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Design for public sector innovation

Engaging citizens in policy and service co-creation

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Project manager MindLab
Chief advisor Danish Ministry of Taxatation

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About MindLab

Run by three national ministries
- Business & Growth
- Taxation
- Employment

Staff of 15
- Core staff
- Industrial Ph.D. students
- Seconded public servants

Board
- Three Permanent Secretaries of ministries
- Four external members (business & academia)

MindLab: Co-creating to tackle wicked problems.

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About Unit for Innovation and knowledge sharing in the Ministry of Taxation

15 people (sociology, business, lawyer, business, engineering, music and communication)

Methods: Design thinking, arts methods, workshops, User involvement methods.

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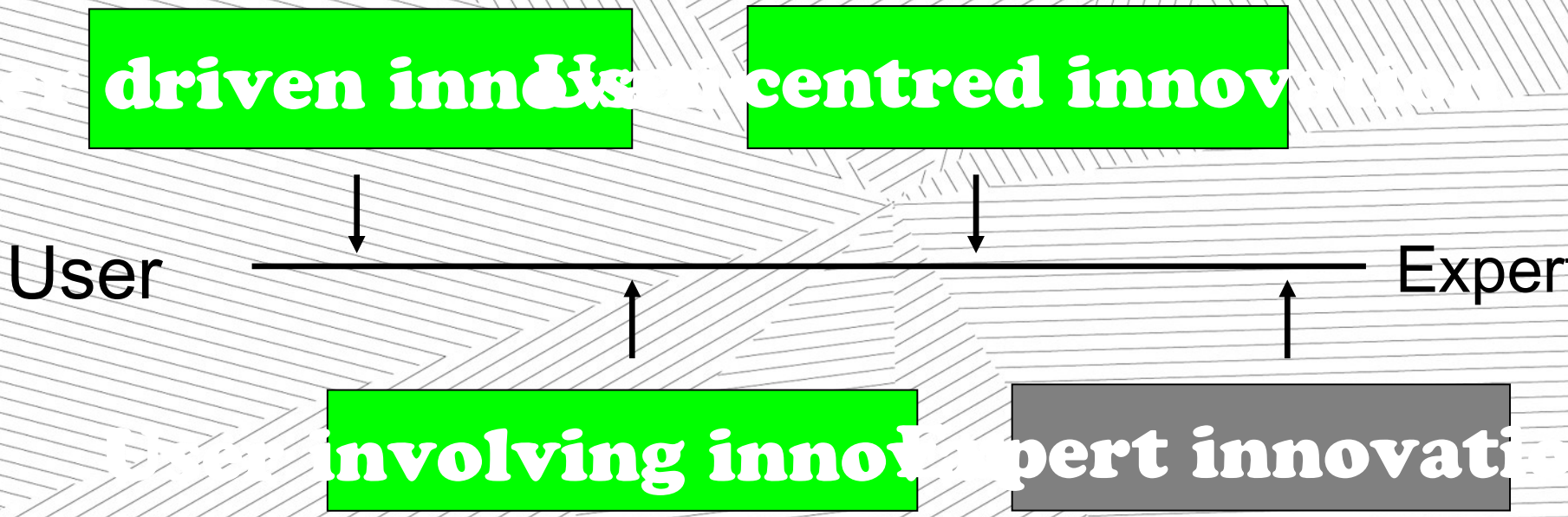
Different degrees of user involvement in innovation processes



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Approaches
Design
Anthropology
Public management

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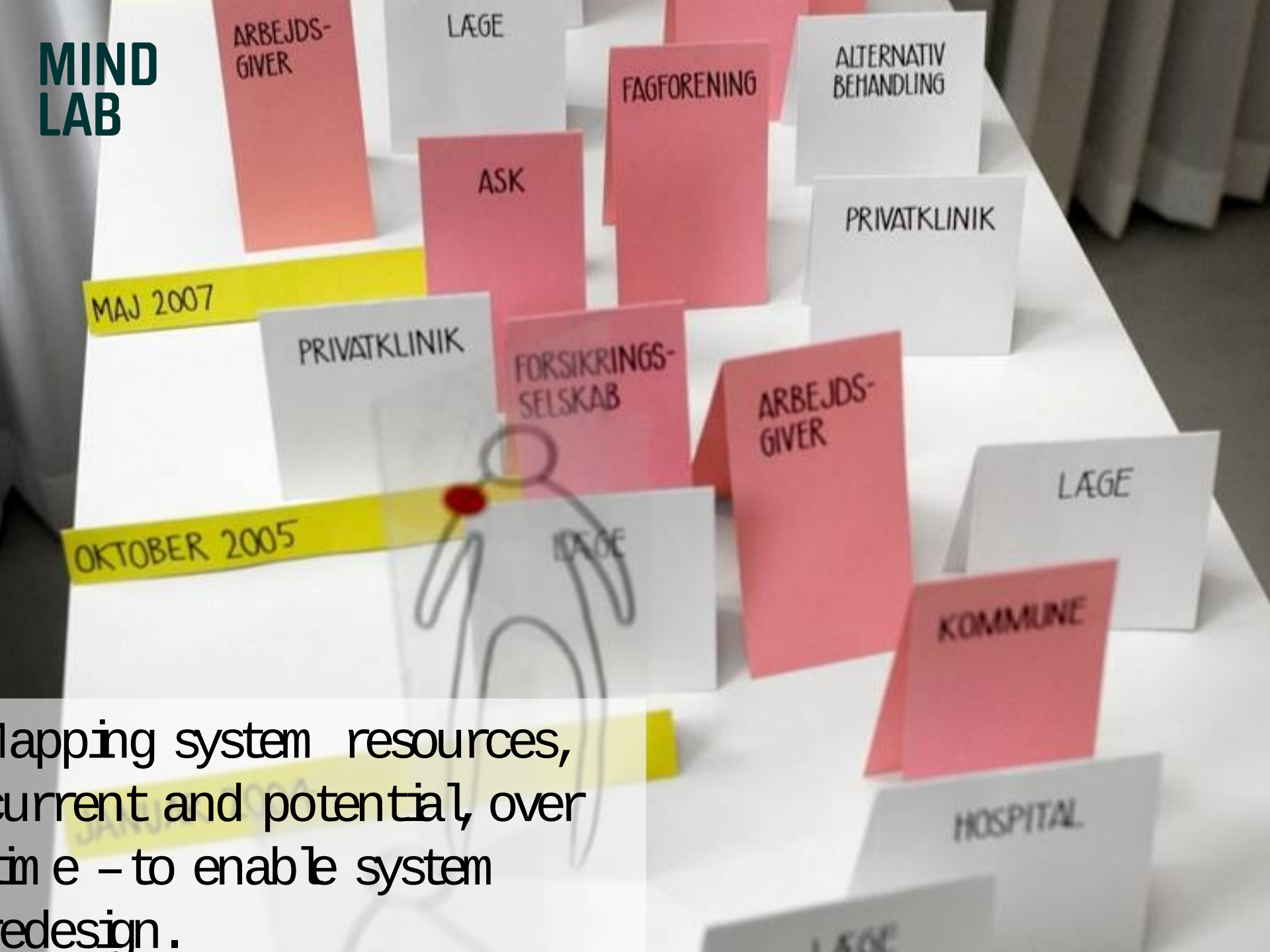

