Public Sector Innovation

What makes it different?
Introduction

What is the public sector

Three examples of “framework innovation”

1 - Make sense of existing data
2 - Share relevant data among services
3 - Support a continuous innovation cycle
What is the public sector?

Generally referred as a single body, it comprises a variety of institutions each with their own peculiarity, both nationally and internationally.
Who works for the public sector?

Very much gender-balanced across sectors

<table>
<thead>
<tr>
<th>Sector</th>
<th>Total Males %</th>
<th>Total Females %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Istruzione e ricerca</td>
<td>23.88%</td>
<td>76.12%</td>
</tr>
<tr>
<td>Sanità</td>
<td>31.64%</td>
<td>68.36%</td>
</tr>
<tr>
<td>Forze Armate, Polizia, Vigili del Fuoco</td>
<td>43.87%</td>
<td>56.13%</td>
</tr>
<tr>
<td>Regioni ed Autonomie Locali</td>
<td>46.32%</td>
<td>53.68%</td>
</tr>
<tr>
<td>Ministeri</td>
<td>51.22%</td>
<td>48.78%</td>
</tr>
<tr>
<td>Agenzie Fiscali</td>
<td>39.89%</td>
<td>60.11%</td>
</tr>
<tr>
<td>Enti Pubblici non economici</td>
<td>57.51%</td>
<td>42.49%</td>
</tr>
<tr>
<td>Enti a controlli pubblico prevalente S13</td>
<td>59.14%</td>
<td>40.86%</td>
</tr>
</tbody>
</table>

A serious problem of aging, which is being tackled

Conto Annuale 2020, RGS

OECD, 2012
Multi-level Governance is standard business

**European Union**
Sets Directives and Regulations that inform and guide the national legislative process. Some regulations are directly applicable.

**National**
Parliament, Ministers and all other national bodies that instruct how public duties should be carried out.

**Regional**
There are “sectors” where regional governments have more autonomy.

**Local**
Municipalities have cross-sectoral responsibilities and can be the point of contact between different institutions on a local level.
Contribution of “General government final consumption expenditure” on Italian GDP in 2020. *It is a lot!*
Public innovation is complicated, but can have a huge impact.

Framework mindset is essential to navigate its complexity.
Make sense of existing data
RGS Integrated Accounting System

The SIOPE (Information System on the operations of public bodies), is a system of electronic collection of receipts and payments made by the treasurers of all public administrations, which arises from the collaboration between the General Accounting Office of the State, the Bank of Italy and ISTAT. Began in 2002.

Over 22,000 different public bodies have been integrated.
OpenCoesione is the open government initiative on cohesion policies in Italy. The portal easily accessible data on planned resources and expenses, locations, thematic areas, programmers and implementers, implementation times and payments of individual projects. Everyone can thus assess how resources are used with respect to the needs of the territories.
Share relevant data among services
Enabling Platforms

ANPR
Anagrafe Nazionale Popolazione Residente

SPID
Sistema Pubblico di Identità Digitale

pagoPA
ANPR - National Register of the Resident Population

Rome, 17 January 2022 - With the Sicilian municipality of San Teodoro, the path to bring all Italian municipalities into the National Register of the Resident Population (ANPR) has been completed. From today, Italians living in the 7,903 municipalities of the country and those abroad registered with AIRE can verify and request the correction of their personal data, print certificates and use the services available easily and safely.
PagoPA - Payment System

PagoPA is the payment system of public administrations and managers of public services in Italy, managed by the homonymous public company.

Originally mandatory platform for all public administrations. In 2021 the Antitrust Authority ruled against its introduction as the only payment channel to the public administration.
Spid - Public Digital Identity System

The Public Digital Identity System (SPID) is the key to simple, fast and secure access to the digital services of local and central administrations.

The SPID system is based on the SAML2 protocol.

SPID also allows access to public services of the member states of the European Union and of companies or traders who have chosen it as an identification tool (EU eIDAS Regulation).
Spid - Public Digital Identity System

4 main actors:
- Citizens
- Identity Providers
- Service Providers
- Attribute Authority (soon)

The service is co-managed by private and public bodies:
- great opportunity to foster innovation
- risk of “project capture” by special interests
Support a continuous innovation cycle
Team Trasformazione Digitale

The Digital Transformation Team was born to build the “operating system” of the country, a series of fundamental components on top of which we can build simpler and more efficient services for the citizens, the Public Administration and businesses, through innovative digital products.

The Commissioner’s Team was established on September 16, 2016 with an initial two-year mandate, up to September 16, 2018 under the guidance of Diego Piacentini.
Arsenal - Cross-organizational innovation center

A voluntary consortium of 13 Veneto hospitals, configured as a Veneto competence center for eHealth. It pursues the improvement of health processes and assistance offered to citizens with a view to inter-company collaboration.

The consortium gathers experiences and skills of eHealth, heritage of each member company, carrying out a permanent research activity for innovation and the design of new solutions, entrusted to a team of young experts.
Strengthen an internal innovation network

Agenti del cambiamento, INPS

Big public bodies do have the necessary resources to start innovation processes internally.

Oftentimes innovation happens at the edge of the organisation, the center should have the tools to intercept it.

Guide Digitali, Regione Emilia-Romagna

Multi-disciplinary approach is key.

Diversity makes the difference!
Structural elements

**PEOPLE**
- competence balance
- IT skills gap
- better remuneration and career growth opportunities

**COMPANY CULTURE**
- risk averse environment
- bureaucratic
- value-driven
- long-term approach

**ORGANISATION**
- Cross-disciplinary projects
- Friction between formal organisation and “innovative” initiatives - change management
Suggested book ➔

...and festival in Berlin ↓

CREATIVE BUREAUCRACY FESTIVAL

MARIANA MAZZUCATO
THE ENTREPRENEURIAL STATE
DEBUNKING PUBLIC vs PRIVATE SECTOR MYTHS
Grazie!

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