

JUNE 2016

PUBLIC POLICY LABS IN EUROPEAN UNION MEMBER STATES

PREPARED FOR THE EUROPEAN COMMISSION JOINT RESEARCH CENTRE BY:

(conseil & recherche)



EUR 28044 EN

This publication is a Science for Policy report by the Joint Research Centre (JRC), the European Commission's science and knowledge service. It aims to provide evidence-based scientific support to the European policy-making process. The scientific output expressed does not imply a policy position of the European Commission. Neither the European Commission nor any person acting on behalf of the Commission is responsible for the use which might be made of this publication.

JRC Science Hub
<https://ec.europa.eu/jrc>

JRC102665

EUR 28044 EN

PDF ISBN 978-92-79-60894-0 ISSN 1831-9424 doi:10.2788/799175

Luxembourg: Publications Office of the European Union, 2016

© European Union, 2016

Reproduction is authorised provided the source is acknowledged.

How to cite: M Fuller, A Lochard; Public policy labs in European Union Member States; EUR 28044 EN; doi:10.2788/799175

Public policy labs in European Union Member States

Policy Labs are emerging structures that construct public policies in an innovative, design-oriented fashion, in particular by engaging citizens and companies working within the public sector. Currently, a number of Policy Labs exist in a handful of Member States of the European Union. Interest stemming from administrations and government organizations in other Member States indicate the objective to create a Lab, many of whom have a desire to build upon the experience and best practices of their peers. The EU Policy Lab at the European Commission's Joint Research Centre wishes to enable such collaboration and commissioned the creation of a map of Policy Labs in the European Union by Conseil & Recherche and the 27^e Région. This map and report enables the first step of that process by identifying 'who works on what?' at the local, regional, and national levels of government. It is intended to be a living document which can evolve and expand over time to reflect the progress, diversity, and evolution of Policy Labs in Europe.

This report was commissioned by DG JRC of the European Commission and carried out by [Conseil & Recherche](#) and [La 27^e Région](#). It is re-published by [Conseil & Recherche](#) with the kind permission of the European Commission and can also be downloaded from the Commission's website at <http://publications.jrc.ec.europa.eu/repository>.

All rights reserved.

Available for free downloading from the [Conseil & Recherche](#) and [La 27^e Région](#) websites.

TABLE OF CONTENTS

PROJECT OVERVIEW	1
> WHAT IS A POLICY LAB?	1
> OBJECTIVES OF THIS MAPPING	2
> DEFINITION OF POLICY LABS IN THIS STUDY	2
> METHODOLOGY	3
MAP OF POLICY LABS IN EU MEMBER STATES	4
DIRECTORY OF POLICY LABS BY POLICY AREA	6
DIRECTORY OF POLICY LABS BY MEMBER STATE	8
BETTER UNDERSTANDING POLICY LABS	13
> LABS AT VARIOUS LEVELS OF GOVERNMENT	13
> SELECTING POLICIES FOR EXPERIMENTATION	13
> POLICY LABS WORKING AT VARIOUS PHASES OF POLICY CYCLE	14
> COLLABORATION BETWEEN POLICY LABS	15
> CREATING NEW LABS: THE CRUCIAL ROLE OF “INFLUENCERS”	15
> CHALLENGES IN MAINTAINING POLICY LABS	16



PROJECT OVERVIEW

WHAT IS A POLICY LAB?

Policy Labs are dedicated teams, structures, or entities focused on designing public policy through innovative methods that involve all stakeholders in the design process. Practitioners describe these efforts as design or evidence-based approaches, which places the end users at the center of each stage of the policy-making process. After proposals are formulated, they are tested and validated through various forms of experimentation. In addition to co-creating and re-imagining policies and public programs, Policy Labs also undertake a wide range of activities such as preparing prospective studies, organizing creativity workshops, or instilling a sense of empowerment in civil servants through training and other learning activities.

The majority of Policy Labs are in and of themselves experimental initiatives undertaken by members of a public administration, frequently with the support of external designers and experts in public innovation. Although a handful of Labs are mature entities in existence for more than a decade, most initiatives are nascent structures with a median age of two years. The Policy Lab life cycle is also dynamic: each year, a handful of Labs are created while other programs are placed into “hibernation” or cut for a number of reasons, including budget reductions, shifts in political agendas, or changes in elected leaders.

Each Policy Lab is unique in terms of its' organization, structure, objectives, and programs. To reflect this diversity, we adopted a relatively flexible definition to identify and qualify Policy Labs within European Member States described in the following sections.