lapping system resources, current and potential, over im e – to enable system redesign.

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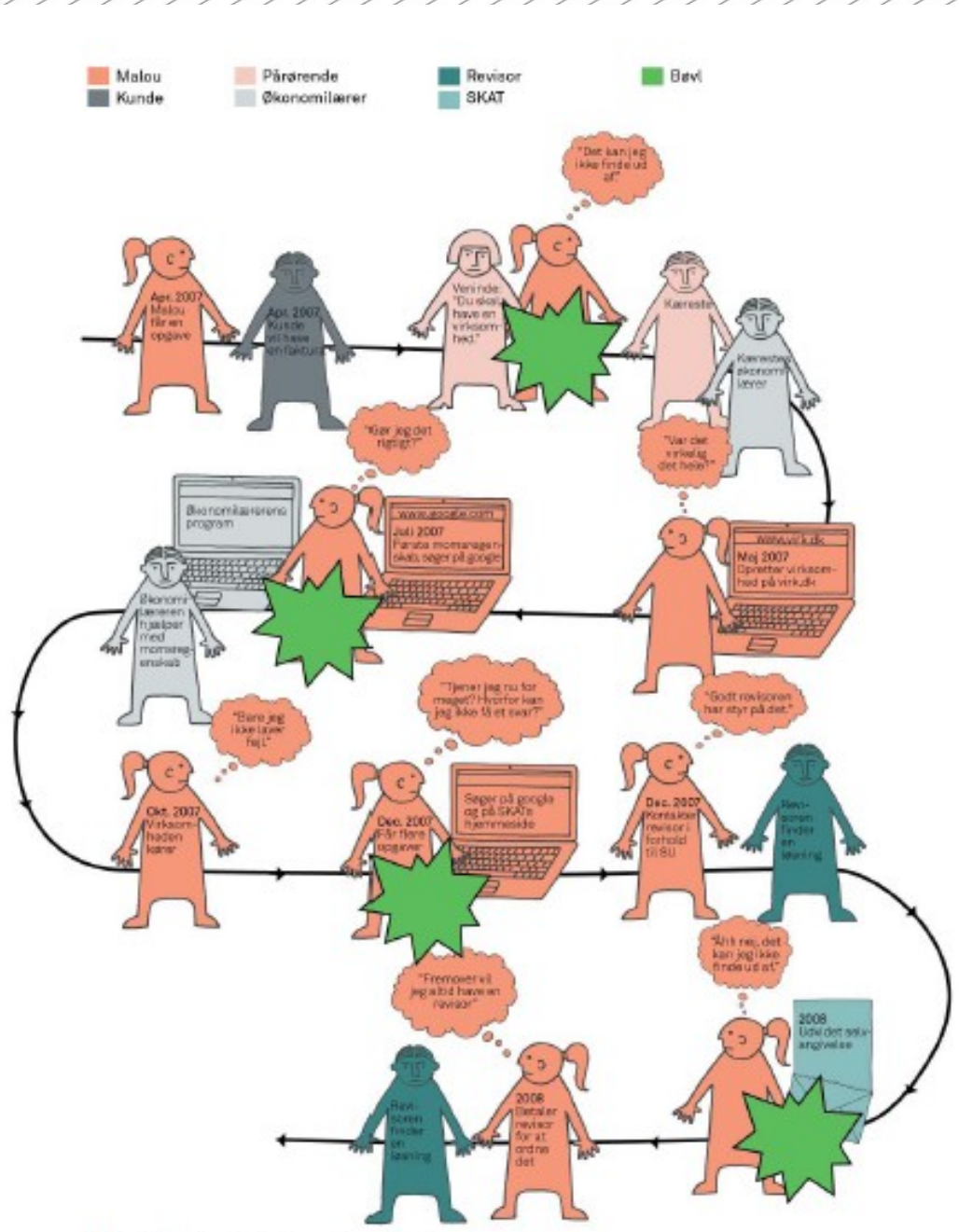
The service journey...

...and points of pain.



