

innovating for civic & civil purpose

for successful cities and successful Councils

Barry Quirk.

New Local Government Network

2017 Conference

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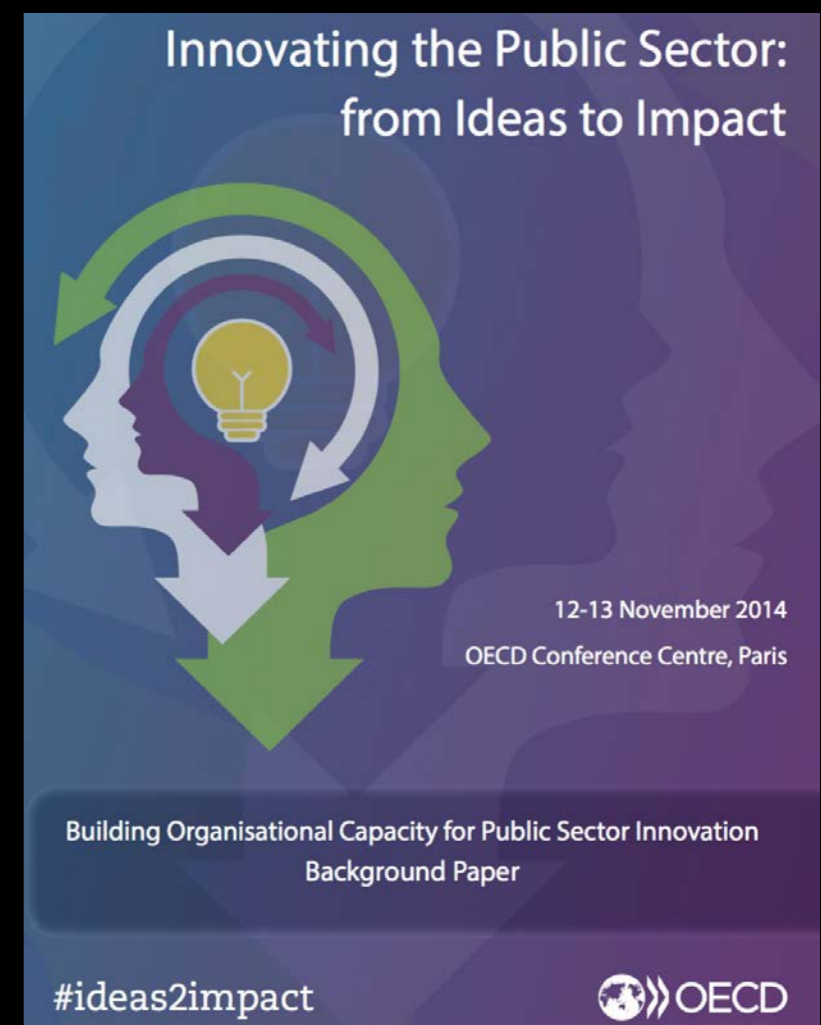
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economic and civic innovation for better local outcomes

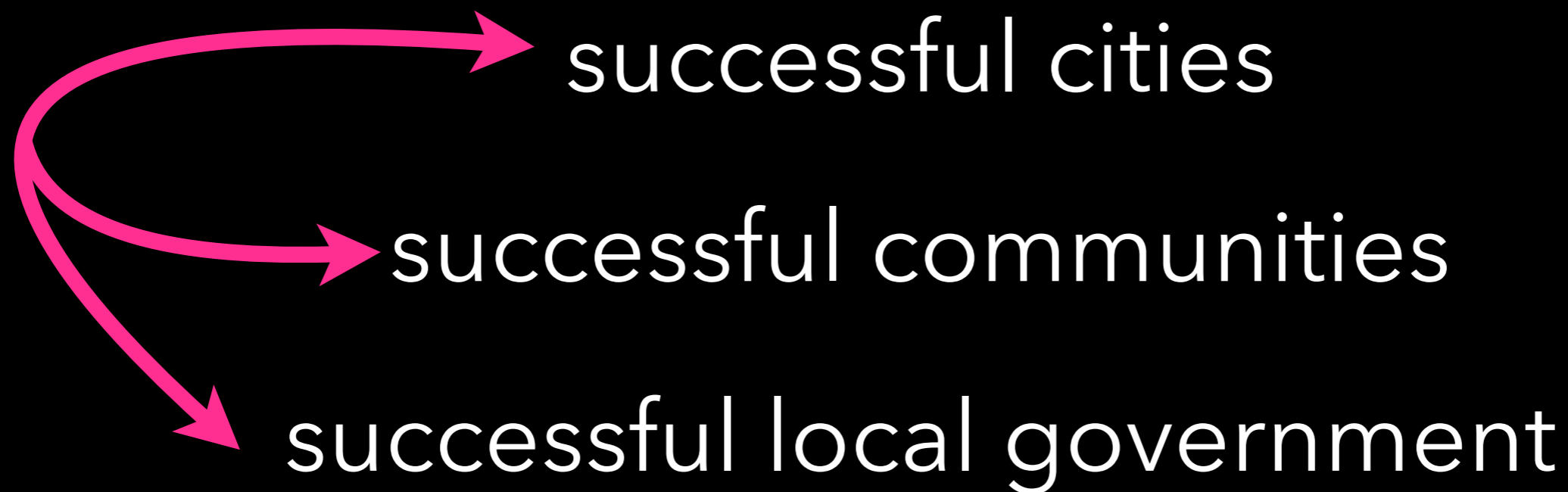
social and service innovation for better service outcomes

OECD 2014 report

- generating & sharing ideas
- empowering the workforce
- reviewing organisational design
- navigating rules & processes