OBJECTIVES OF THIS MAPPING

Policy Labs are emerging structures that construct public policies in an innovative, design-oriented fashion, in particular by engaging citizens and companies working within the public sector. Currently, a number of Policy Labs exist in a handful of Member States of the European Union. Interest stemming from administrations and government organizations in other Member States indicate the objective to create a Lab, many of whom have a desire to build upon the experience and best practices of their peers.

The EU Policy Lab at the European Commission's Joint Research Centre wishes to enable such collaboration and commissioned the creation of a map of Policy Labs in the European Union by Conseil & Recherche and the 27^e Région. This map and report enables the first step of that process by identifying 'who works on what?' at the local, regional, and national levels of government. It is intended to be a living document which can evolve and expand over time to reflect the progress, diversity, and evolution of Policy Labs in Europe.

DEFINITION OF POLICY LABS IN THIS STUDY

Europe is host to a growing wave of initiatives in public innovation and alternative means of discussing or proposing new policies. This study however aims to identify entities positioned and equipped to stimulate the generation of innovative ideas, develop these ideas into prototypes and policy proposals. They strengthen proposals by conducting a key phase of experimentation, typically with a panel of real, future users of the proposed design. This phase is a crucial element which helps guide initiatives towards implementation. As such, we define Policy Labs based on following criteria:

- > Policy Labs approach policy issues through a creative, design, or user-oriented perspective.
- > Policy Labs strive to organize experiments to test proposed policies.
- > Policy Labs work for or within a government entity or public administration, and contribute to the shaping or implementation public policies.

We also recognize the role of an important actor that we call "influencers". These are defined as entities that both advocate and propel the creation of Policy Labs, but are not in and of themselves attached to a specific government organization.

METHODOLOGY

To establish a robust mapping of Policy Labs within European Member States, the project team employed the following approach in concurrent phases:

1. Document research & definition validation
2. Questionnaire
3. Interviews & conversations
4. Classification

DOCUMENT RESEARCH & DEFINITION VALIDATION

Drawing upon prior publications from identified influencers such as Nesta and the 27^e Région, this phase resulted in a preliminary list of Policy Labs. The project definition of Policy Labs was tested against this list to ensure that the parameters didn't inadvertently exclude unforeseen configurations, primarily in terms to ties with a public administration or government entity. Finally, a deep-web semantic analysis tool looked for links between websites of confirmed Policy Labs to identify additional, less-visible initiatives.

QUESTIONNAIRE

Managers of Policy Labs identified in the previous phase received an invitation to participate in a brief on-line questionnaire. Over half of the Policy Labs identified responded directly via the questionnaire. The questions aimed to verify basic contact information, ensure structures fit with the project definition, gather details on projects undertaken, and obtain suggestions of other Policy Labs respondents are aware of. Based on these suggestions, we reached out to other structures inviting them to participate in the questionnaire.

A handful of responses came from initiatives outside the EU or that reported themselves as falling outside of the scope of the project definition for Policy Labs.

INTERVIEWS & CONVERSATIONS

Over twenty individuals responsible for Policy Labs and "influencers" participated in a series of phone, Skype, and in-person interviews to verify their questionnaire responses and gather descriptions of projects undertaken within their respective structures. Participants provided suggestions of other known Policy Labs which were contacted to participate in the questionnaire.

CLASSIFICATION

Based on project details gathered in prior phases, projects in each Policy Lab were classified based on the following broad categories of policies:

1. Culture & education
2. Digital economy & society
3. Finance & taxation
4. Healthy & inclusive societies
5. Innovation in the public sector
6. Jobs & growth
7. Local & regional economic development
8. Migration, integration & humanitarian aid
9. Resource efficiency, circular economy & waste
10. Transport & mobility

MAP OF POLICY LABS IN EU MEMBER STATES

JUNE 2016

AUSTRIA

1. GovLab Austria, Vienna ◆

DENMARK

2. Copenhagen Solutions Lab, Copenhagen ■
3. Mindlab, Copenhagen ◆
4. Odense City Council, Odense ■
5. Roskilde City Council, Roskilde ▲
6. Sundhedsinnovation sjælland, Roskilde ▲

