

FRSA Creativity in Public Service Network

Innovation in the public
sector

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Wednesday 20th
November 2019

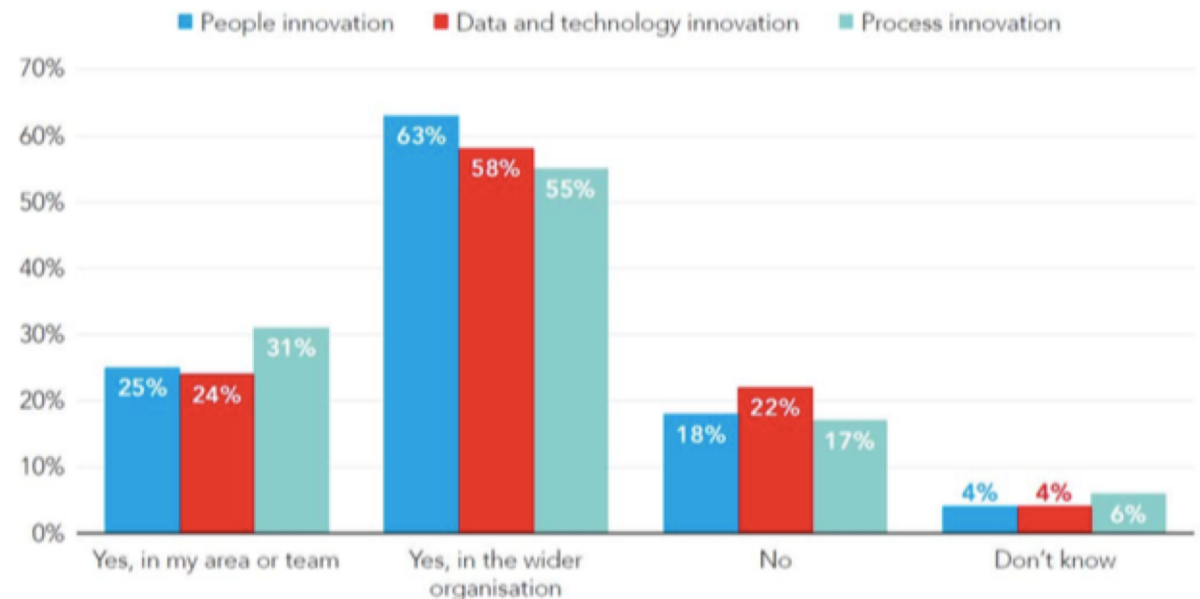
RSA

Innovation in the public sector

In the context of the public sector, innovation is a change or initiative that:

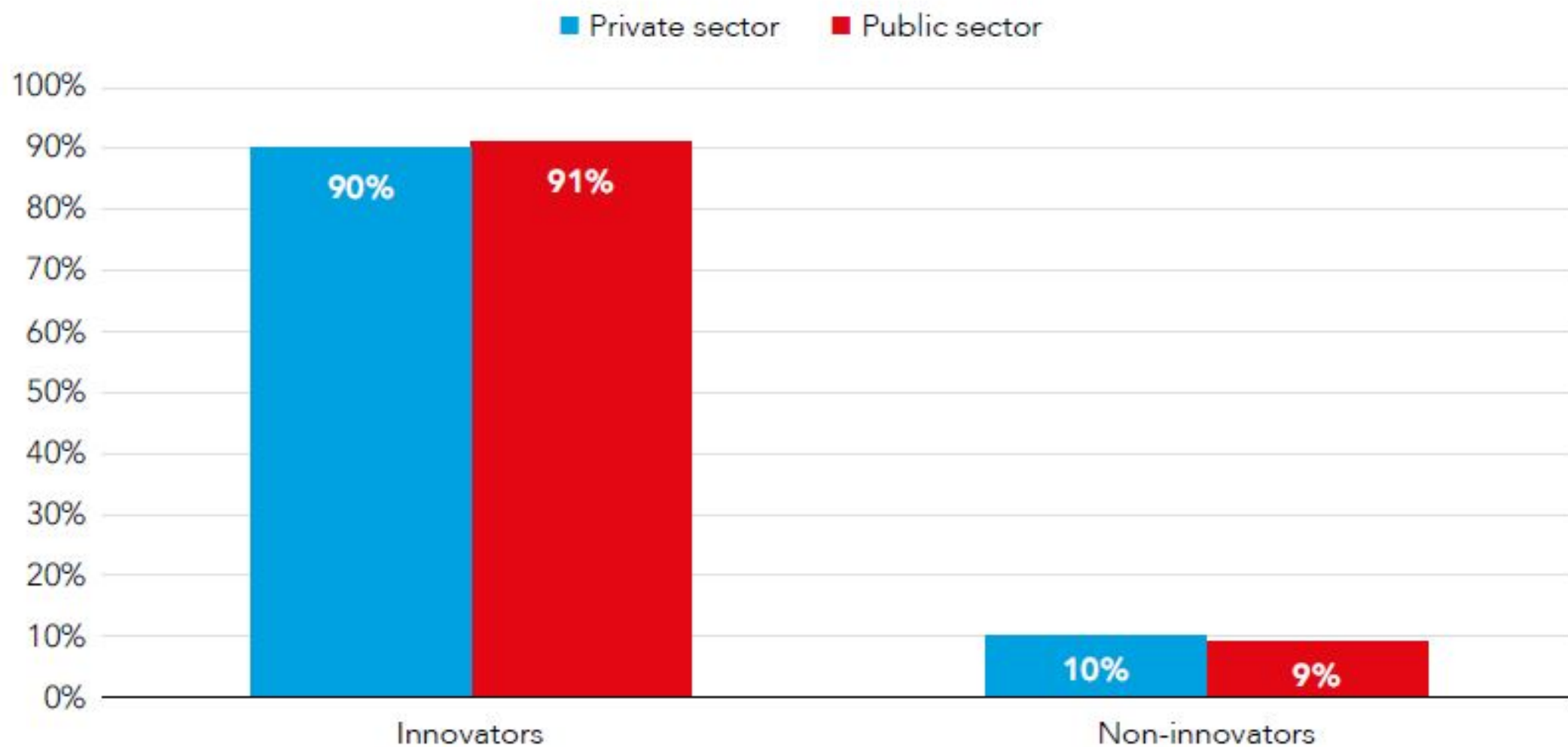
- was **new** to the context
- had been **implemented**, and
- sought to improve **public value**.