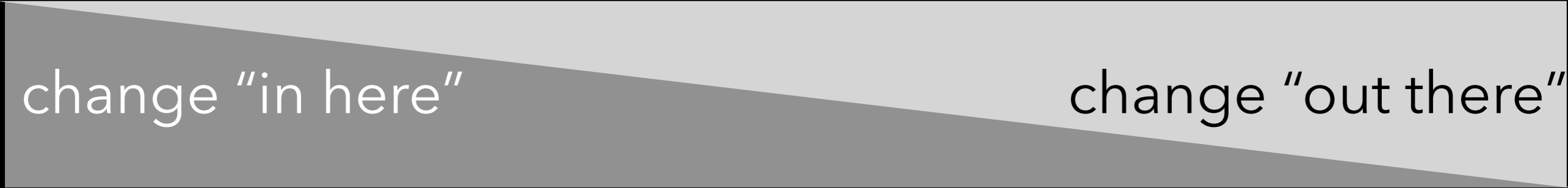
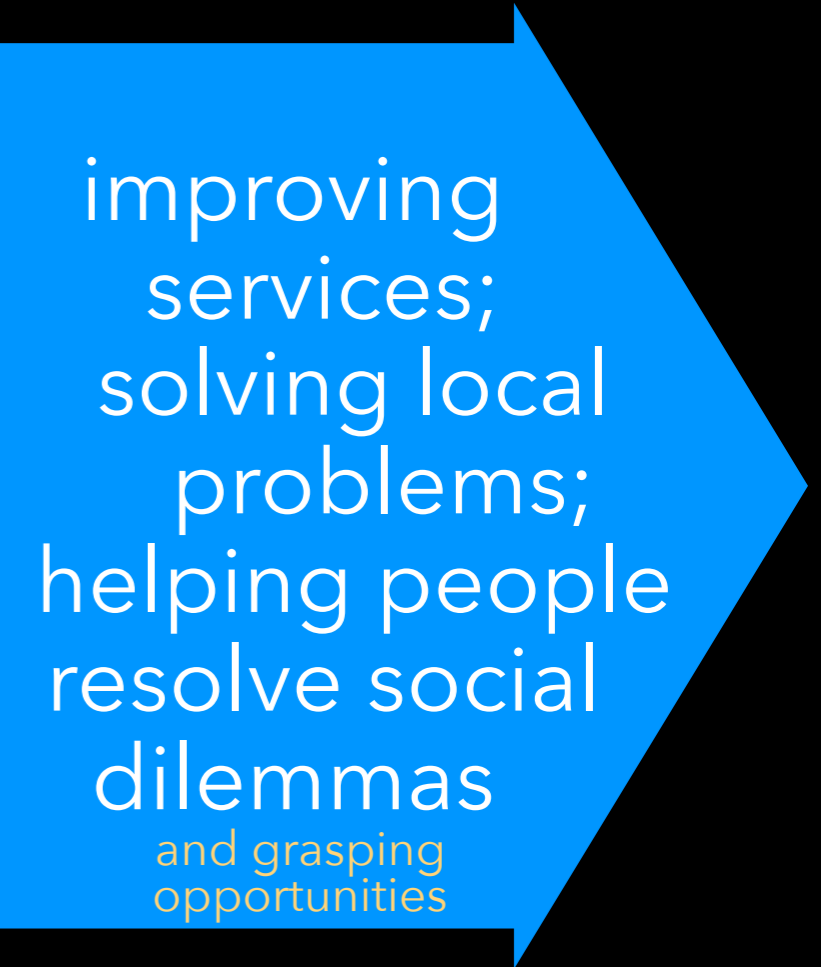
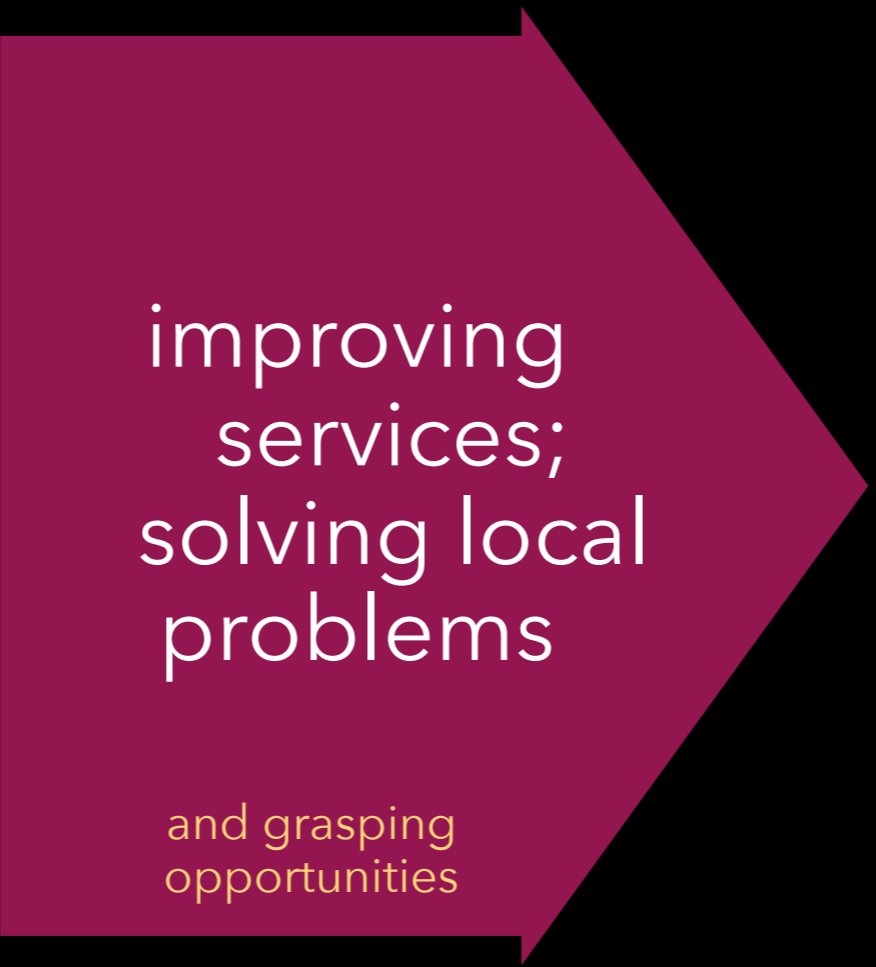