FINLAND

7. Lahti Future Lab, Lahti +
8. Sitra, Helsinki ◆

FRANCE

9. Bretagne Créative, Brest ■
10. DILab, Paris ◆
11. Direction de la prospective et du dialogue public, Lyon ▲
12. Direction prospective, Nantes ▲
13. Les Entretiens Albert-Kahn, Boulogne-Billancourt ▲
14. Équipe d'innovation publique, Nantes ●
15. Fabrique de l'Hospitalité, Strasbourg +
16. Fonds d'experimentation pour la jeunesse, Paris ◆
17. IGN Fab, Saint Mandé +
18. Lab cdc, Paris +
19. Lab Pôle Emploi, Paris ◆
20. Le LABO d'innovation publique / Région Alsace Champagne-Ardenne Lorraine, Chalons en Champagne ●
21. Lab06, Nice ▲
22. Labo2, Nîmes ■
23. Le Labo, Marseille ●
24. Mission innovation du Val d'Oise, Cergy-Pontoise ▲
25. Futurs Publics (SGMAP), Paris ◆

GREECE

26. European Projects Information Center, Policy Simulation Research Lab, Athens ◆
27. UNHCR Better Shelter Unit (Refugee Housing Unit), Athens +

IRELAND

28. The Studio, Dublin ■

ITALY

29. Co Battipaglia, Battipaglia ■
30. Design Policy Lab, Milan ●
31. Co Mantova, Mantova ■

NETHERLANDS

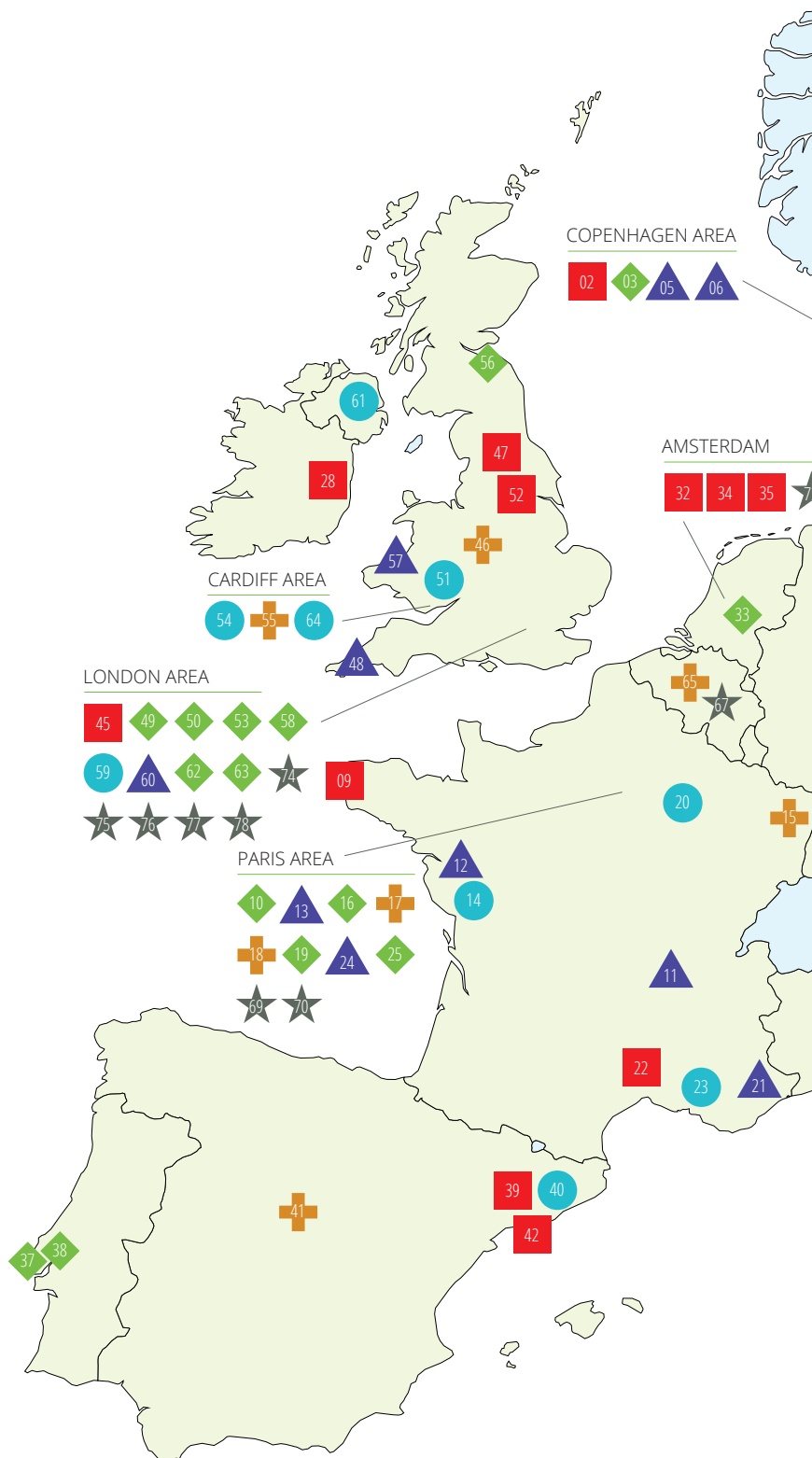
32. Kennisland, Amsterdam ■
33. LEF Future Centre, Utrecht ◆
34. Waag Society, Amsterdam ■
35. Wasted Lab, Amsterdam ■