Figure 1: Current levels of innovation in public sector finance



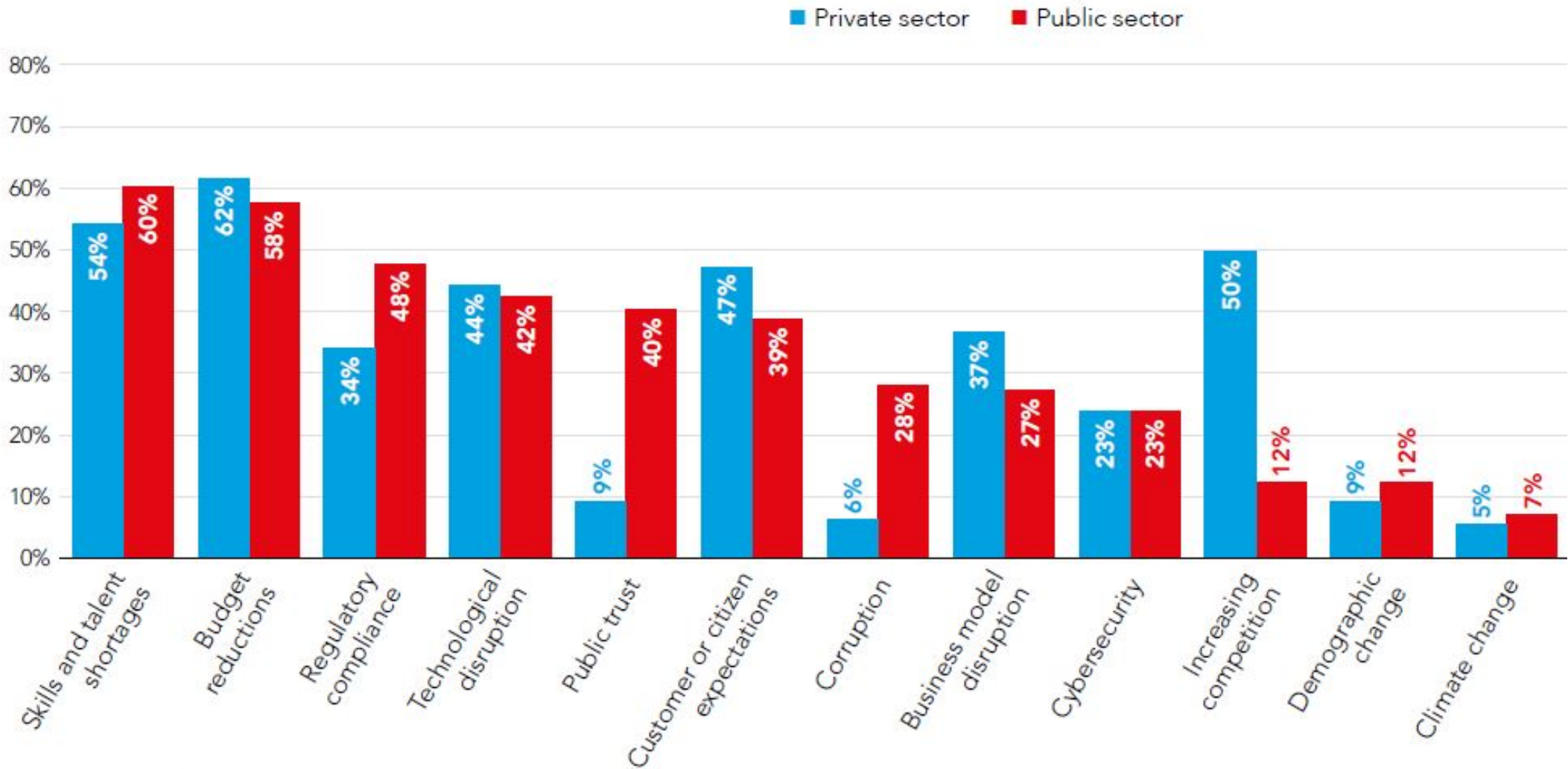
Source: ACCA 2019 member survey; public sector respondents