Billede 11: Malous første år som virksomhedsejer

From digitally incompetent to digitally self-reliant

From a "case" to being a person with a future

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From a statistic to someone we can help succeed

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New mode of knowledge

Professional empathy

Experiencing what citizens experience

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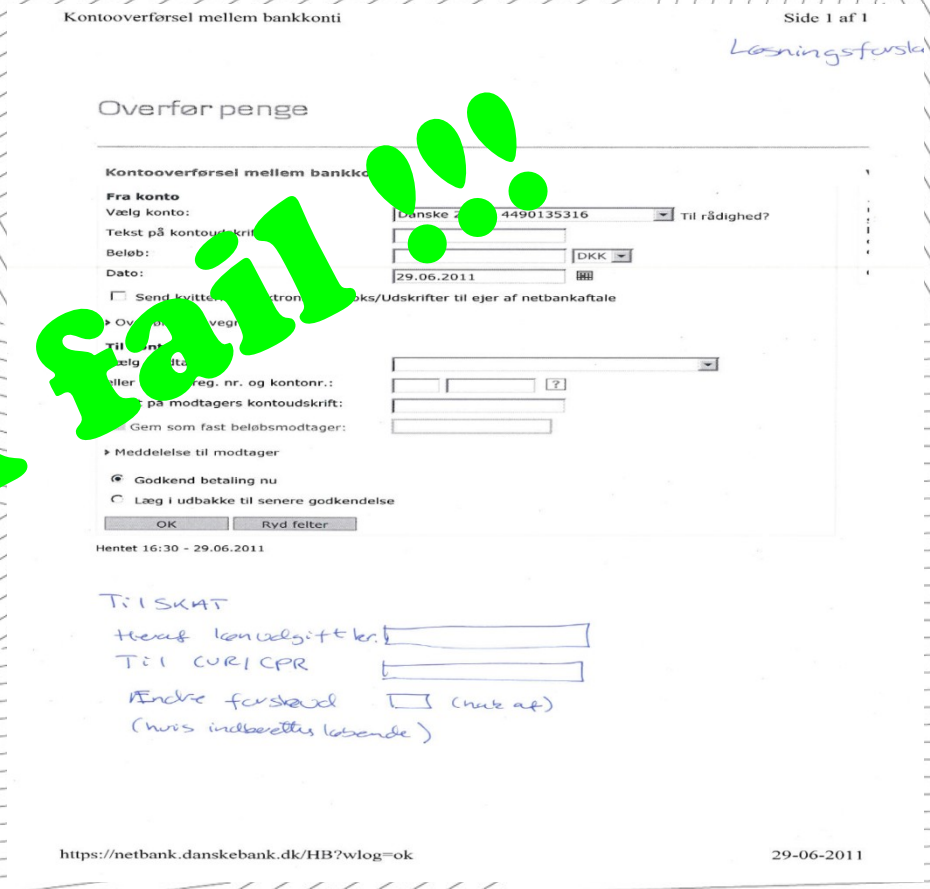
Designthinking: 1 – 1 – 1

1 - User 1 - Prototype 1 - interaction



Quick fail !!!

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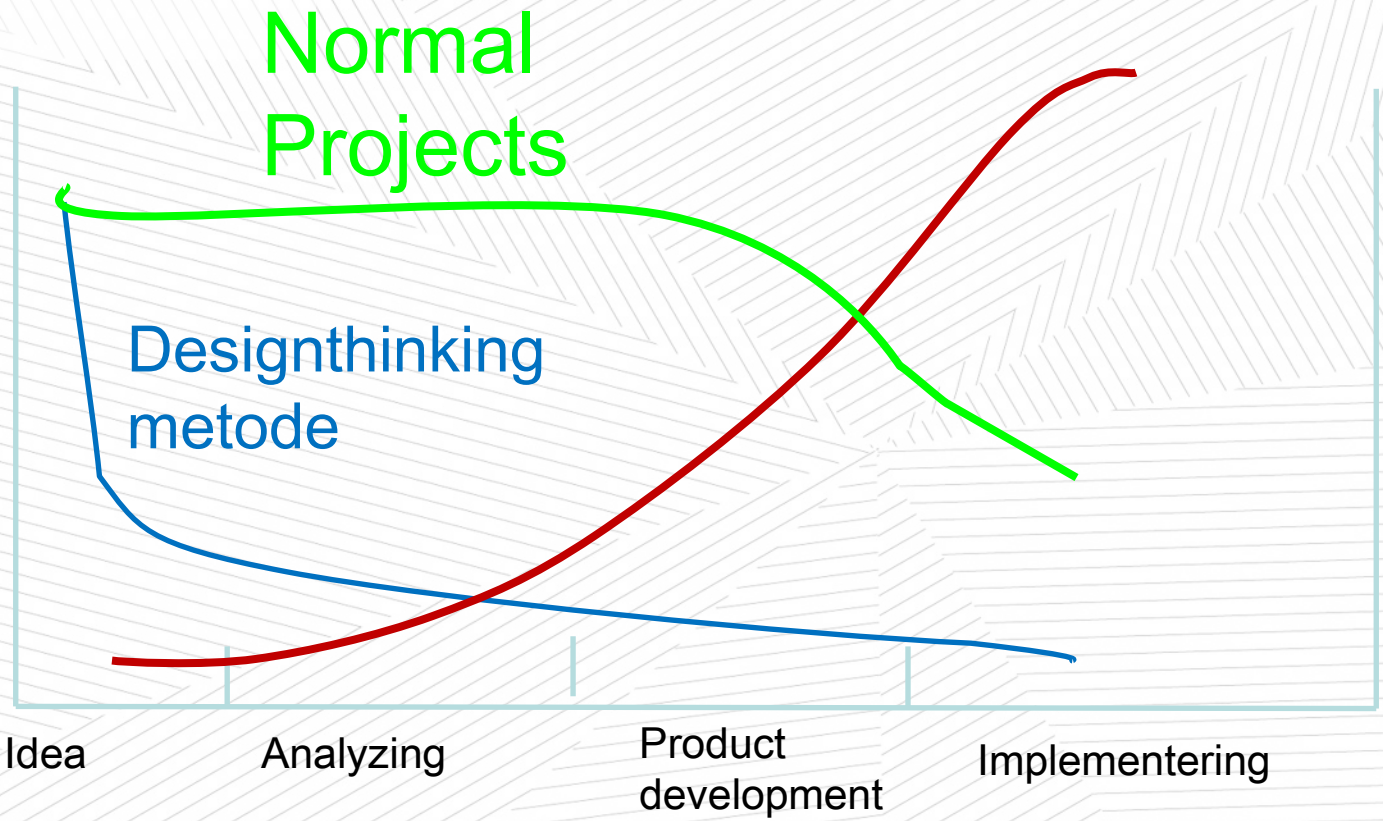
Designthinking: Reduces risk

