Learning From Innovation in Public Sector Environments

LIPSE

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Dear colleagues, we are happy to share with you the first newsletter of the FP7 research project **LIPSE: Learning from Innovation in Public Sector Environments.** Over the next three years, LIPSE will study the drivers and barriers of successful social innovation in the public sector. With a budget of €2.5 Million—funded by the 7th Framework Programme of the European Union—it is one of the largest projects on social innovation in the public sector. The research is being conducted by EU researchers from 12 different universities in 11 countries. The project started on 1 Feb. 2013 and will run for 3.5 years. We look forward to sharing the results of this research with you! For more information on LIPSE, please visit our website www.lipse.org and follow us on **Facebook** and **Twitter** @eulipse.

Human-Centred Design in Government & Social Innovation: Lessons from Europe and the US for Policy-Makers and Public Managers? On April 25, the LIPSE team at the **Hertie School of Governance** in partnership with the Kolding School of Design and the Stanford Social Innovation Review hosted a workshop for public managers, policy makers, and researchers who deal with issues of participatory government, citizen-centred services, service design and problems of connecting policy-makers with front-line workers. Participants discussed human-centred design approaches in policy-making and policy-implementation and the main associated challenges.

LIPSE partners presented their research on public sector innovation during the 2013 EGPA conference in Edinburgh. LIPSE project coordinator **Victor Bekkers** from Erasmus University Rotterdam kicked-off a series of presentations on public sector innovation with a keynote address about barriers and drivers to public innovation on September 11. That same day, Bekkers, **Lars Tummers** and **William Voorberg** continued the discussion with two papers on 'Co-creation and Co-production in Social innovation' and 'From public innovation to social innovation in the public sector: A literature review of relevant drivers and barriers'. The papers provide an overview of concepts, drivers and barriers encountered under the broad label of social innovation and identify gaps for future research. Tummers later presented a co-authored paper on 'How HRM Can Develop an Environment which is Suitable for Innovations'. **Prof. Dr. Rainer Kattel** from the **Ragnar Nurkse School of Innovation and Governance, Tallinn** presented a recent paper entitled 'Can we measure public sector innovation? A literature review'. The paper discusses the prevailing attempts to conceptualize and measure public sector innovation. You can download any of these papers here: http://lipse.org/downloads.

Speaking of innovation…on October 1st, LIPSE coordinator Victor Bekkers attended an expert meeting organized by TEPSIE, a fellow FP7 project researching the theoretical and empirical foundations of social innovation in Europe (www.tepsie.eu). On September 18, William Voorberg also shared some of LIPSE's insights with colleagues from another FP7 project, INNOSERV, which is building a social platform for innovative social services (www.inno-serv.eu). The meeting brought experts together to discuss the future research agenda for health, social care, welfare, and education services across Europe that will be taken up as part of the EU's Horizon 2020 programme. You can also check out CLIPS, a project led by LIPSE partner **Jacob Torfing** from **Roskilde University** on 'Collaborative Innovation in the Public Sector' (www.ruc.dk/institutter/isg/forskningen/netvaerk-og-samarbejder/clips/).

Upcoming events Keep an eye out for the following events, where you can meet some of the LIPSE partners and find out more about their current research on public and social innovation:

- **January 31st, 2014.** FP7 project WILCO: Welfare innovation at the local level final conference.
- **March 14th, 2014.** American Society for Public Administration (ASPA) annual conference.
- **April 9th, 2014.** IRSPM conference in Canada on **Intersections: Governance, Democracy, and Accountability**. Jenny Lewis, Taco Brandsen, Lars Tummers, and Mila Gascó will be co-chairing panels on innovation, citizen engagement, accountability and public management. Victor Bekkers and Stephen Osborne will chair a special interest group on public sector innovation. For more information visit: http://www.irspm.net/conferences.html

Recent publications on public sector innovation by LIPSE partners:

Taco Brandsen & **Jeannine Evehe** wrote a conference report on Innovative Service Delivery of the Future for the 'Innovative Service Delivery' track at the conference of the IISA network 2013. The paper is available on our website: http://lipse.org/downloads

You can also look up three recent books by LIPSE partners on public innovation:

- Bekkers, V. J. J. M., Edelenbos, J., & Steijn, A. J. (2011): *Innovation in the public sector: linking capacity and leadership.* New York: Palgrave Macmillan.
- Osborne, S. P., & Brown, L. (2013). *Handbook of innovation in public services.* Northampton, MA: Edward Elgar Pub.
- Lember, V., Kattel, R., & Kalvet, T. (eds.) (2014). *Public Procurement, Innovation and Policy—International Perspectives*. Heidelberg: Springer.