FIGURE 2.2: Innovative organisations vs non-innovators, by sector



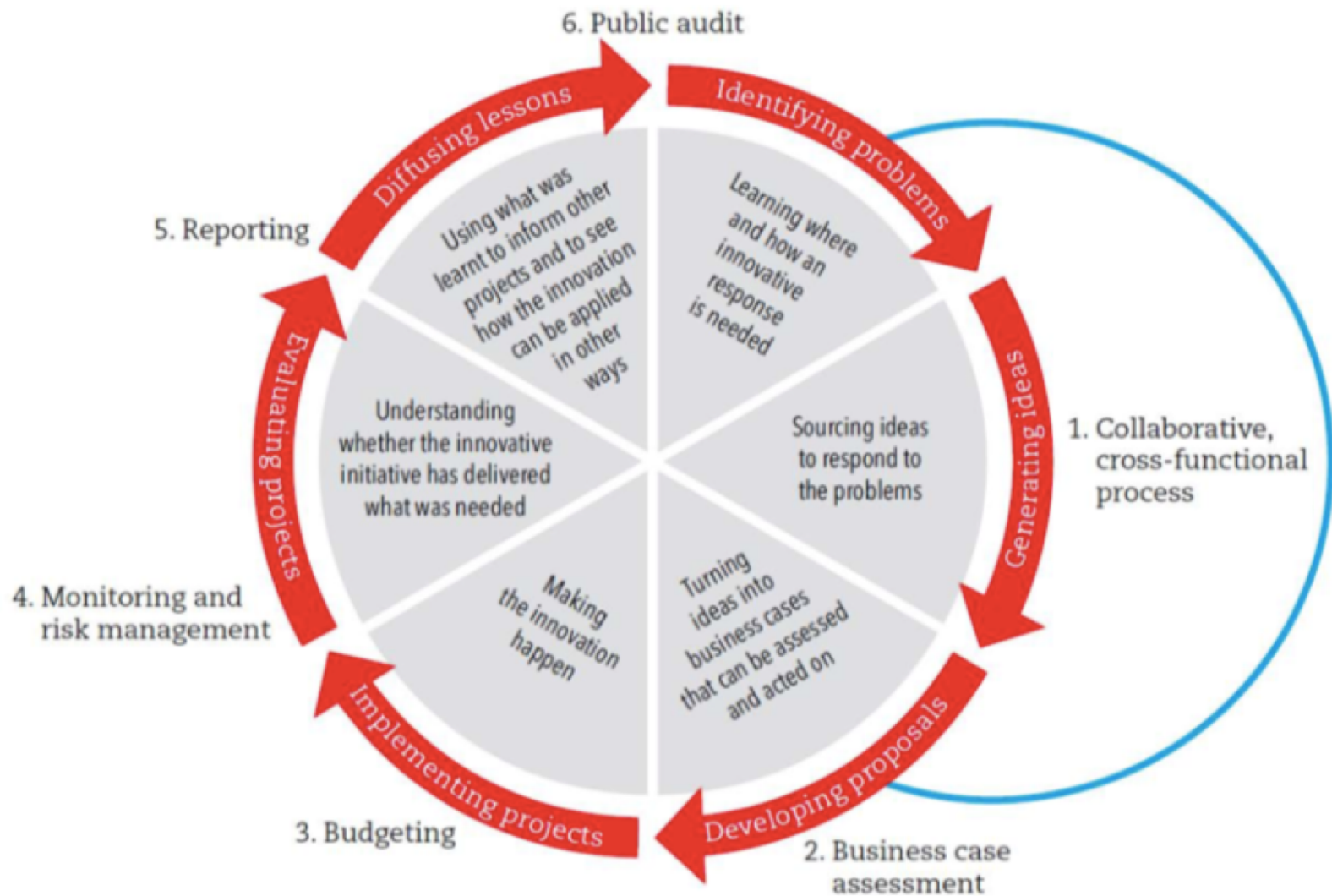
Source: ACCA 2019 member survey; public and private sector respondents; n: 4,157

FIGURE 3.1: What are the main challenges for your organisation that require innovation?