”Failing assumptions” about the users in the project

Costs of changing decision/design



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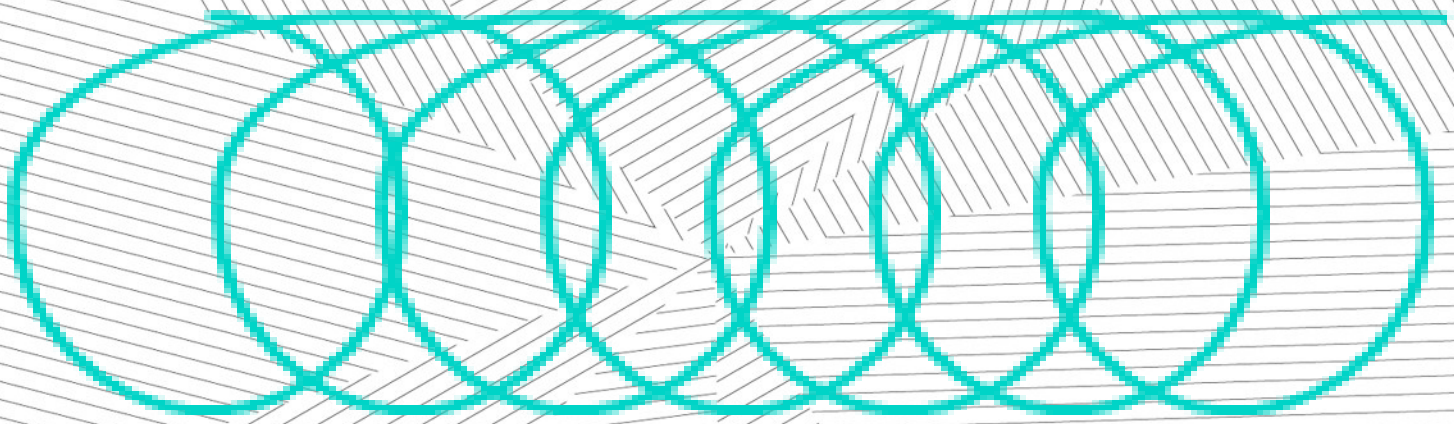
Design thinking: Loops

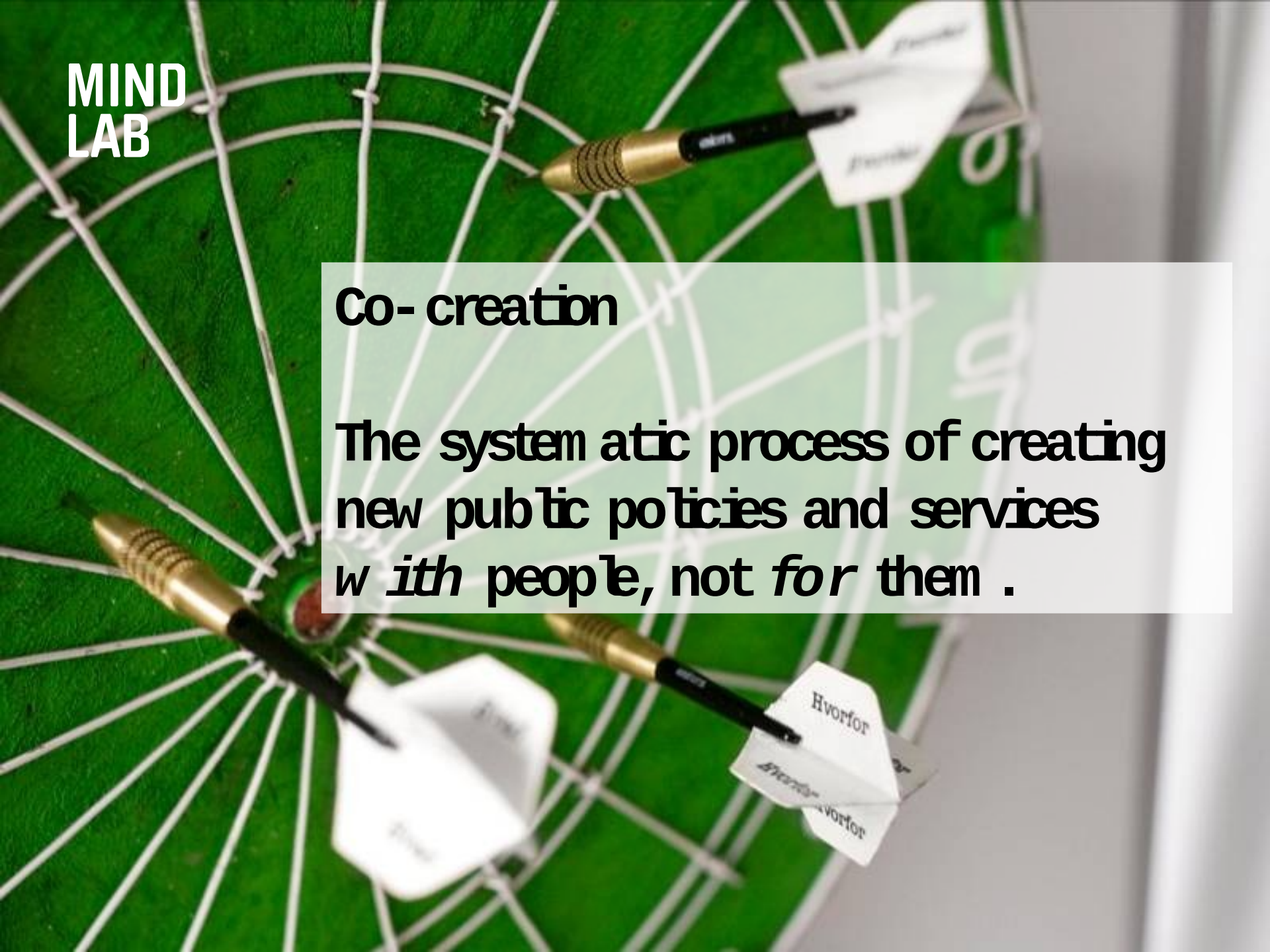
1 3 5 7 9

Design



2 4 6 8 10

User involvement



Co-creation

The systematic process of creating new public policies and services *with* people, not *for* them.

