

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
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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*

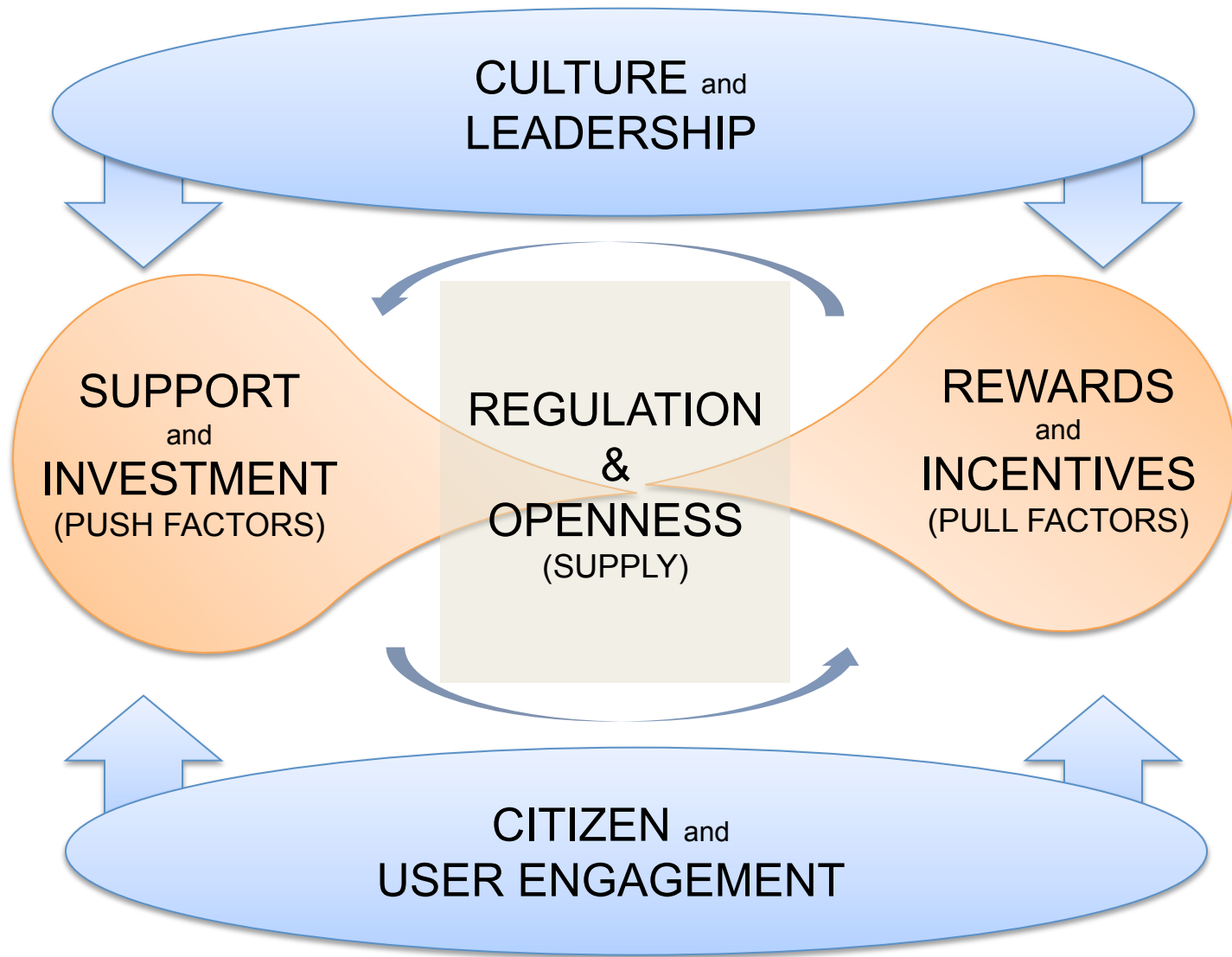
**Radical and compelling
innovation:
significantly better
outcomes, for
significantly lower costs**