1. innovation requires the effective implementation of new ideas
2. the inter-dependence between city, civic and service innovation



what are the causes of the causes of success?

multiple causes, interdependencies and contingencies; path dependency, etc



change "in here"
change we think that we can control

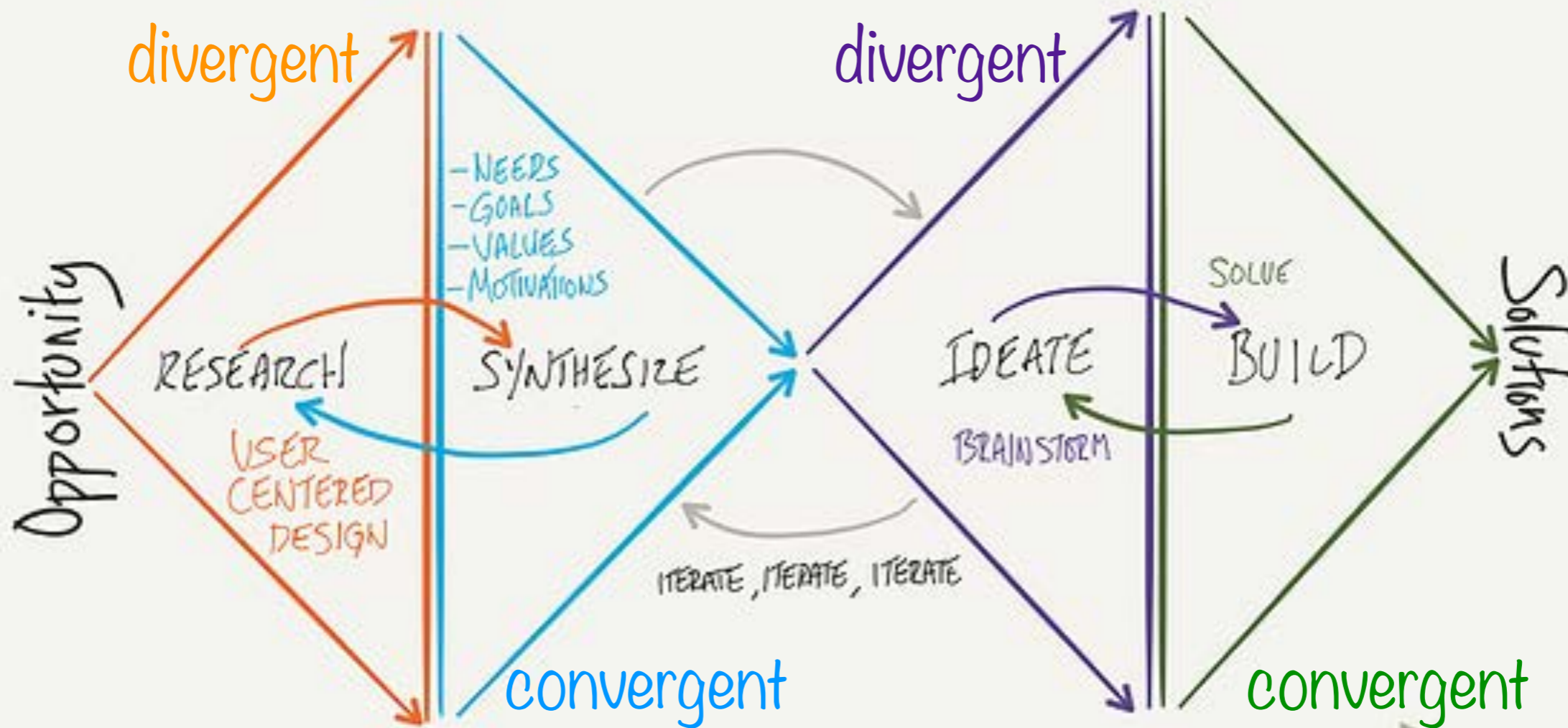
our organisations;
functions, and
services

change "out there"
change we think that other people control

our local & regional
economy; social diversity,
and cultural norms

Design Council

double diamond method for innovative service design



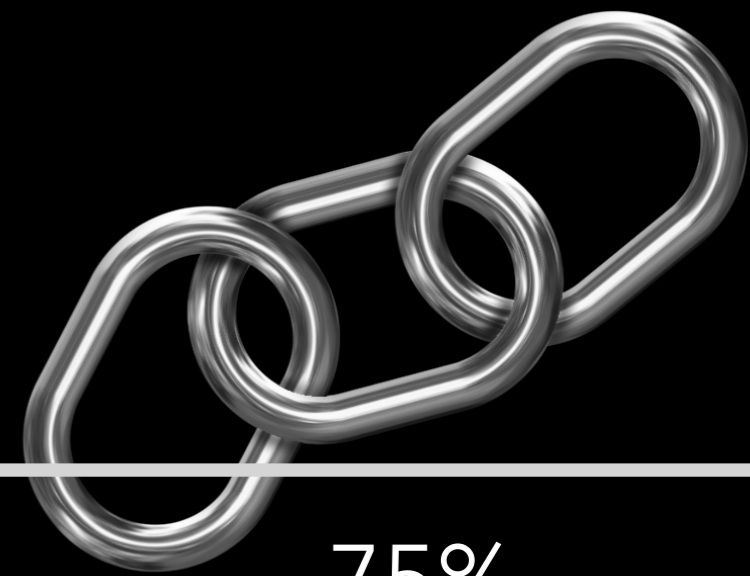
design involves hard disciplines not soft furnishings

varieties of service innovation



hair cuts are minimally capable of productivity improvements through innovation; while hip replacements are amenable to cost-effectiveness improvements through clinical innovation
which local government services are more like hair cuts than hip replacements?