Prototyping: Storyboard

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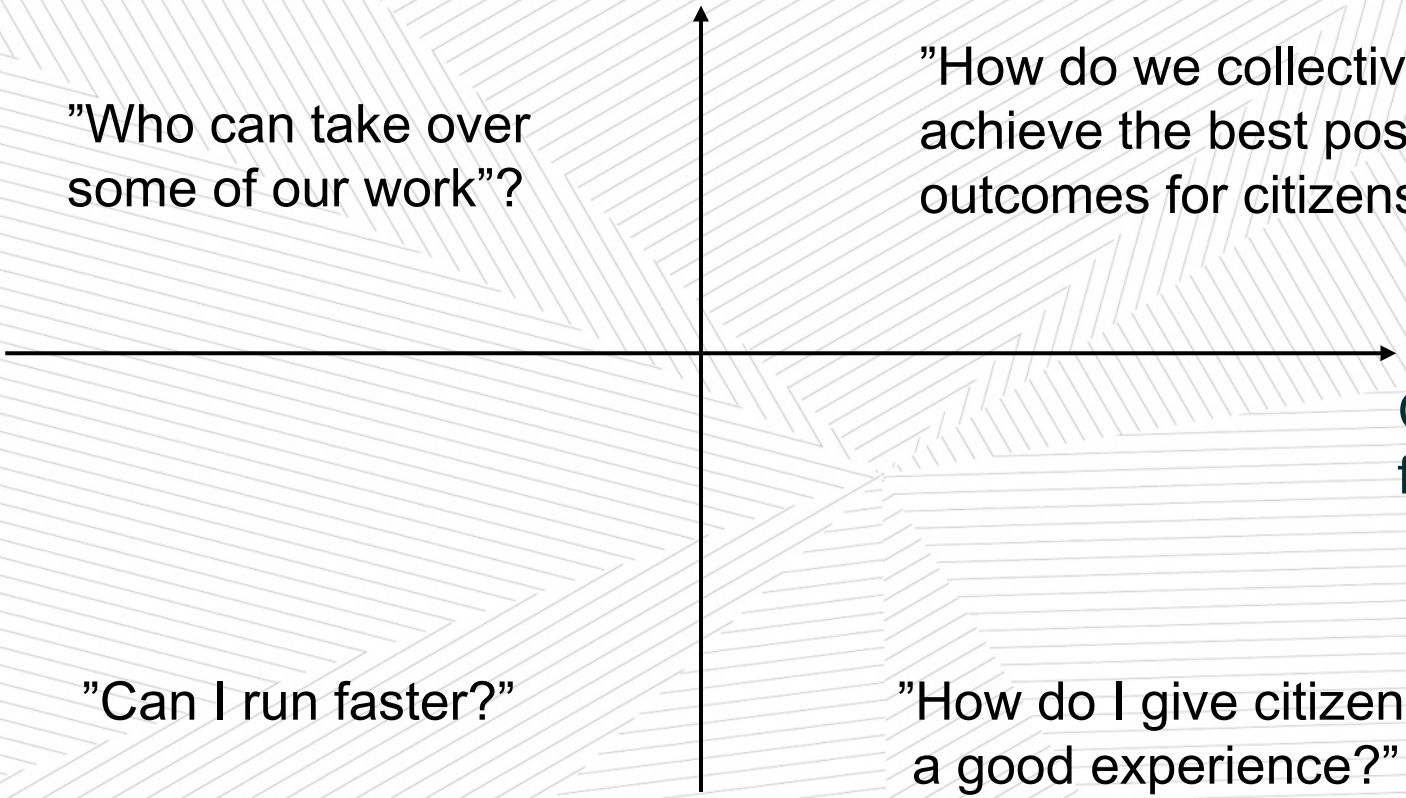
Paradigm shift?



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What is social innovation in Denmark?

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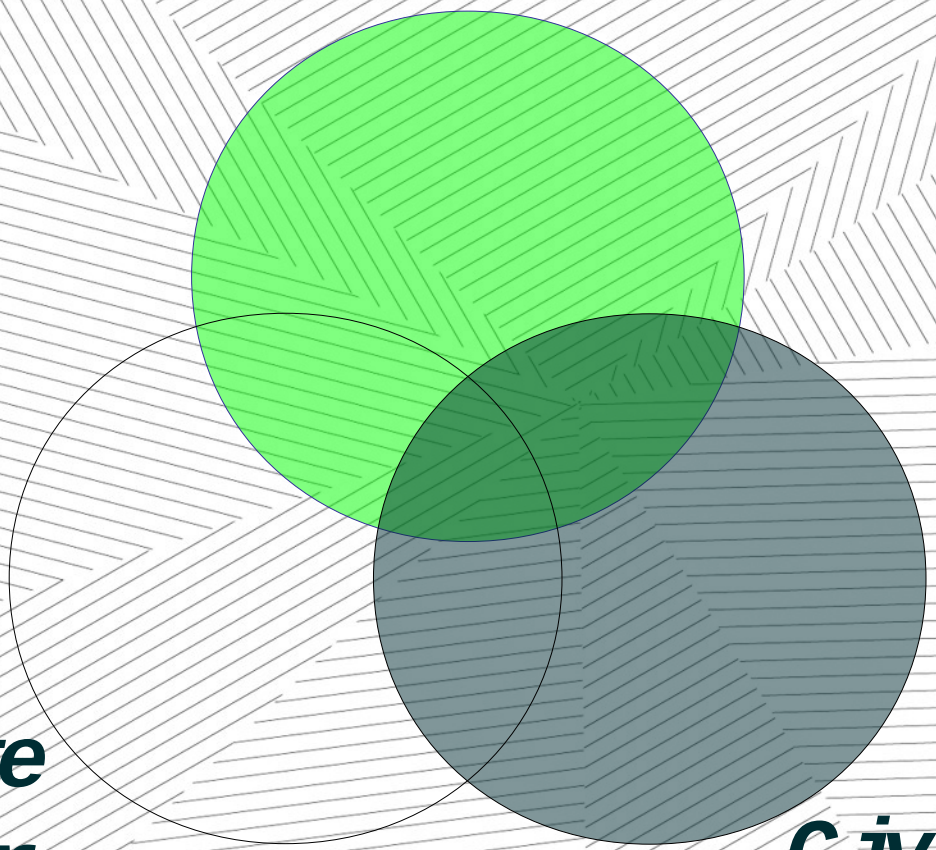
The field of social innovation