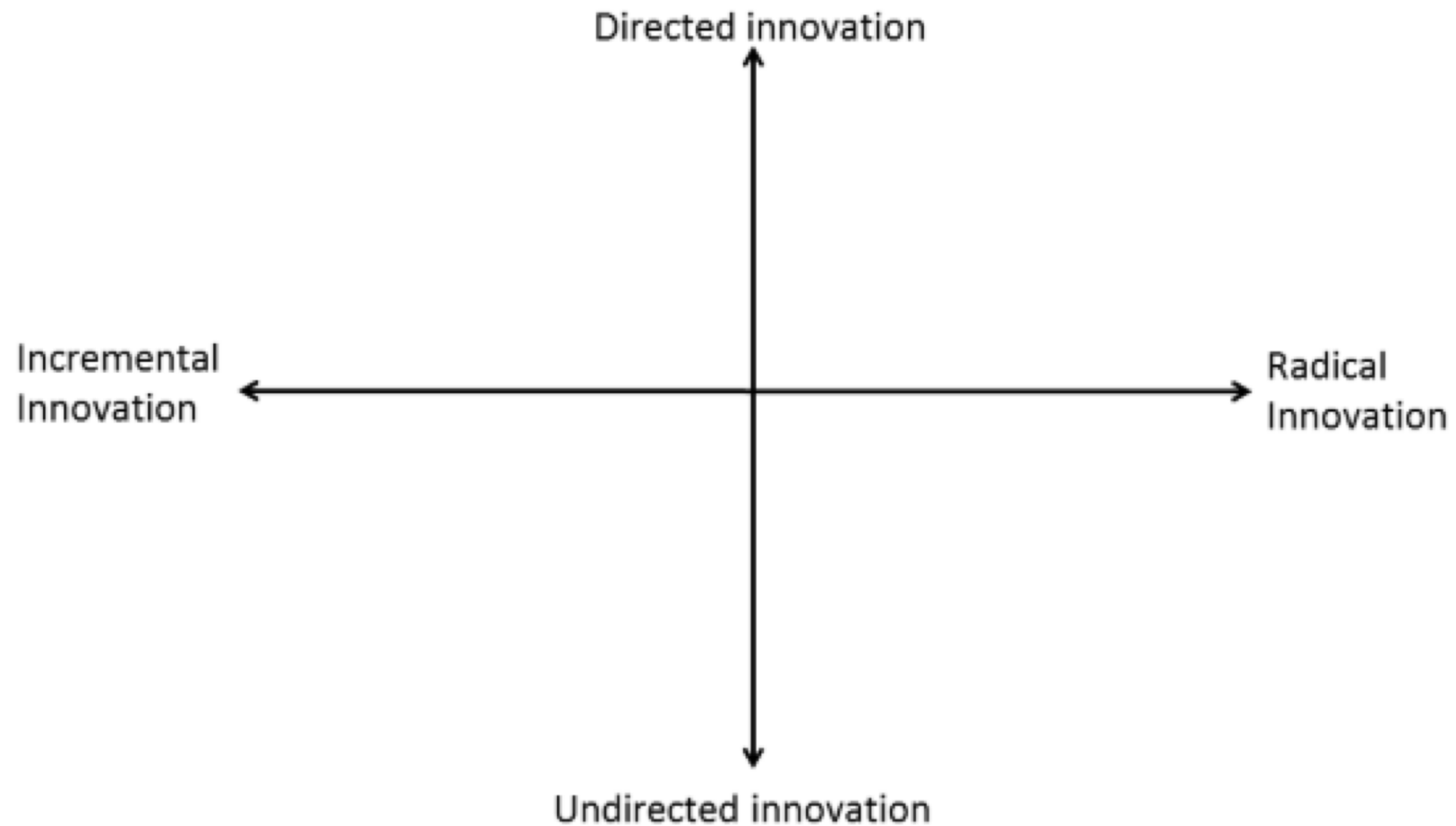


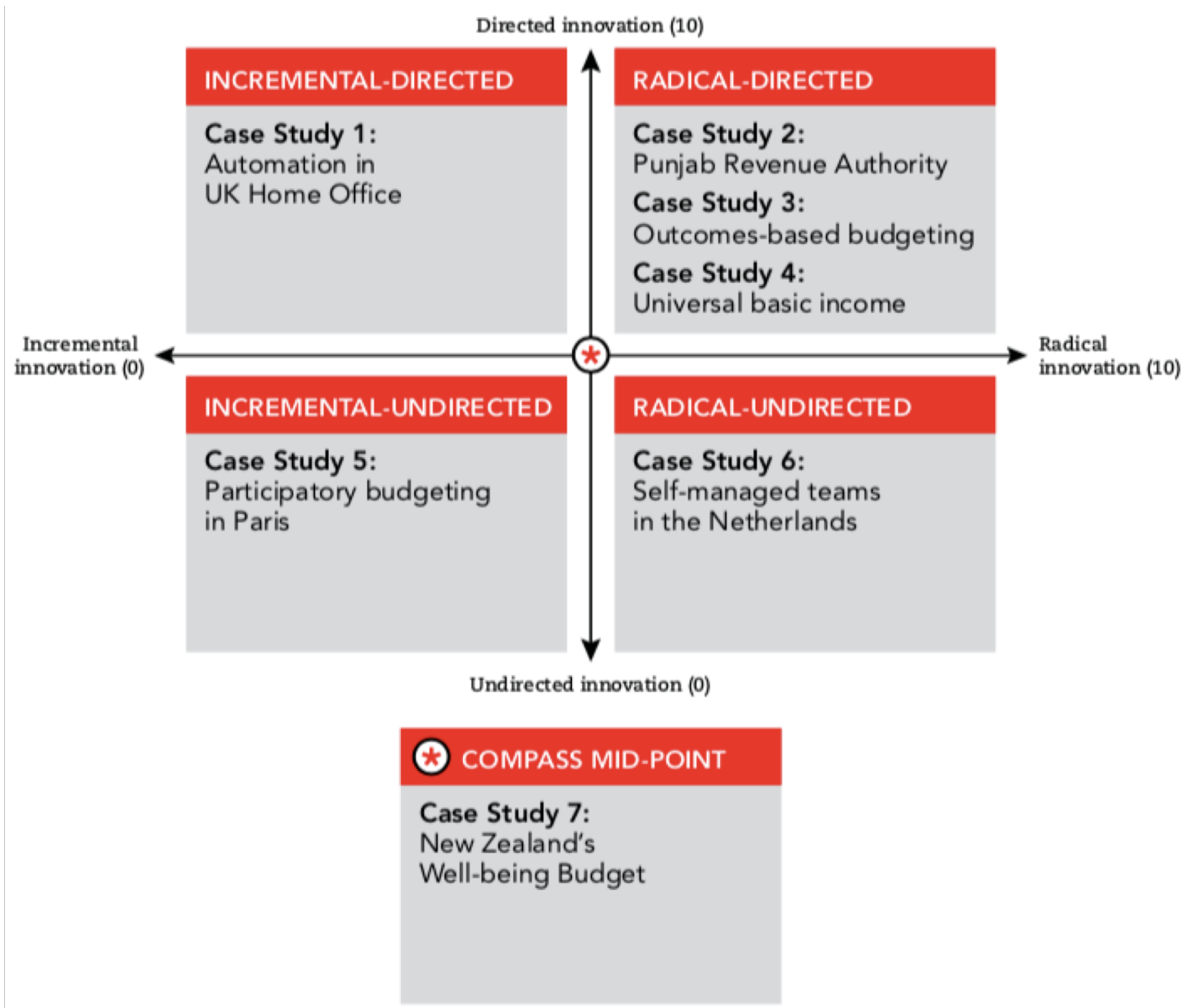
Source: ACCA 2019 member survey; public and private sector respondents; n: 4,159