the chain of innovation



change one
thing

with a 25%
chance of
success

75%
failure
rate

change four
things in
sequence

each with a 25%
chance of
success

99.6%
failure
rate

accountability

blame



captious

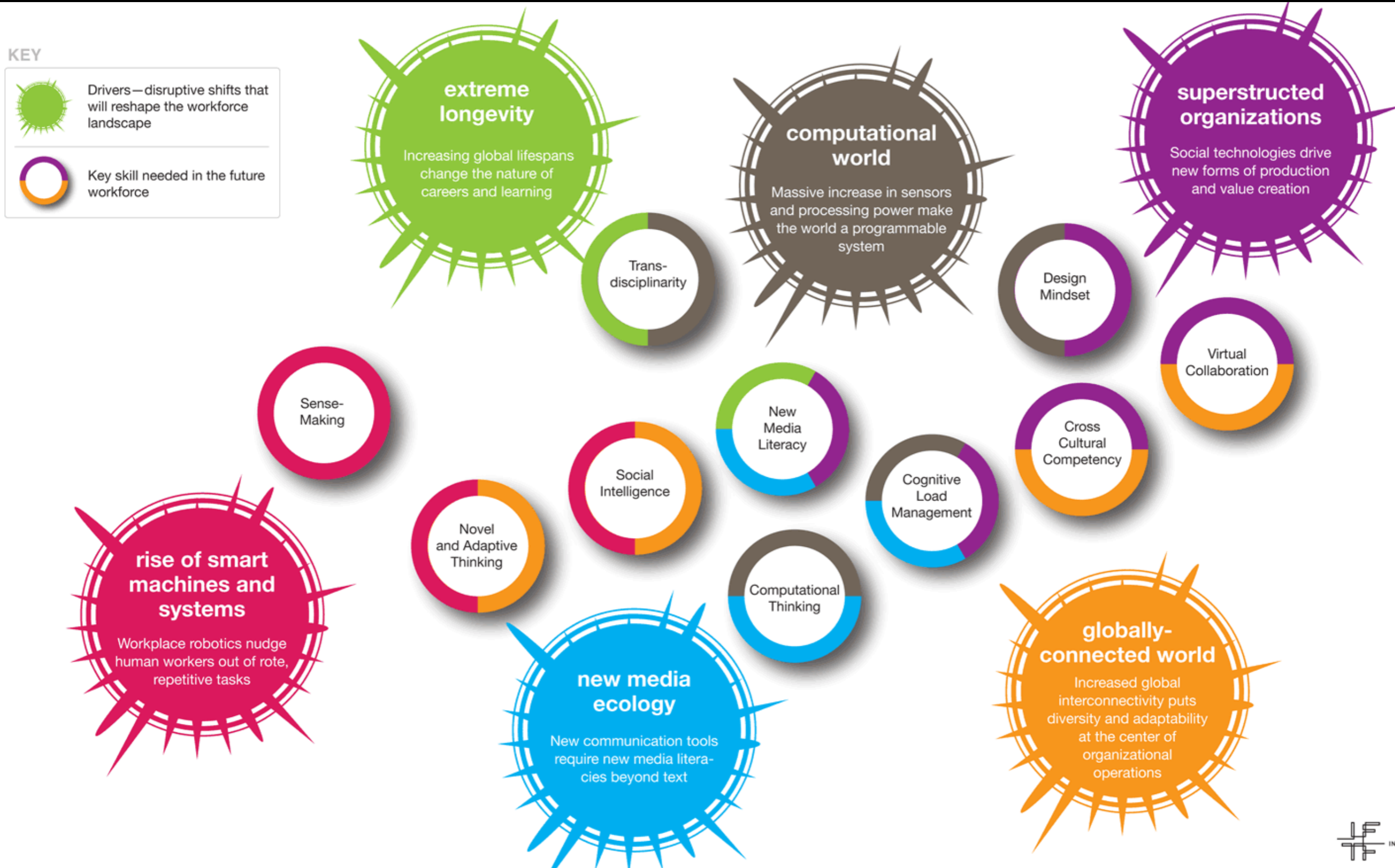
personalised negative fault finding

“Ever tried. Ever failed.
No matter. Try Again.
Fail again. Fail better.”