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Four bottom lines of success

Administration	Service	Policy	Democracy
Internal Effectiveness	Improvement in services for citizens and business	Outcome ✳ Changes of behaviour	Legal certainty and transparency

Innovation

is a new idea
which is implemented
and gives value (for society)

If a problem is big enough is always ends up being a public problem

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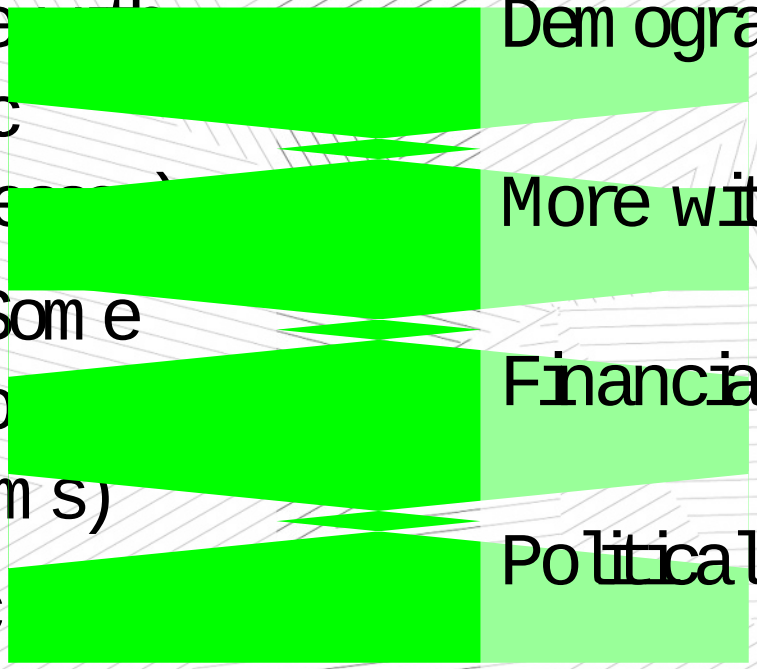
The actors and drivers of social innovation

Ministries (Some with more systematic innovation proce)

Municipalities (Some with the focus o different problems)

Social economic business



Demographic challenge

More with less

Financial crisis

Political changes

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"It is timely to try to rethink the way we deal with change and value-creation in these turbulent times. And it is a good idea to look closely at what design in practice has to offer."

Michael Dithmer, Permanent

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User involvement challenging the public sector

"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

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How can we make it easier for the micro businesses in Denmark to have a good economic overview and report to the public authorities with compliance

Lead-User-workshop in the Ministry of Taxation

Free of charge

Learning by doing

Centrality

Intuitive

Automatic

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Arts as a method of conceptualization

Lead-User-workshop in the Ministry

New solution for 200.000 micro businesses in Denmark

Co-creation with 15 top experts in Denmark

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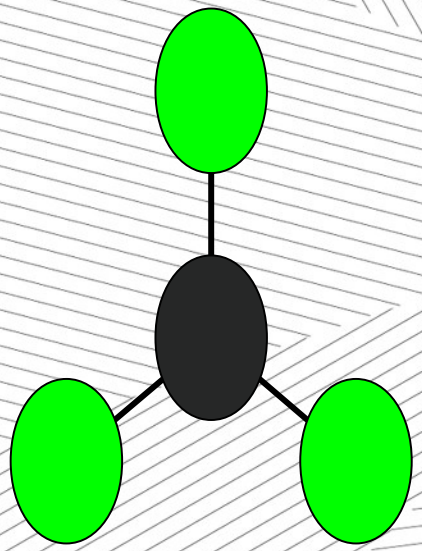
Outcome from the workshop

