PUBLIC LECTURE

Creating the conditions for radical public service innovation

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Thursday 30 June 2011, 12.30- 1.30pm followed by a light lunch
Molonglo and Acton Theatres, J.G. Crawford Building #132, Lennox Crossing, ANU.

Presented by
HC Coombs Policy Forum & the Australian Government Department of Innovation, Industry, Science & Research
Creating the conditions for radical public service innovation

DIISR/ANU HC Coombs Public Lecture
30th June 2011

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The perfect storm

Long-term challenges which are becoming more pressing: eg
- ageing society
- sustainability
- globalisation

Increasing pressures and demands on public services: eg
- rising demands: 24/7
- changing technologies

Radical and compelling innovation: significantly better outcomes, for significantly lower costs

Persistent issues with no known pathway to solution: eg
- plateaus in performance

Recession, leading to massive tightening of public finances
- spending constraints for public services
What are the conditions for fostering radical innovation and stimulating diffusion?

Common characteristics of high-performing, innovative organisations, sectors and systems
CULTURE and LEADERSHIP

SUPPORT and INVESTMENT (PUSH FACTORS)

REGULATION & OPENNESS (SUPPLY)

REWARDS and INCENTIVES (PULL FACTORS)

CITIZEN and USER ENGAGEMENT
• passionate about outcomes and results: clear goals and metrics, but ...
• ... relaxed about means and processes
• encouraging experimentation, and informed and bounded risk-taking: tolerating failure (if learnt from)
• focused on limited number of priorities and challenges
• externally and front-line oriented, embracing diversity
• maintaining ‘split-screen’ narrative
**CULTURE and LEADERSHIP**

**SUPPORT and INVESTMENT (PUSH FACTORS)**
- investment funds and venture capital
- risk: benefit ratios and portfolios
- money and methods – incubators and intermediaries

**REWARDS and INCENTIVES (PULL FACTORS)**
- for adoption and adaptation
- for improved results
- comparative performance information
- financial and reputational

return on investment
- oligopolised core: small number of large, dominant players
- wide periphery of niche providers, specialist suppliers and innovative start-ups
- much innovation comes from periphery, but large players take to scale and integrate

- merger and acquisition activity: integration and de-merger
- under-performing organisations exited or taken over

openness to
- new providers and models
- ideas and individuals from other sectors, other countries

- extensive networking and high mobility of staff between organisations
• co-creation and co-production
• extreme and leading edge users
• mobilising demand: strengthening and empowering user networks and organisations
• comparative performance information
• choices and resources
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The ‘HC Coombs Policy Forum’ and the ‘Australian National Institute for Public Policy’ receive Australian Government funding under the Enhancing Public Policy Initiative.