Samuel Beckett

change in the world of work

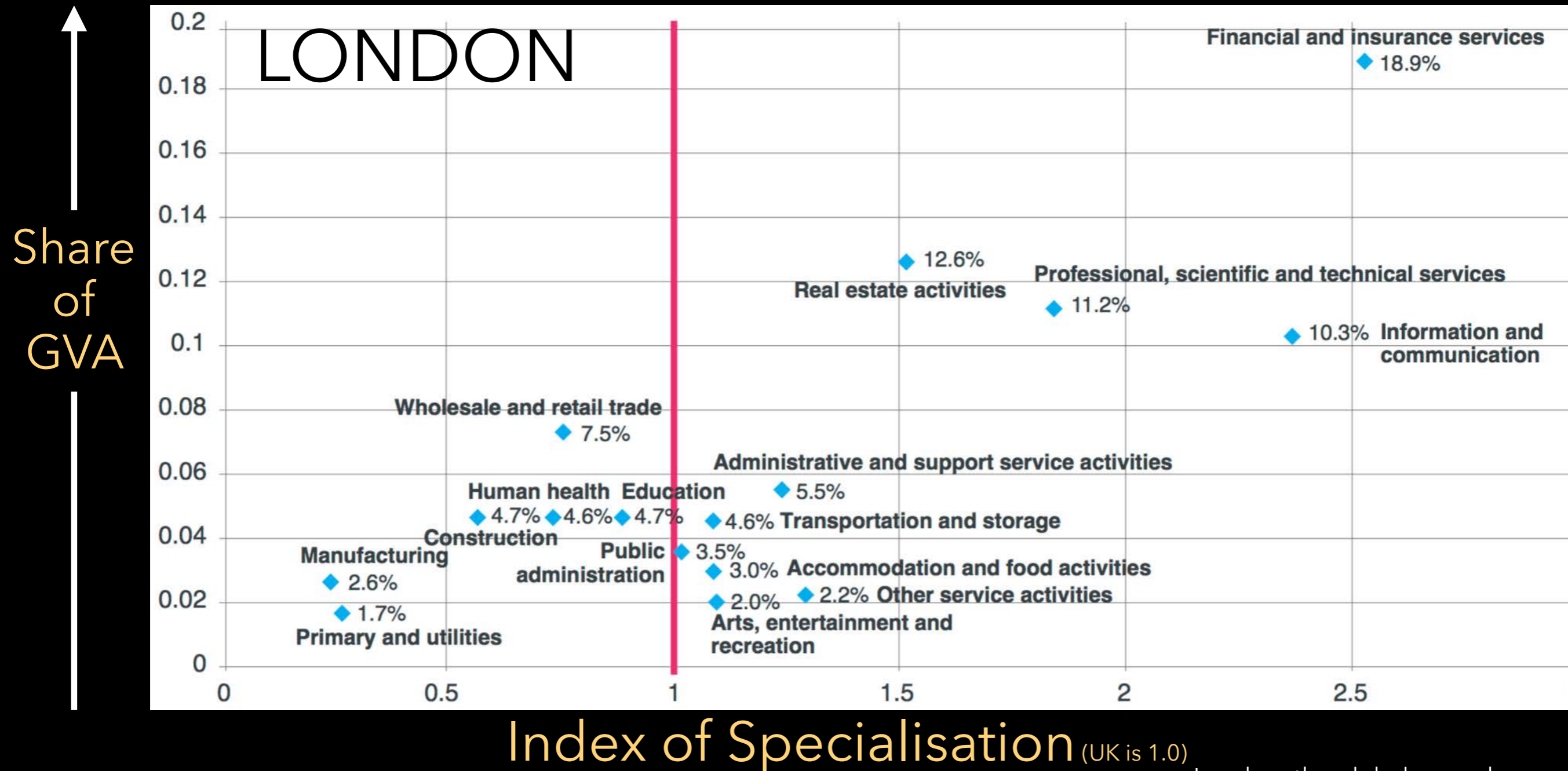
that is driving changes in our capabilities to respond



10 most innovative cities in the world



- BANGALORE, India
- BEIJING, China
- BOSTON, USA
- CAPE TOWN, South Africa
- HELSINKI, Finland
- LONDON, United Kingdom
- MASDAR CITY, United Arab Emirates
- MEDELLIN, Colombia
- SAN FRANCISCO - SAN JOSE, USA
- SYDNEY, Australia



“the smell of my childhood”



vinegar



leather

in 2015, manufacturing is 8% of all UK Jobs: from 12% in East Midlands to 2% in London

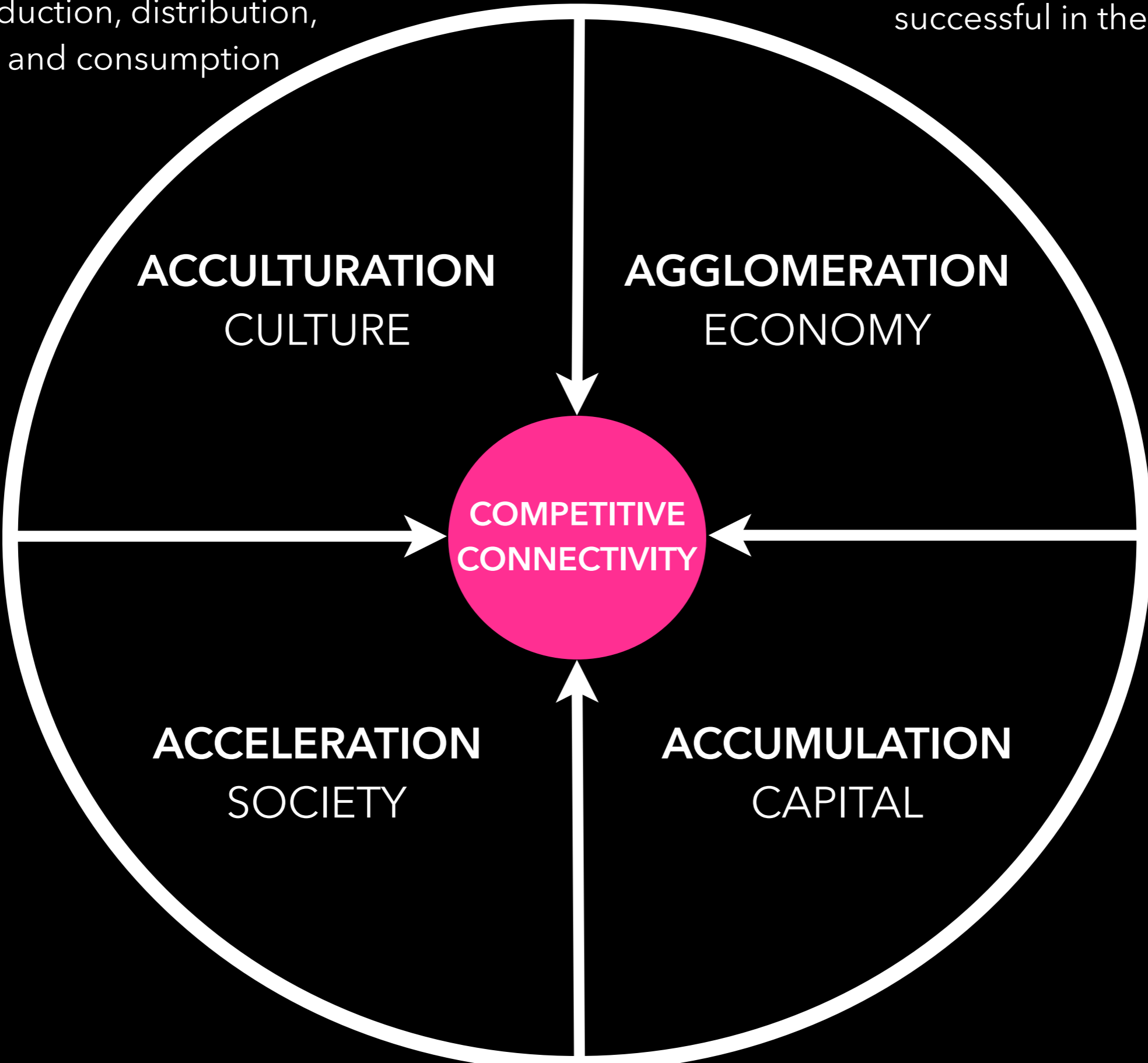
source: Manufacturing: statistics and policy (House of Commons Library, Briefing Paper 01942 August 2015)

