Nesta's tools and insights for governments

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Nesta is an innovation foundation based in London, that has worked with more than 40 governments at every level, from local, regional and national to transnational. With them, we have developed new tools to promote innovation in everything from finance and data to policymaking, and helped to put them into practice. Here we summarise some of our freely available insights that are useful for anyone trying to make government and public services more imaginative and effective.

Topic (in alphabetical order)	Description	Examples/links to resources
Adoption and diffusion	Nesta believes that the adoption of innovation matters as much as innovation itself. We have provided guides to scaling and used data tools to track the adoption of innovation across public services.	This study on adoption of promising new ideas in the health service was a unique approach to tracking the uptake of innovations across a large public service using big data. We hope that it will be copied elsewhere. See also our Guides to Incentives and Scaling.
Anticipatory regulation	Nesta has been at the forefront of thinking about how regulation can keep up with fast-changing industries. We've set out the theory and best examples; shown new methods in practice in fields as diverse as banking and drones; and prepared detailed blueprints for next generation regulators covering artificial intelligence.	This paper on *Anticipatory Regulation: 10 ways governments can better keep up with fast-changing industries* provides an overview of anticipatory regulation around the world and *A working model for anticipatory regulation* suggests a framework for comparing the new approaches to regulation. Practical examples include the Open Up Challenge in banking; Flying High for drones; and the Machine Intelligence Commission for artificial intelligence.

Artificial intelligence	Nesta is an investor in AI; uses machine learning for research; has convened experts on issues ranging from law to health; and has proposed specific new approaches to regulation and codes of principles.	For a summary overview of Nesta's work on AI and how to use it for public benefit, see this article. We produced one of the most detailed recent studies of future jobs and skills patterns in the UK and US on the potential impact of automation and AI on jobs in the UK and US. We have outlined how AI could be regulated and the lessons to be learned from other fields, as well as the key tests that governments should consider. In 2018 we published a draft code of principles for public services using AI and a broader overview of how governments should use AI.
Capacity building and skills for public servants	Nesta believes it is crucial to build the innovation capacity and culture of organisations in order to apply and sustain effective new innovation methods. We support people and organisations to get better at innovation by offering learning programmes, content development and mentoring. Nesta has developed competency frameworks, guides and training tools for public servants to help them become more innovative and better at solving problems. These resources have been used by over a million people and translated into a dozen languages.	The Competency Framework for Experimental Problem-solving is used by governments around the world to recruit, develop and assess the attitudes and skills for more effective public problem-solving. States of Change - with some 30 governments - is now taking this work to another level. Our DIY toolkit provides practical guidance for international development practitioners to drive innovation in their organisations. We have developed States of Change: a learning platform supported by a global collective of innovation teams and experts, providing practical guidance and tools to people in and around government who are trying to innovate more effectively.
City innovation strategies	Nesta has created a range of tools to help cities improve their methods for backing innovation and entrepreneurship.	The CITIE framework is a resource for urban leaders that compares 40 world cities and how effectively they create the conditions for innovation. The European Digital Cities Index measures and compares city support for digital entrepreneurship.

Collective intelligence	Nesta has pioneered new tools for governments to tap ideas and knowledge from a diverse range of sources, combining machine and human intelligence.	*Big Mind: How Collective Intelligence can change our world*. pulls many themes together in book format (published by Princeton University Press). Shorter papers from Nesta include: *Governing with collective intelligence* and *How to design and run collective intelligence in healthcare, environment and other fields*.
Commissioning	Nesta has developed tools for commissioners and people involved in procurement. This includes an overview of good examples of how to exit or shrink services, and investment in platforms for more outcome-based procurement such as CityMart.	*The Art of Exit* contains case studies on decommissioning. We have created guides to economic modelling for commissioners. Nesta has supported the development of CityMart, a platform for cities to procure based on desired outcomes.
Crowdsourcing and Challenge Prizes	Nesta is interested in how to tap into new sources of information, ideas and money to solve problems. In response, our Challenge Prize Centre has pioneered prize-driven innovation in fields ranging from mobility to medicine. We also championed the field of crowdfunding, including testing the use of matched crowdfunding for governments.	Nesta's Challenge Prize Centre (and *Challenge Prizes: A Practice Guide*) set out how to use prizes to accelerate innovation. Our *crowdfunding* and matched crowdfunding resources explore how money can be raised from a much broader range of organisations and individuals.
Data	We are heavily involved in creative and effective ways of using data in government and examining the future of personal data.	Nesta's guide to data explores how governments can get the most out of their data. Our *Wise Council* report provides insights from the cutting edge of data-driven local government. Our Open Data Challenges unlocked new uses of data in fields like energy and education. We have helped set up Data Analytics teams in UK cities like London as part of our Offices of Data Analytics programme.

