



An Roinn Caiteachais
Phoiblí agus Athchóirithe
Department of Public
Expenditure and Reform

Innovation and Reform in our Public Service

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Department of Public Expenditure and Reform



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Outline of Presentation

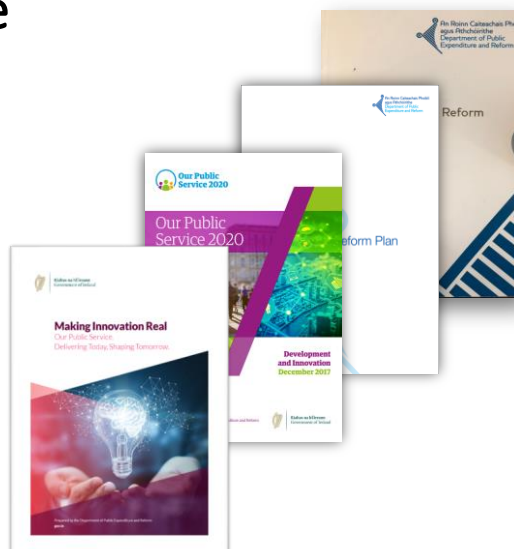
- Public Service Reform
- Making Innovation Real, Public Service Innovation Strategy
- Strategy Development guidance documents
- Innovation Priorities and initiatives
- Lessons learned
- Future of public service reform
- How can you support innovation?



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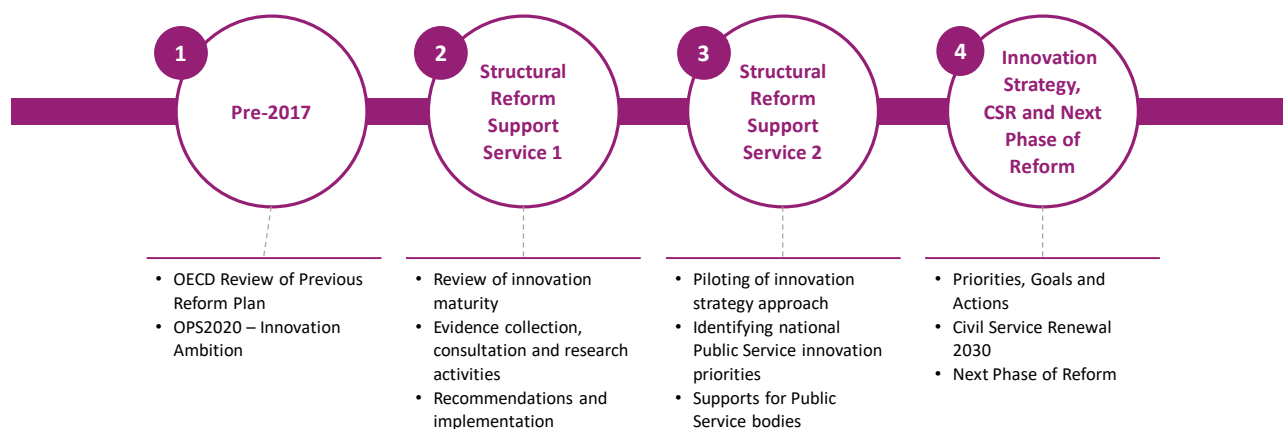
Public Service Reform to date

- **2011: First Public Service Reform Plan**
efficiency and consolidation measures
- **2014: Second Public Service Reform Plan**
priority focus was to improve service delivery and better outcomes, alongside ongoing efficiency measures
- **2017: Our Public Service 2020**
development and innovation, focus on outcomes, evidence and data driven approach, strengthen governance
- **2020: Public Service Innovation Strategy, 'Making Innovation Real'**
harness the power of innovation to deliver world class public services in Ireland.



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Background to Public Service Innovation Policy



Making Innovation Real | Vision
National level Innovation Vision

Vision

Harness the power of innovation
to deliver world-class
public services in Ireland

Innovation Definition

The creation of a new,
viable, offering that
adds value



Rialtas na hÉireann
Government of Ireland

Making Innovation Real

Our Public Service.
Delivering Today, Shaping Tomorrow.