Mapping finance to the OECD's Innovation Lifecycle

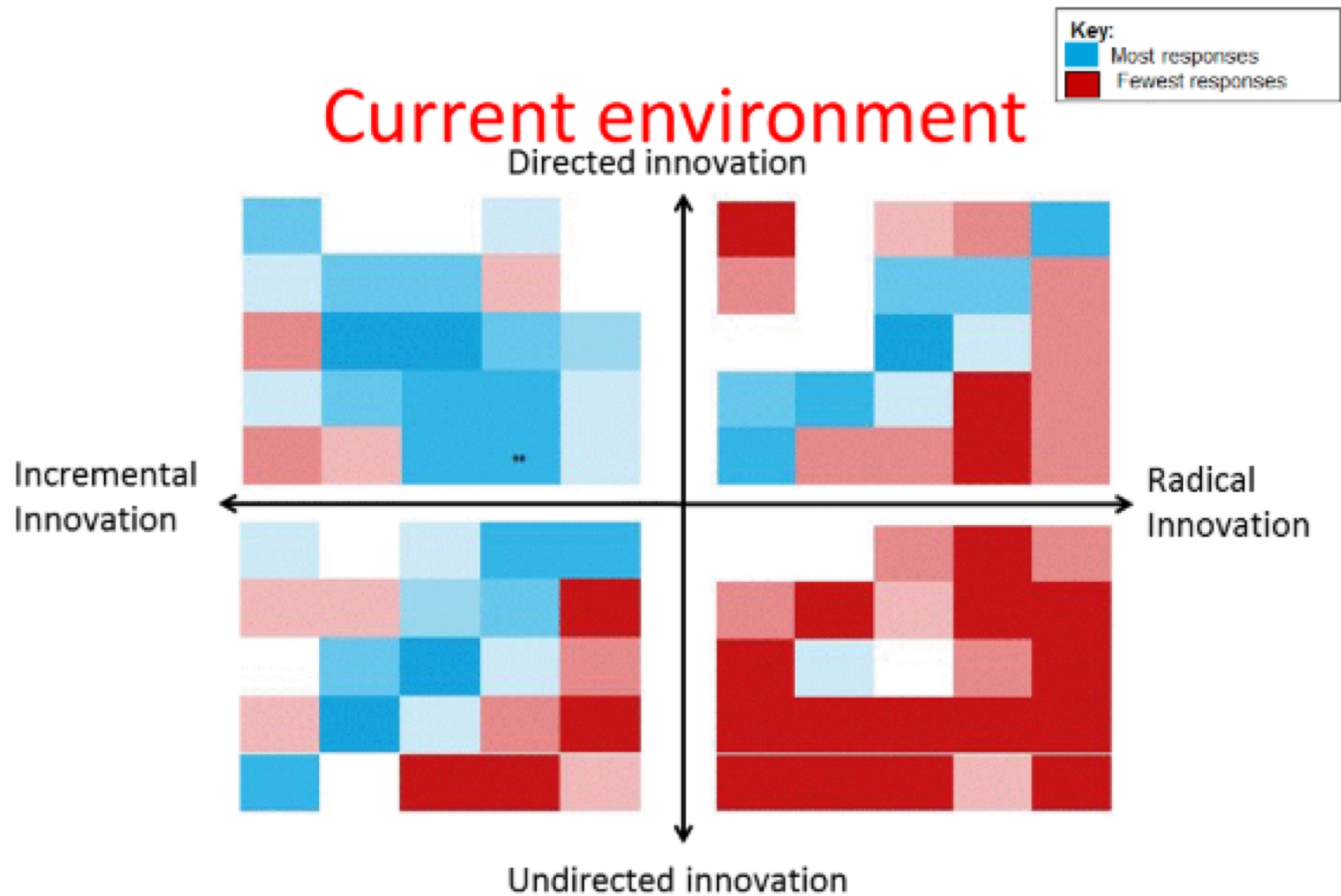


The innovation compass



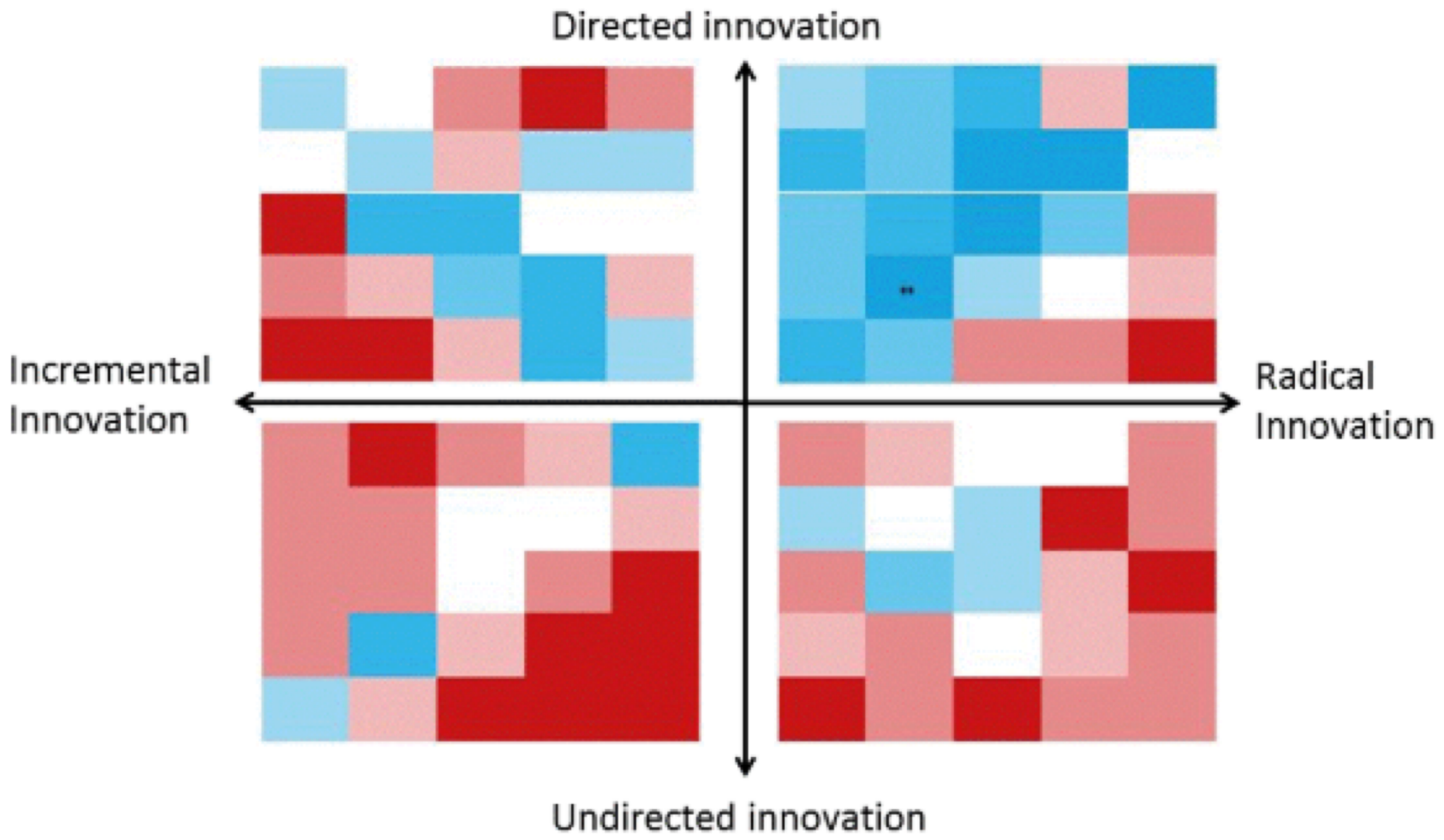


Current environment

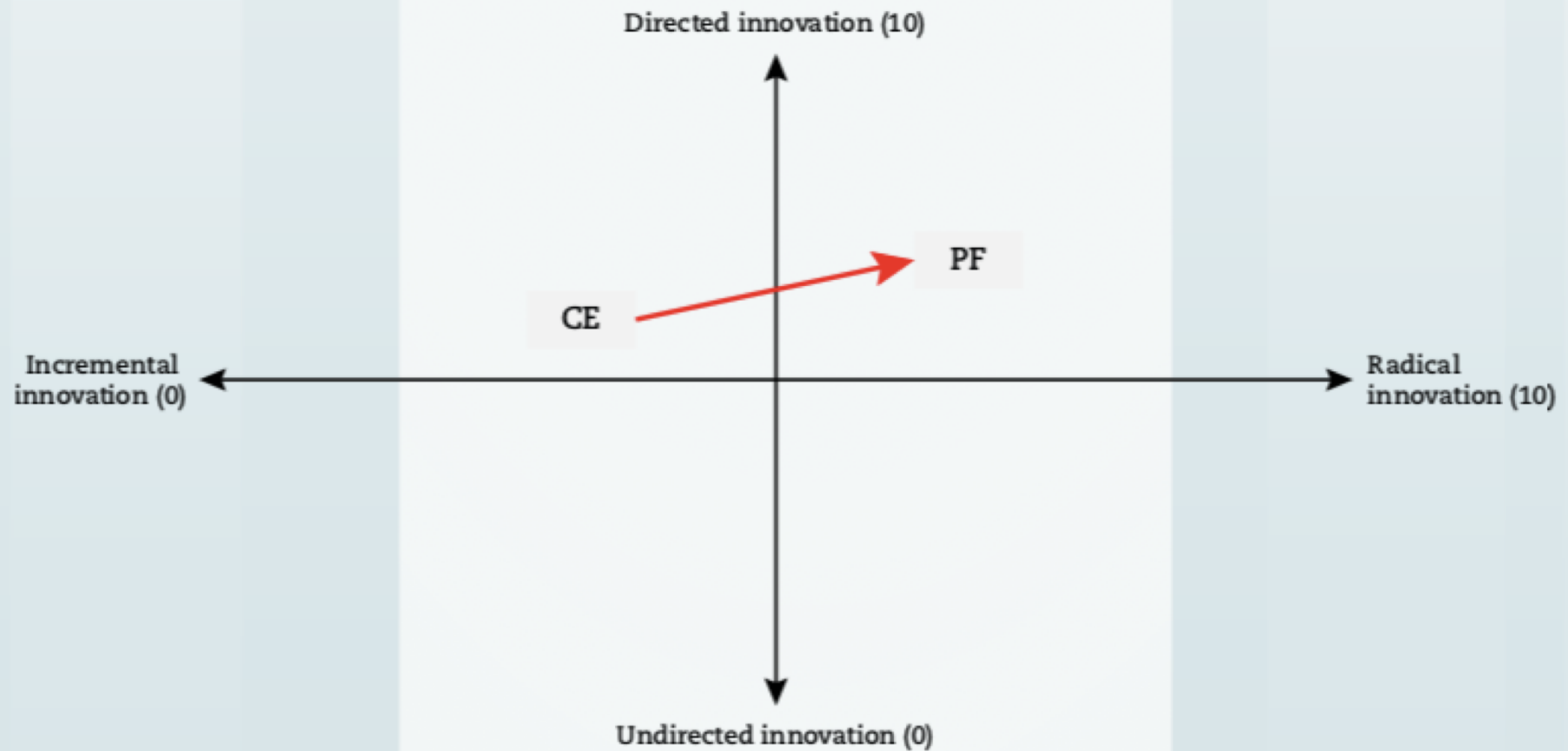


Preferred future

Key:
■ Most responses
■ Fewest responses



THE INNOVATION COMPASS: CURRENT ENVIRONMENT AND PREFERRED FUTURE



CE = mean score for the 'current environment', global public sector results
PF = mean score for 'preferred future', global public sector results

KEY FINDINGS

1. Public finance professionals believe that governments need to shift from the current dominance of incremental innovation to more radical forms of innovation.
2. The finance function has a critical role to play in the wider public sector innovation process.
3. It is through the *power of connections* that public finance functions will be able to realise fully the desired shift to more radical forms of innovation.

RECOMMENDATIONS

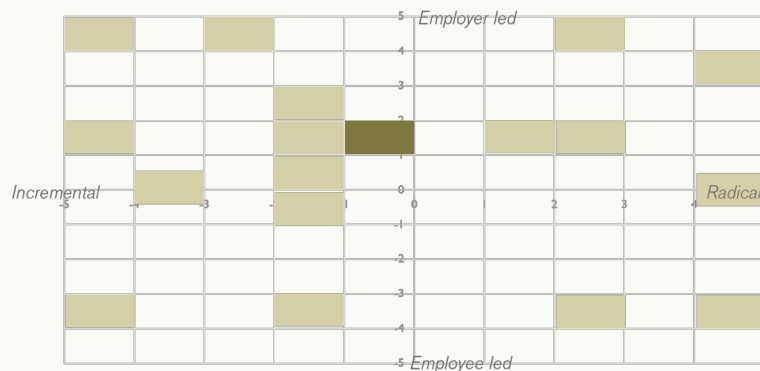
- Policymakers and public sector leaders should share a vision and strategic direction enabling staff to understand how the organisation can proactively address the complex challenges it faces (see Chapter 3).
- Public finance professionals should apply the concepts of integrated thinking and value creation through multiple capitals to help in the construction and assessment of business cases for innovation.
- Public finance professionals should work with finance business partners to connect across the organisation and help shape a culture of innovation.

We have adapted the ACCA survey for the RSA Fellowship



The survey was launched last week amongst Fellows with an expressed interest in innovation and public services. We want to understand innovation in the Fellowship and how change happens across a range of departments. The survey is therefore open to more than just public sector finance professionals.

Initial findings suggest that we will be able to explore the innovation compass within the RSA Fellowship:



Current innovation activity



Aspirational innovation activity





These emerging stats also suggest we can explore specific innovation aims, barriers and drivers:

- Almost all (94%) respondents agree that innovation is important to their organisations success
- 72% have been involved in innovation around ‘people’ in the last 12 months, 64% around data and technology and 58% around processes
- Money and time are the biggest barriers to innovation and the biggest areas for more support
- There is an important role for both leadership and collaborative teams to support innovation

We asked Fellows to describe their innovations in more detail



We also asked Fellows to describe the innovations discussed in the survey in their own words.

This has already prompted scope for some interesting – and challenging – reflections on how we describe innovation:

- How can we include grassroots innovation from customers/clients in our innovation compass?
- How can we prepare innovations for success?
- How can we create a culture of innovation?
- How much is the climate crisis driving Fellows to innovation?

We need your help!

Please help us by taking part in our survey:

<https://www.research.net/r/rsa-innovation>

Questions?

Reflections

- pinpoint innovations you are aware of and map them to the 'compass'
- where do you see the biggest opportunities
- how might we promote better practices – individually and as a network?



Next Steps