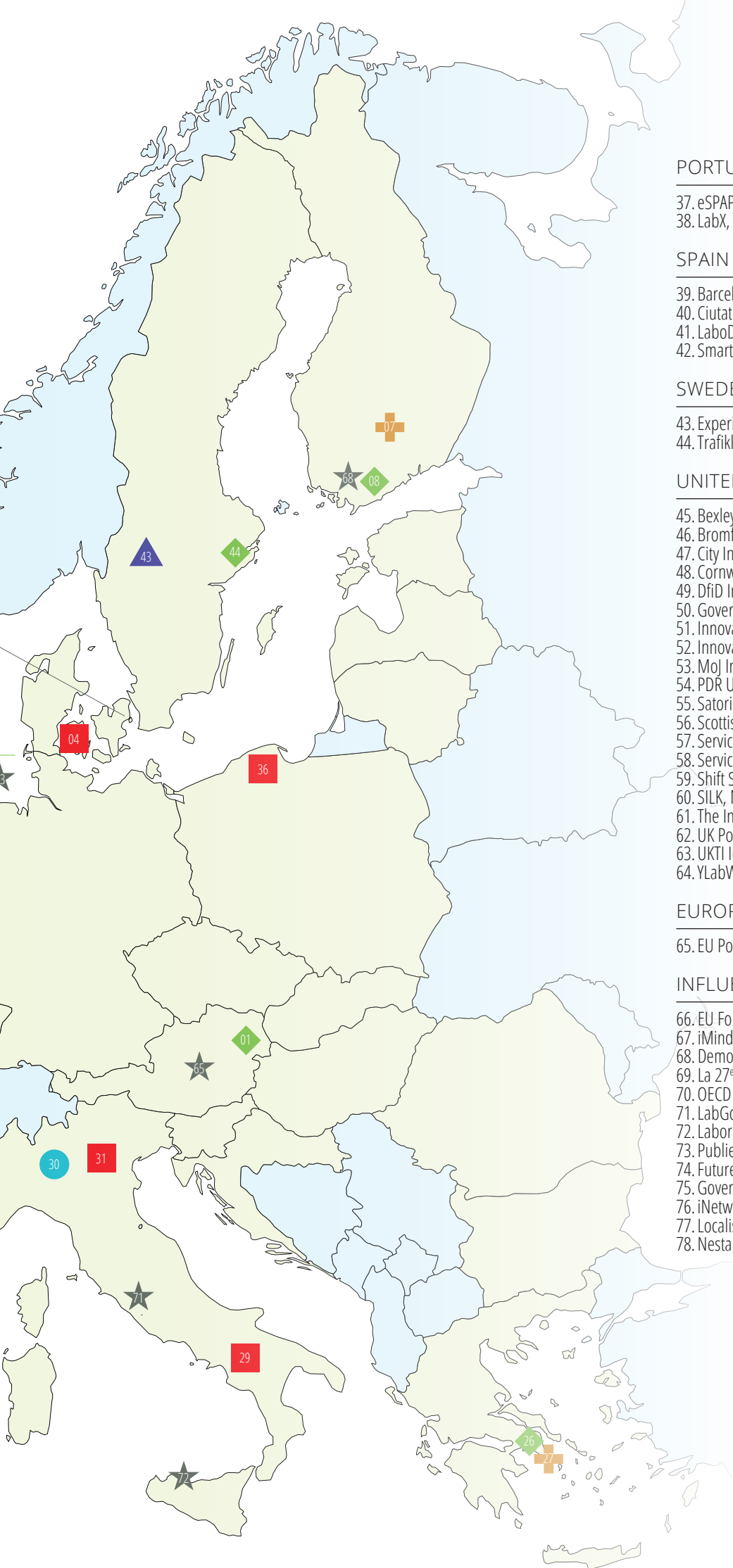
POLAND

36. Gdynia Innovation Centre Design Silesia, Gdynia ■

LEGEND

- City-level Policy Labs
- ▲ County/Metro-level Policy Labs
- Regional-level Policy Labs
- ◆ National-level Policy Labs
- + Other Policy Labs
- ★ Influencers