Lead-User-workshop in the Ministry of Taxation

Network perspective

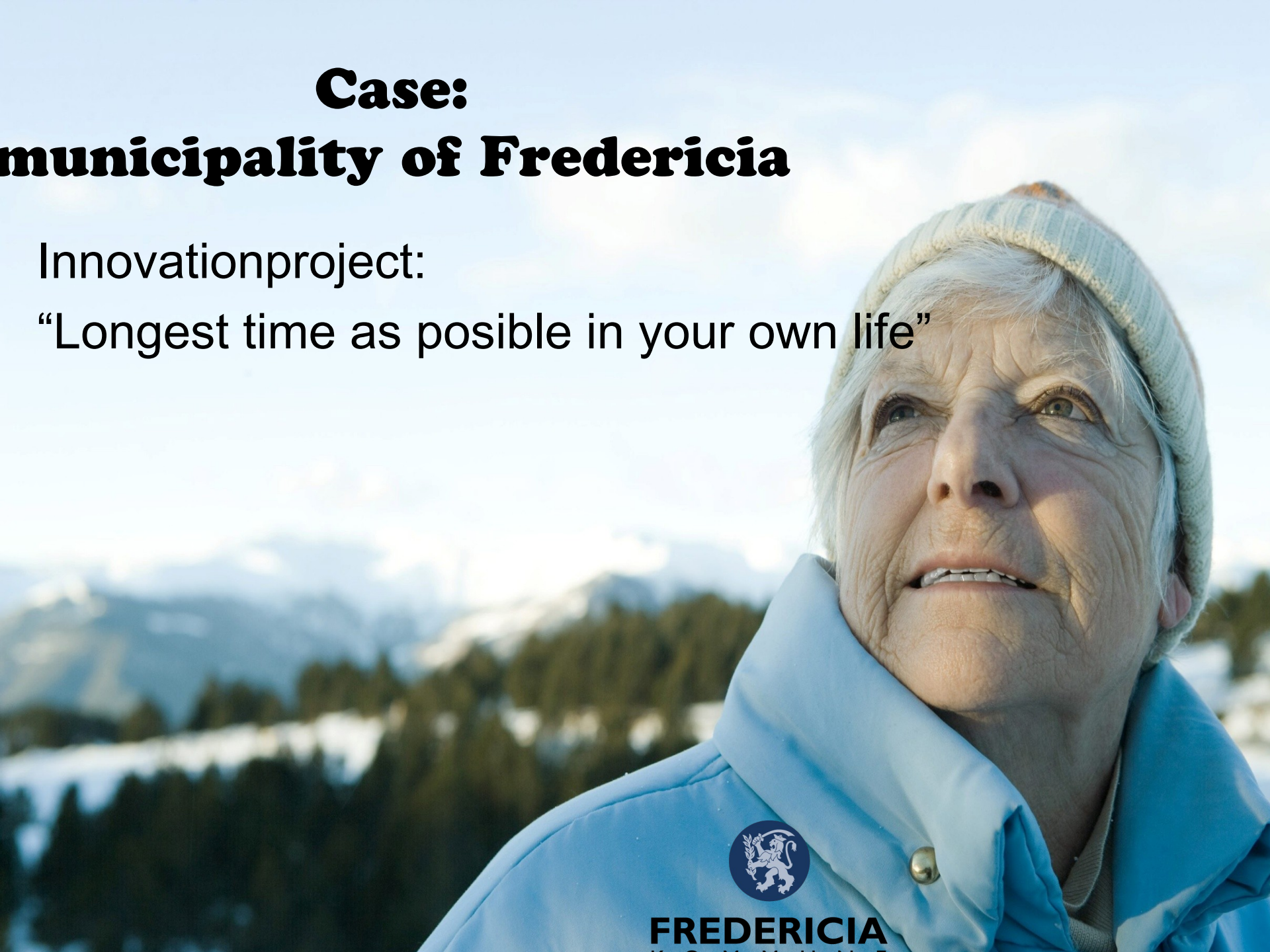


Technological perspective

Case:
municipality of Fredericia

Innovationproject:

“Longest time as posible in your own life”



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Camillagaarden

Can adult mentally disabled persons become innovators?

Camillagaarden
Odense (DK)

Arab immigrant women from Middle East making top design products?

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Fixed

Growth potential

Marked based

Depending on public funding

Source: Center of Social economic Denmark

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What are the challenges of social innovation in Denmark right now?

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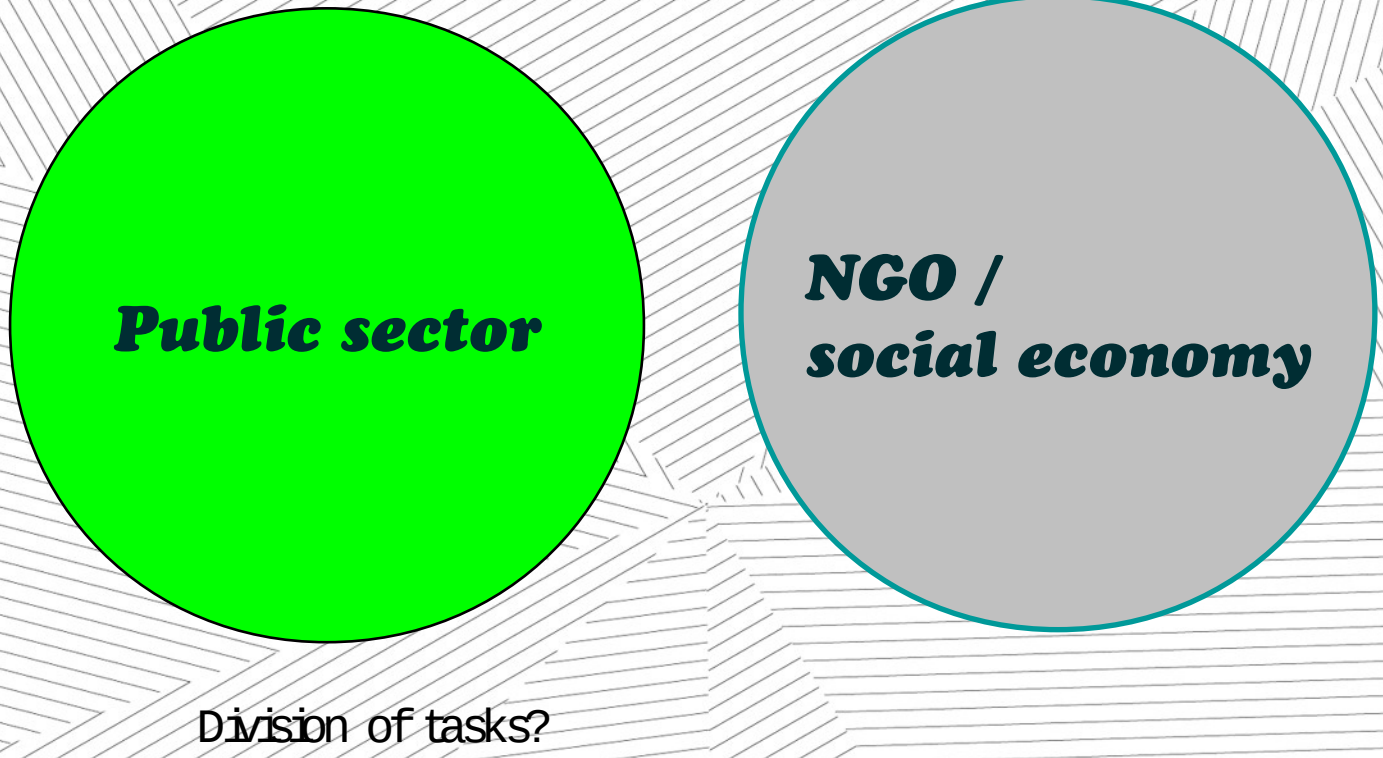
Challenges



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The public sector is catalyser and not driver

To make innovation across ministry boundaries

What task can you leave to the private sector and the civil society?