Learning about public sector innovation beyond Europe. Some LIPSE partners have been busy exchanging views on public sector innovation with colleagues from the non-European research community. In May 2013, **Stephen Osborne**, Professor of Public Management at **the University of Edinburgh** gave a presentation on **'The Third Sector and social innovation: opportunities and constraints'** for the Shanghai Forum in Edinburgh and another on **'Risk and innovation: towards a framework for risk governance in social innovation'** during the APPAM Pacific Asia conference in Shanghai. In June 2013, Stephen participated in a **roundtable discussion on innovation and public services** during the 13th Annual Conference of the European Academy of Management (EURAM) in Istanbul and gave a presentation entitled **'Desperately seeking Susan..? In search of innovation in the era of the New Public Governance'** for the Economic and Social Research Council (ESRC) in London and then again in September during the annual EGPA conference in Edinburgh.

Jenny Lewis, Professor of Public Administration and Public Policy with **Roskilde University** gave the keynote address at the annual conference of the Australian and New Zealand School of Government in Brisbane, Australia, where she spoke about the innovative capacity of governments—a main theme of the LIPSE project. To download any of these presentations please visit: http://lipse.org/downloads

Progress update on the LIPSE research agenda.

The LIPSE team's work over the next three years is organized in seven work packages: 1. The innovation capacity of public sector environments, 2. Co-creation and citizen involvement in social innovation, 3. Mapping and analyzing the recommendations of ombudsmen, audit offices and others, 4. Risk-definition and risk governance in social innovation processes, 5. Adoption, diffusion and up-scaling of ICT driven innovations, 6. Public sector innovation indicators, and 7. Future trends and scenarios.

Work on three of these work packages is already under way .

WP1: Innovation environments and innovation capacity. The WP1 team is mapping the formal and informal structures of some European municipalities and linking these to their innovation capacity. The mapping relies on interviews and surveys of politicians, bureaucrats, and community leaders. Data collection is already under way in Copenhagen. The city's formal administrative structure has been comprehensively mapped and most of the administrators and politicians have agreed to participate in the study. Partners in the other cities (Barcelona, Berlin, Edinburgh, and Rotterdam) are at various stages of mapping the formal structure, getting agreement for the municipality's involvement, and translating the questions into the local language. The team expects to present results from Copenhagen at the IRSPM conference in April 2014. For more information on the WP1 research, contact Jenny Lewis (jmlewis@unimelb.edu.au).

WP 2: Co-creation and co-production during social innovation. WP2 is analyzing citizen involvement in social innovation processes as described with the concepts of 'co-creation' and 'co-production'. A systematic review of the academic literature on co-creation and co-production during social innovation has been completed (see pg. 1, EGPA). The review focused on 1) the different types of co-creation and co-production, 2) the relevant drivers and barriers of these processes, and 3) the outcomes of co-creation processes. The findings show that most research treats citizens as 'co-implementers' of public services and not so much as 'co-initiators' or 'co-designers'. Moreover, it appears that the outcomes of these processes are still unknown. Work on WP2 will build on this review to analyse co-creation initiatives in which citizens are involved as co-initiators and/or co-designers and study the outcomes of this involvement using a cross-country comparative case study approach involving seven EU countries (to start in January 2014). Currently, the team is compiling an inventory of relevant cases and is consulting known experts on the topic of co-creation and citizen participation. For more information, please contact Lars Tummers (Tummers@fsw.eur.nl).

WP6: Public sector innovation indicators. The work on WP6 depends on the results obtained from work packages 1-5. These will be used for a cross-country meta-data analysis to identify problems and possibilities in measuring innovation in the public sector. This review uses a multi-disciplinary approach that makes a clear distinction between innovations happening in the public sector and innovations facilitated through the public sector. Currently, the WP6 team is reviewing the state of the art literature on conceptualizing and measuring public sector innovations (see pg. 1, EGPA). For more information contact Rainer Kattel (rainer.kattel@ttu.ee).

For more information on all work packages, visit http://lipse.org/work-packages. Our regular newsletter will continue to include updates on their progress.