PORTUGAL

37. eSPAP Lab, Amadora ◆
38. LabX, Lisbon ◆

SPAIN

39. Barcelona Urban Lab, Barcelona ■
40. Ciutat Beta, Barcelona ●
41. LaboDemo, Madrid +
42. SmartParking, Barcelona ■

SWEDEN

43. Experio Lab, Karlstad ▲
44. Trafiklab, Stockholm ◆

UNITED KINGDOM

45. Bexley Innovation Lab, Bexley ■
46. Bromford Lab, Wolverhampton +
47. City Intelligence Innovation Lab, Leeds ■
48. Cornwall Council, Truro ▲
49. DfID Innovation Hub, London ◆
50. Government Digital Services, London ◆
51. Innovation Lab: Monmouthshire Council, Monmouthshire ●
52. Innovation Lab: Wakefield Council, Wakefield ■
53. MoJ Innovation Team, London ◆
54. PDR User Lab, Cardiff ●
55. Satori Lab, Cardiff +
56. Scottish Govt Creativity Team, Edinburgh ◆
57. Service Design Shropshire, Shrewsbury ▲
58. Service Transformation Home Office, London ◆
59. Shift Surrey, Surrey ●
60. SILK, Maidstone ▲
61. The Innovation Lab, Belfast ●
62. UK Policy Lab, London ◆
63. UKTI Ideas Lab, London ◆
64. VLabWales, Cardiff ●

EUROPE

65. EU Policy Lab, Brussels +

INFLUENCERS











66. EU Forum Alpbach, Austria ★
67. iMinds, Belgium ★
68. Demos Helsinki, Finland ★
69. La 27^e Région, France ★
70. OECD Observatory for Public Service Innovation, France ★
71. LabGov, Italy ★
72. Laboratorio per l'innovazione, Italy ★
73. Publieke Waarden, Netherlands ★
74. FutureGov, UK ★
75. Governance International, UK ★
76. iNetwork, UK ★
77. Localis, UK ★
78. Nesta, UK ★

DIRECTORY OF POLICY LABS BY POLICY AREA

	Innovation in the public sector	Healthy & inclusive societies	Digital economy & privacy	Jobs & growth	Local & regional economic development	Resource efficiency, circular economy & waste	Transport & mobility	Education & culture	Migration, integration, & humanitarian aid	Finance & taxation
AUSTRIA										
1. GovLab Austria, Vienna ◆	✓									
DENMARK										
2. Copenhagen Solutions Lab, Copenhagen ■	✓		✓			✓				
3. Mindlab, Copenhagen ◆		✓		✓	✓					
4. Odense City Council, Odense ■	✓			✓						
5. Roskilde City Council, Roskilde ▲				✓						
6. Sundhedsinnovation sjælland, Roskilde ▲		✓								
FINLAND										
7. Lahti Future Lab, Lahti +		✓			✓		✓			
8. Sitra, Helsinki ◆		✓			✓	✓				
FRANCE										
9. Bretagne Créative, Brest ■		✓				✓				
10. DILab, Paris ◆	✓				✓					
11. Direction de la prospective et du dialogue public, Lyon ▲	✓	✓			✓					
12. Direction prospective, Nantes ▲		✓				✓				
13. Les Entretiens Albert-Kahn, Boulogne-Billancourt ▲	✓	✓								
14. Équipe d'innovation publique, Nantes ●				✓			✓			
15. Fabrique de l'Hospitalité, Strasbourg +		✓								
16. Fonds d'experimentation pour la jeunesse, Paris ◆		✓								
17. IGN Fab, Saint Mandé +			✓	✓	✓					
18. Lab cdc, Paris +		✓								
19. Lab Pôle Emploi, Paris ◆				✓						
20. Le LABO d'innovation publique / Région Alsace Champagne-Ardenne Lorraine, Châlons en Champagne ●	✓	✓								
21. Lab06, Nice ▲		✓				✓				
22. