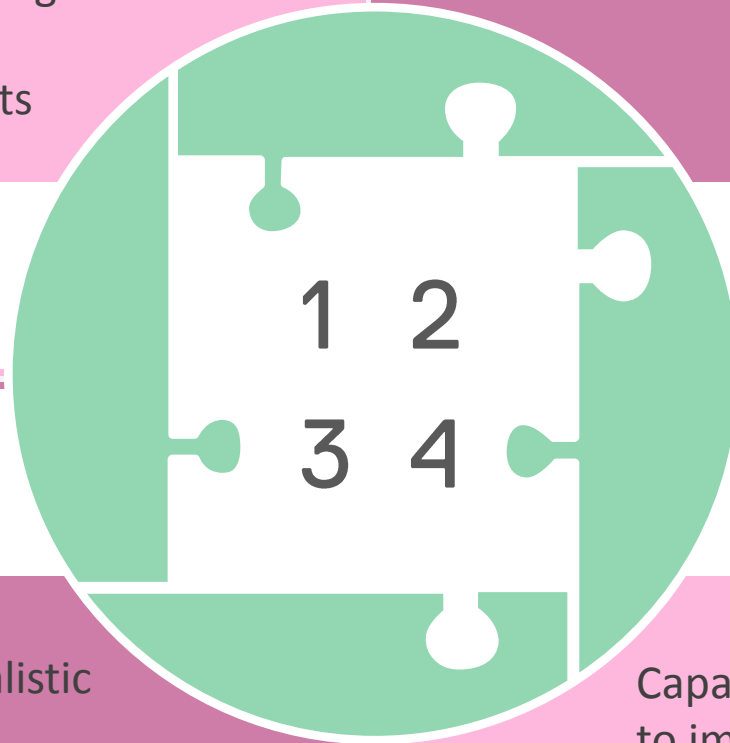


Clearly articulated and co-developed vision

Avoids haphazard and uncoordinated efforts

Mitigates anxiety and frustration

Capacity and capabilities to implement necessary changes and operate within new system





INNOVATIVE CULTURE and LEADERSHIP



- Passionate about outcomes, flexible about means
- Encouraging experimentation, and well-managed risk-taking
- Externally and front-line oriented, embracing diversity
- Focused on limited number of priorities and challenges
- Maintaining ‘split-screen’ narrative



**SUPPORT
and
INVESTMENT**
(PUSH FACTORS)

Permission, championship and sponsorship:
the authorising environment

Innovation funds

Disciplined methods

Space: zones, incubators, labs ...

“What processes have been successful for bringing ideas and insights from users and other stakeholders into the policy process?”

CITIZEN and USER ENGAGEMENT

Focus on outcomes



Appropriate engagement



Ethnography



Co-design



Strengthening user networks



Participatory budgeting



Ideas and insights from stakeholders

INTO
**POLICY
PROCESS**

“Are there particular parts of the policy infrastructure or capabilities that are crucial for building innovation, user-centricity and new thinking into policy?”



“Where are they best placed?”

Broad/
dispersed



Embedded



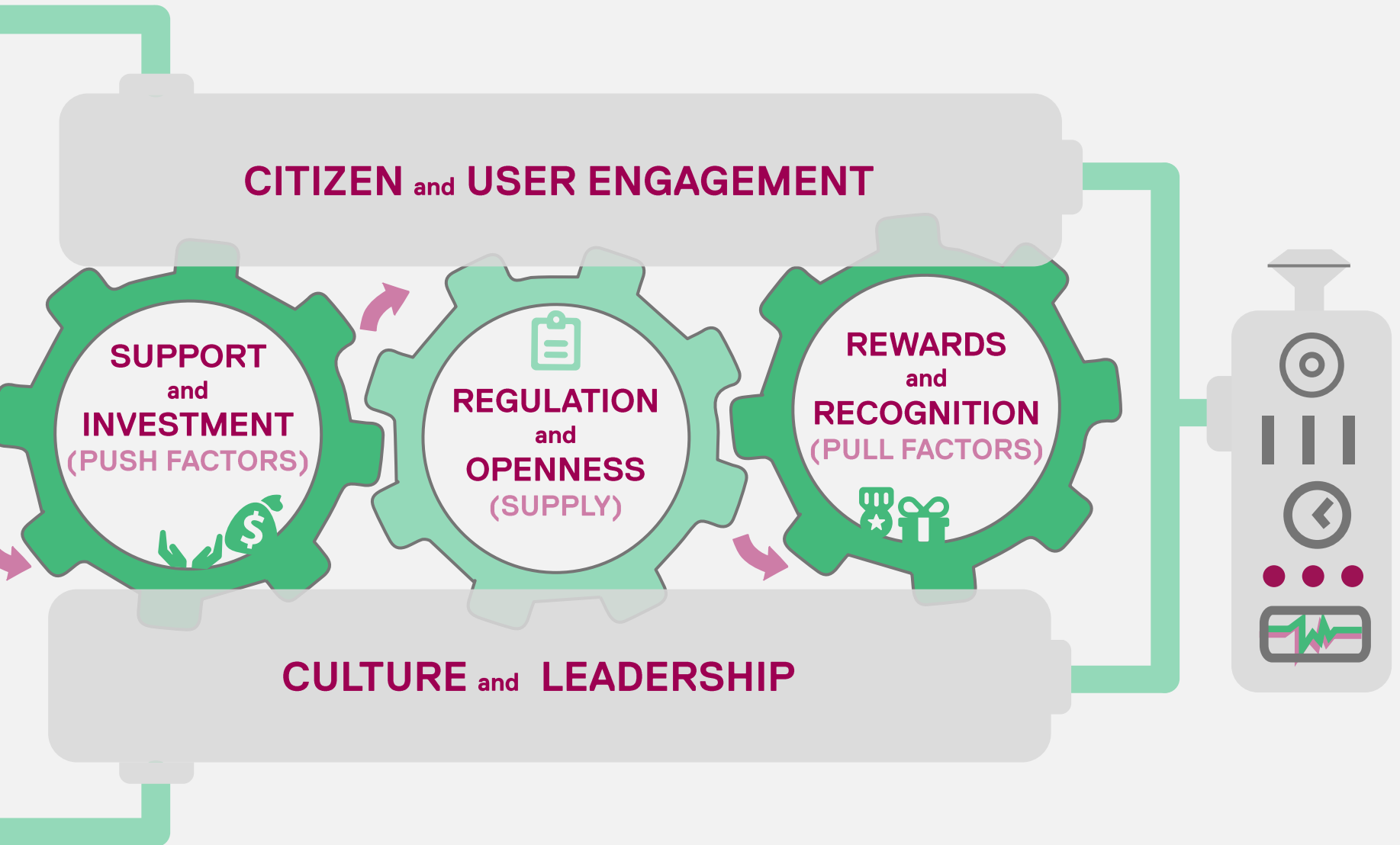
Separate/
arms' length



Deep/
centralised/
pooled capability



The innovation system



The innovation system