in 2015, manufacturing is 2% of London's economy; 10% of UK's; and 20% of Germany's

source: GLA London global powerhouse (2016) p 28

the **geographical dislocation** of
finance, production, distribution,
exchange and consumption

the **four forces** that make cities
successful in the 21st century



green & smart urbanism

economic specialisation at scale

intensification v densification

inclusive growth

cultural vibrancy

affordable housing

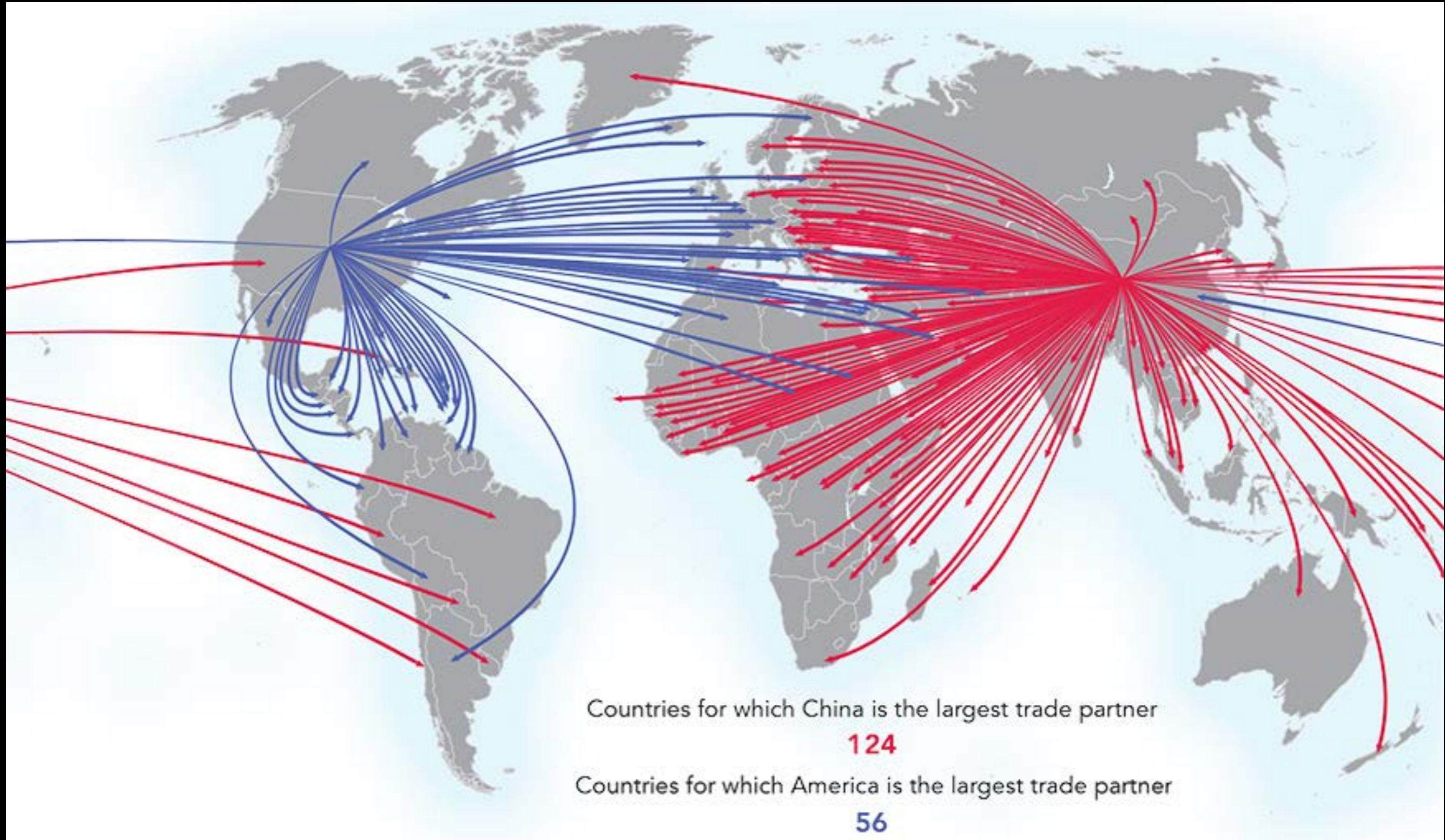
comfortable commutes

exchange rates (tourism; £127bn of exports; of which 76% are services)