**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*

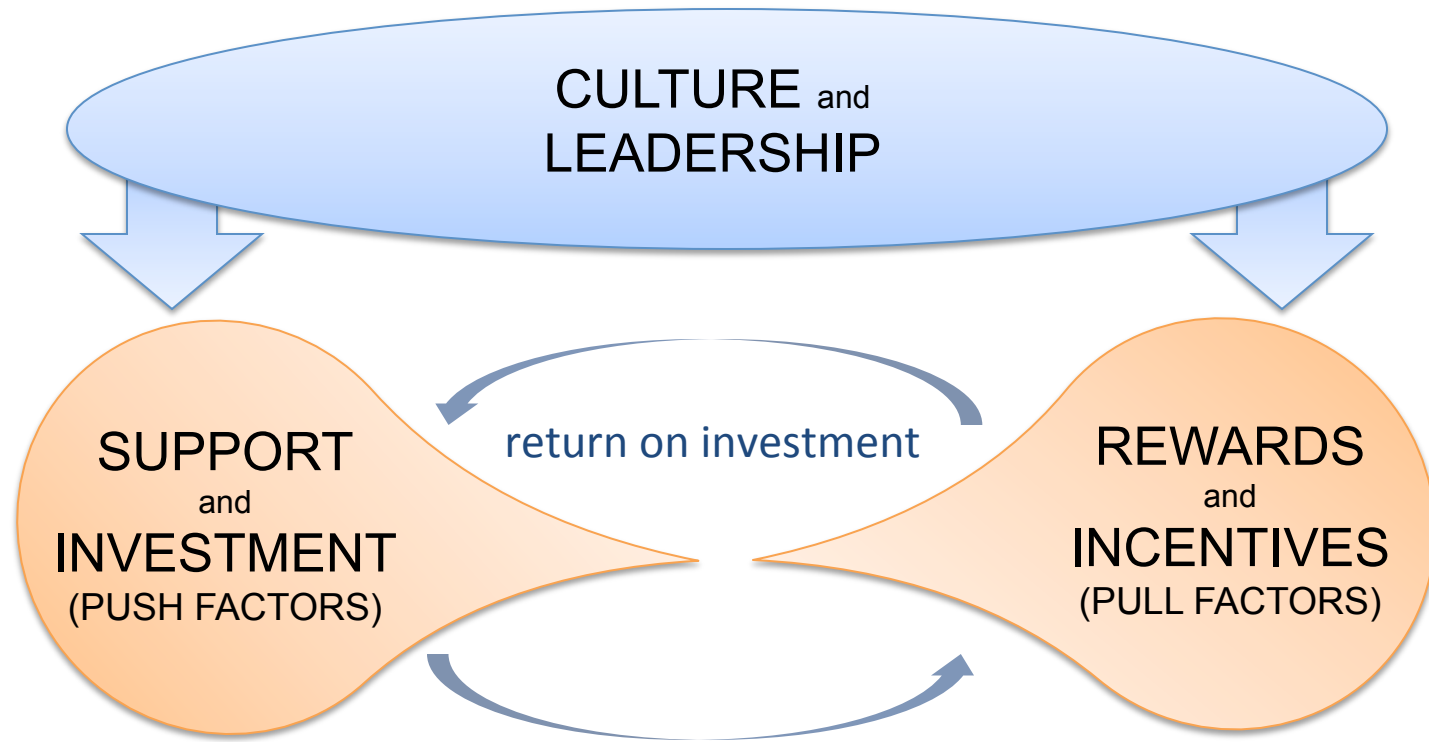
What are the conditions for fostering radical innovation and stimulating diffusion?

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





- 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



- investment funds and venture capital
- risk: benefit ratios and portfolios
- money and methods – incubators and intermediaries

- for adoption and adaptation
- for improved results
- comparative performance information
- financial and reputational

- 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

REGULATION
&
OPENNESS
(SUPPLY)

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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