		We are running large programmes with regulators in banking to explore the potential for open data: Open Up Banking Challenge. DECODE explores new ways of giving citizens control over their data. *Me, My Data and I* explores the future of personal data.
Democracy and citizen engagement	Nesta has supported the development and testing of a range of tools for parliaments, cities and governments to engage citizens in proposing ideas, commenting and voting. We've also done surveys of the state of digital democracy worldwide.	D-CENT designed and tested new tools for democracy, many of which are now being used in cities and parliaments around the world. *Digital Democracy* provided a global overview of the best innovations in this field. Our DECODE programme is testing new ways of giving citizens control over how they participate in digital democracy initiatives.
Design	Nesta has promoted the use of design tools of all kinds in government to create better services.	Nesta's paper on design and public innovation sets out what works, and what is sometimes missing, in the use of design methods in the public sector. Design for Europe is helping build design-driven innovation skills in the European public sector. We also created *Designing for Public Services: a practical guide.*
Evidence	We've pioneered the use of evidence in policy and public services through the Alliance for Useful Evidence; advocating and then helping the creation of various What Works Centres; and a range of guides, for example on how to run Randomised Control Trials in government.	The Alliance for Useful Evidence links thousands of people creating or using evidence in public services and policy making. The What Works network links the various What Works Centres. The What Works Centre for Children's Social Care is our latest project in this field. Our *Evidence guide* and *Standards of Evidence* and Guide to running Randomised Control Trials in public policy provide useful tools for applying evidence in practice and policymaking.

Experiments	Nesta has promoted experimentation in government - creating platforms for running experiments and guides for practitioners.	Innovation Growth Lab (IGL) brings together a dozen governments running experiments in economic policy around how to support innovation and entrepreneurship. Nesta co-funded the Behavioural Insights Team's Predictiv platform for experiments in government. We created a Continuum of Experimentation to provide practical guidance for conducting experiments.
Innovation teams	Nesta has run labs, designed labs for various governments, and published research, guides and a regular newsletter on what innovation labs worldwide are doing.	i-teams surveyed some of the leading examples of labs around the world. We produced an interactive map of innovation teams and labs globally. Lab Guides was designed to help governments setting up new innovation teams and labs. The Lab Notes newsletter provides a regular overview of what is happening in public sector innovation around the world.
New operating models	Nesta has explored how governments and public sector organisations can address the problems they face through entirely new models of operating.	We have outlined eight ways of exploring new operating models for public services. Nesta's ShareLab Fund explores how governments and public sector organisations can use collaborative digital platforms to address social needs. This builds on our research: *Making Sense of the Collaborative Economy*.
New ways of using money	Nesta has developed overviews of how money can be used more effectively, and demonstrated a wide range of tools from Innovate to Save budgets through to crowdfunding, equity, loans, Social Impact Bonds and stage-gate grants.	Finance for Impact set out what new ideas are needed for change in public finance to better support outcomes, engagement and innovation. Our paper on the landscape of funding models provides a primer on the various ways of using money in government. Innovate to Save sets out the model we are testing in several areas to redesign public services and release cashable savings. Other Nesta guides to innovative finance models include: *Investing in Innovative Social Ventures: A practice guide*; *Crowding In*; *Venture Crowd*; *Banking on Each Other*; *Crowdfunding Good Causes*; *Matching the Crowd*.

People power	Nesta has conducted research and run numerous grant funds on how governments can harness the time and skills of citizens in supporting public services and addressing social needs.	Nesta has made the case for people power in public services in various ways and across different services. This work is covered in the following articles: *The Future of Public Services*; *How Social Action is Transforming Lives*; *People Helping People: Lessons Learnt*; *Helping In Hospitals: A guide to High Impact Volunteering in Hospitals*; *Cities of Service UK*; *The Power of Peer Support*; *Centre for Social Action Innovation Fund: Our Evidence Base*.
Prototyping	Nesta has developed a range of tools for governments wanting to become better at prototyping new solutions.	We have created guides to prototyping new solutions.
Reorganising departments and centres	Nesta has set out detailed options for prime ministers, mayors and presidents looking to reshape their central functions to be more effective.	*Rewiring the brain* is our blueprint for reforming the centre of governments, alongside proposals for reshaping the European Commission and for the London Mayor's team.
Savings	Nesta has developed tools for helping public services save money, from classic cuts to more imaginative ways of re-engineering services, tapping into public commitments or preventing unnecessary costs.	The 12 economies framework helps groups of staff, managers and service users explore options for saving money through innovation. The Innovate to Save Fund stimulates cashable savings for public services.
Social innovation	Numerous governments are developing strategies for social innovation. Nesta is working with many of them. We are also vocal champions of digital social innovation: supporting civil society organisations using tech for good.	Nesta has helped map, convene and support Europe's digital social innovation network through our Digitalsocial.eu platform. We've explored how digital social innovation can be helped to thrive in *What next for digital social innovation?*, which also contains a short practice guide for digital social innovators looking to develop and grow products and services. We recently ran a survey of governments worldwide, asking how they are defining social innovation policy.

Strategy	Nesta's CEO, Geoff Mulgan, has run government strategy teams and advised many on how to do strategy well.	*The Art of Public Strategy* shares Geoff Mulgan's experience of directing and advising government strategy teams (published by Oxford University Press).
Systems change	Nesta has surveyed the range of methods available for systemic innovation and developed our own methods - People Powered Results - which help a whole system to redesign itself so as to meet demanding targets. Our aim has been to avoid the often rather vague and abstract language of much writing about systems change.	Nesta has published studies on systemic innovation, including guides to the roles that can be played by governments, entrepreneurs, civil servants and activists - see our Systemic Innovation discussion series. Our approach to People Powered Results is a highly effective way of mobilising a system to think and act as a system within public services.

About Nesta

Nesta is a global innovation foundation. We back new ideas to tackle the big challenges of our time.

We use our knowledge, networks, funding and skills - working in partnership with others, including governments, businesses and charities. We are a UK charity but work all over the world, supported by a financial endowment.

To find out more visit **www.nesta.org.uk**

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