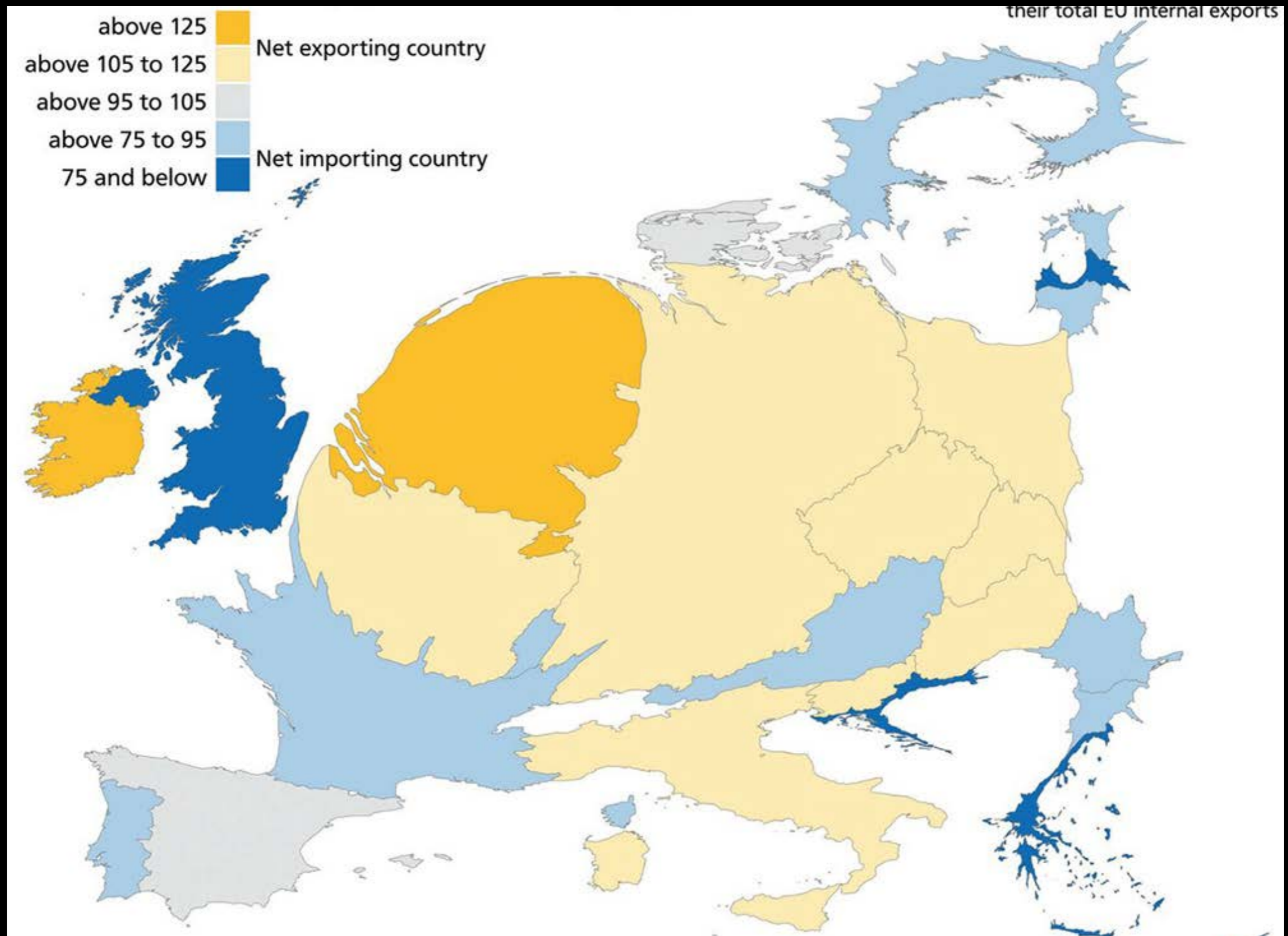
competitive connectivity

CONNECTIVITY:

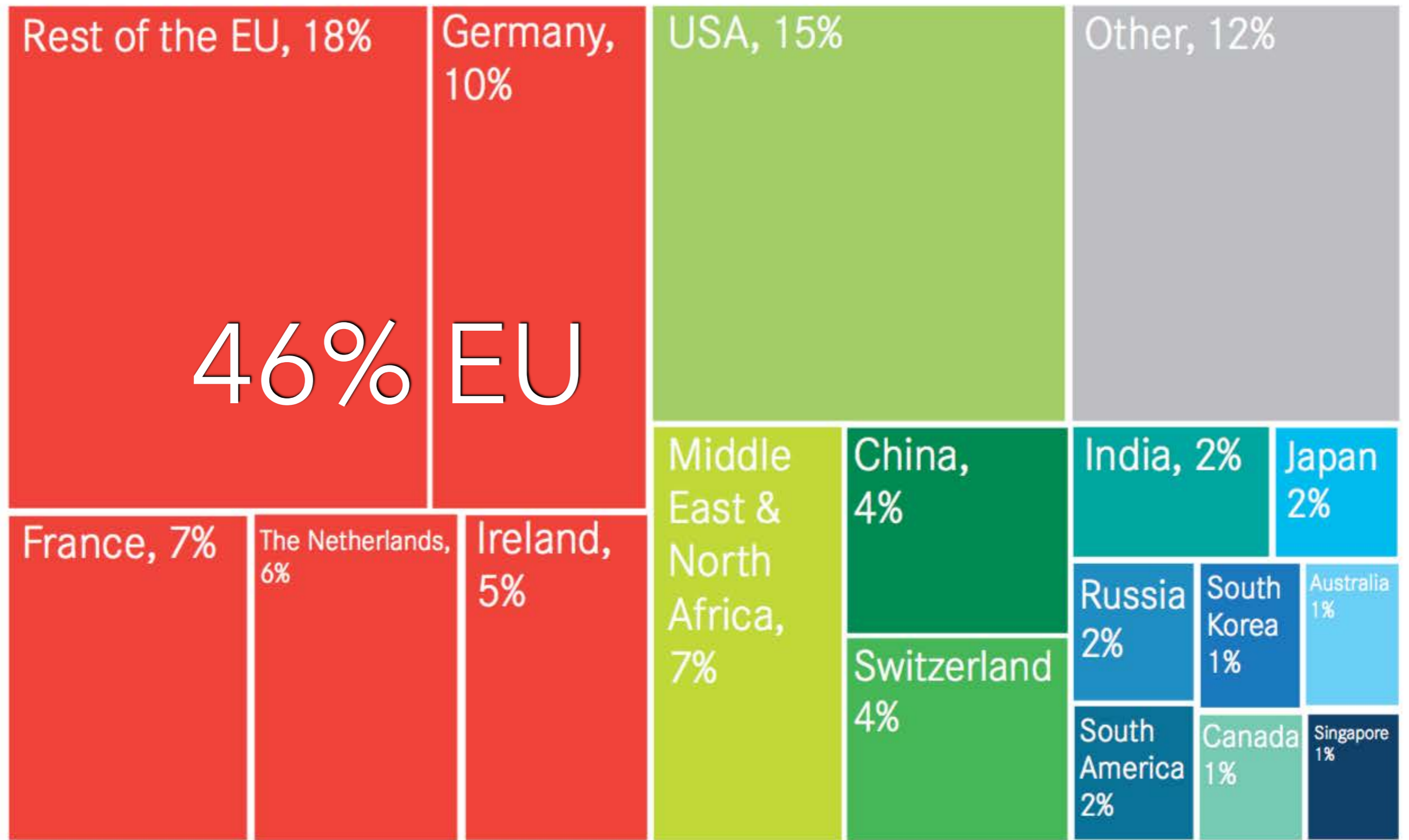
power & natural resources; trade; internet; people & culture