The professionalism in the NGO´s

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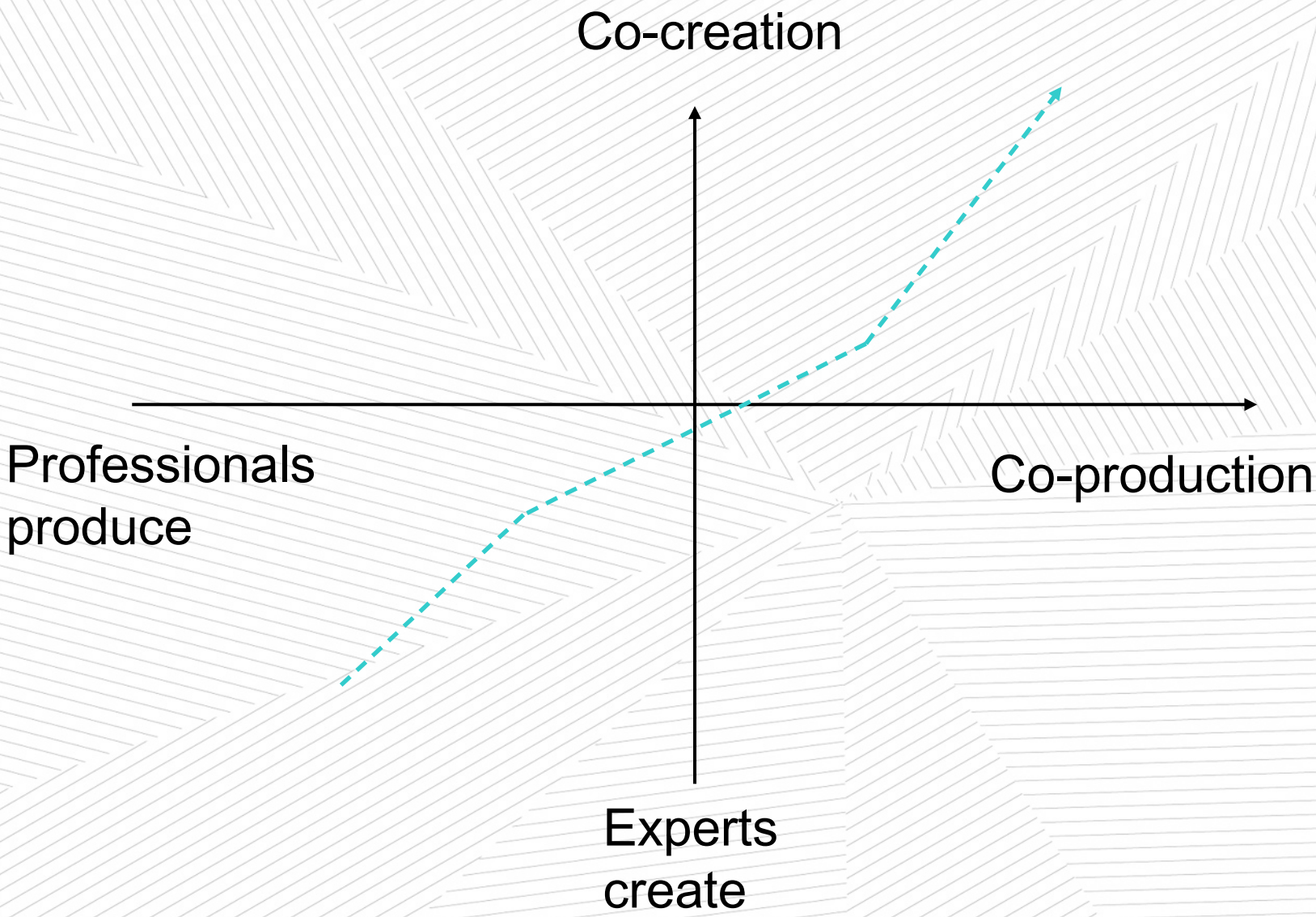
Co-creation can enable co-productio



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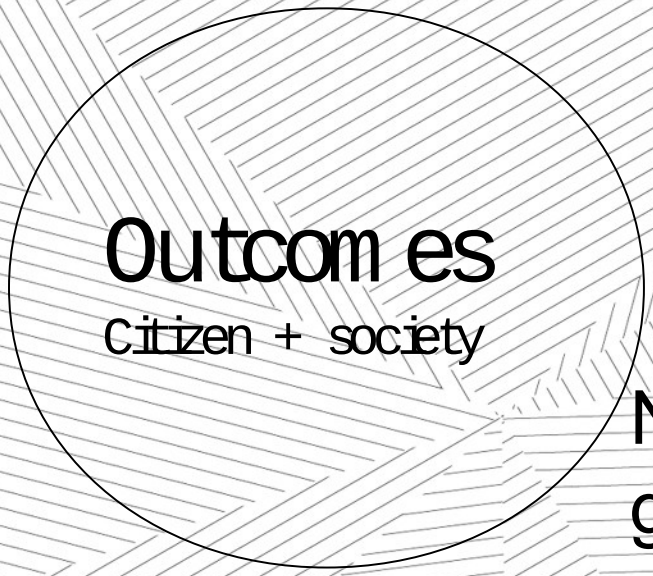
Producing outcomes WITH ...



Family / friends

Authorities

Local community

Businesses

Non-governmental organizations

Citizen

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Traditional	Co-production
Optimize	Redefine
Deliver	Facilitate
Help	Invest
Public resources	Network resources
Uncoordinated co-production	Systematic co-production

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