Prepared by the Department of Public Expenditure and Reform
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Our Public
Service



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Priority 1

Citizen-centric
Innovation

Put citizens and users at the centre
of innovation to enhance their
experience of public services



Priority 2

Culture of Innovation

Create a culture where all
staff are inspired, empowered
and enabled to innovate



Priority 3

Scale up Innovation

Work across sectors and
organisations to optimise
efficiency by scaling innovations
across the Public Service



Priority 4

Transformative
Innovation

Drive innovation across the Public
Service by pioneering change
and long-term transformation





Priority 1



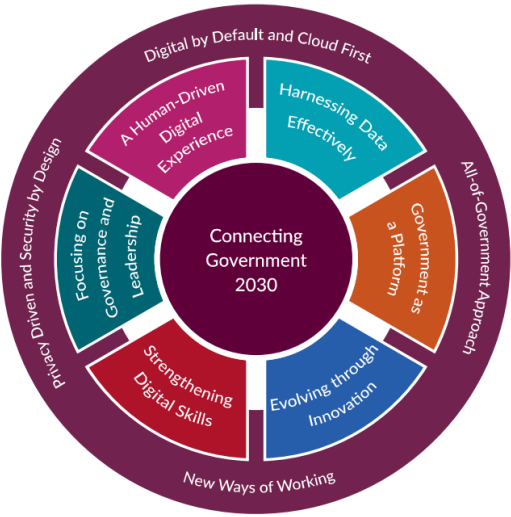
**Citizen-centric
Innovation**

1.1 Listen and
engage with
citizens and
users

- Citizen Engagement / Service delivery
- Engaging with citizens and front line workers
- Using technology to design better services and craft better policy

1.2 Design
and deliver
integrated
and easy to
use services

- Promote digital
- Harness data
- e.g. Connecting Government 2030



Priority Action Areas and Underpinning Design Principles



Priority 2



Culture of Innovation

2.1 Lead with vision, empower staff and challenge the norm

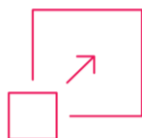
- Leadership e.g innovation as a core competency / leadership interventions / include innovation in business planning
- Organisational Strategy e.g use guidance documents to assist in the development of an Innovation Strategy

2.2 Equip staff with the skills, mindset and tools to innovate

- Learning and Development
- Centralised Supports e.g. Public Service Innovation Fund



Priority 3



Scale up Innovation

3.1 Connect and collaborate across the ecosystem to scale successful innovations

- Collaboration e.g. Future Tech Challenge
- Establish an Innovation Space for the public service

3.2 Capture and share insights, knowledge and lessons learned

- Scale e.g. Innovation Week / Network
- Knowledge Sharing e.g Case studies / lessons learned / best practice



Priority 4



Transformative Innovation

4.1 Develop strategic insights for future trends and requirements

- Public Service Innovation Advisory Board
- Anticipatory Innovation e.g. Strategic Foresight / OECD

4.2 Support and promote policy for innovation and digital transformation

- Technology Experimentation e.g. co-ordinated challenge based initiatives
- Innovation Policy Office

Guidance Document Overview

To help individual organisations develop their innovation strategy a guidance document has been developed.


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1. The Fixed, Flexible and Free Framework



2. The Innovation Strategy Canvas



3. The Innovation Strategy Template



How can you support innovation?

- Join the Public Service Innovation Network
- Become, or identify, an Innovation Representative in your organisation
- Attend the Public Service Innovation events, share events with colleagues, and begin a discussion around innovation
- Share case studies and learnings with other public bodies
- Engage with the Public Service Innovation initiatives e.g. Innovation Fund / Future Tech Challenge
- Reach out to the Public Service Innovation team for a strategic conversation
 - Support with strategy development
 - Innovation maturity and capability
 - Learning and development guidance
- Champion innovation and strive for it as the norm in your organisations

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The next stage of public service reform – what has been done so far?

- OECD Reflections on OPS2020
- OPS2020 Review Survey / consultation
- Deloitte Feedback workshops to inform the next phase of public service reform
- PSLB Bilateral Consultation Findings
- COVID-19 learnings paper

Next steps:

- Synthesis of information
- Present options paper

Covid-19: Some Observations



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The Irish
Public Service
responds
well in crisis



Reliable data
was pivotal and
consumed
voraciously



Anticipatory
planning enabled
more streamlined
responses



Collaboration
across
organisations
was key



Solidarity
transcended
sectors (public,
private, voluntary)



Understanding
public behaviours
key to delivering
our services



Digital and tech
solutions key in
facilitating many
citizen needs



We bust the
myth on remote
working in many
work areas



Public service
values are more
evident than ever
before

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Incorporating Learnings into the Next Phase of Public Service Reform:



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Planning for the
Future of Work



Strategic Workforce
Planning



Digital by Default
Services



Using Common
Datasets



Exploiting Data
Science for Services



User Centrality
is Paramount



Sustain
Collaboration



Skills
Development



Policy
Innovation



Centre Provides
Supports

What's next for public service reform?

- Identify key priorities for reform and articulate key enablers
 - E.g. climate change / well-being
- Clearly define the role of DPER in the next phase of reform
- Review of governance structures
- Incorporating expenditure
- Evaluation and measuring success of the plan
- Enhanced reporting
- Public consultation

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Thank You

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