EU internal trade balance: within EU exports as % share of within EU imports



destinations of exports from British cities



10 cities with the highest exports per job

total exports per job, 2014 (£)

total exports 2014 (£m)

1	Sunderland	40,650	4,850
2	Worthing	29,640	1,390
3	Slough	27,560	2,180
4	Aldershot	24,660	2,470
5	London	23,470	127,370
6	Coventry	23,430	3,650
7	Derby	23,390	2,930
8	Reading	21,630	3,740
9	Ipswich	20,650	1,440
10	Burnley	20,340	1,390

Source: ONS 2016, Regionalised estimates of UK service exports; HMRC 2016, Regional Trade Statistics; ONS 2016, Business Register of Employment Survey

10 cities with the lowest exports per job

total exports per job, 2014 (£)

total exports 2014 (£m)

53	Norwich	8,540	1,140
54	Leeds	8,260	3,480
55	Preston	8,160	1,450
56	Mansfield	7,910	710
57	Barnsley	7,420	580
58	Wakefield	6,680	970
59	Exeter	5,940	540
60	Nottingham	5,770	1,820
61	Doncaster	5,410	620
62	York	3,710	400

Source: ONS 2016, Regionalised estimates of UK service exports; HMRC 2016, Regional Trade Statistics; ONS 2016, Business Register of Employment Survey

10 cities with the largest share of exports going to the EU

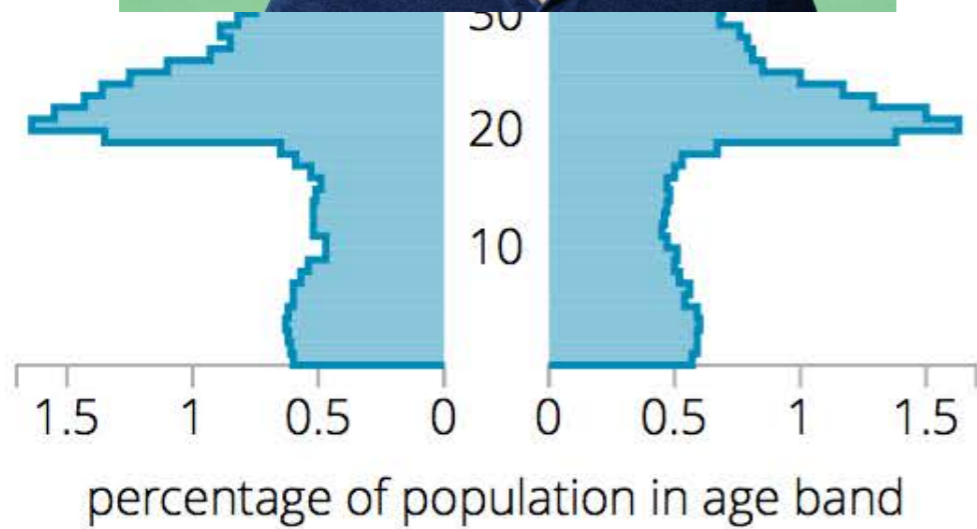
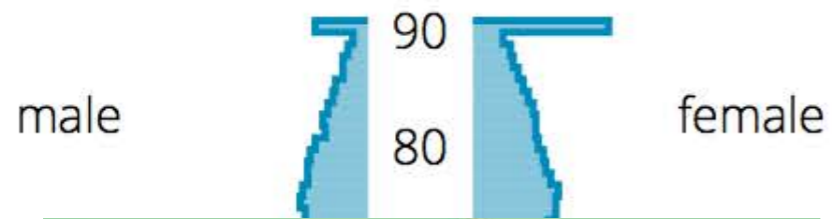
share of exports to the EU 2014 (%)

EU exports per job 2014 (£)

1	Exeter	70	4,160
2	Plymouth	68	11,780
3	Bristol	66	7,490
4	Mansfield	63	4,950
5	Cardiff	61	5,790
6	Aberdeen	61	11,090
7	Swansea	60	7,140
8	Nottingham	59	3,430
9	Sunderland	59	24,090
10	Warrington	59	5,600

Newcastle

290,000



Sunderland

280,000

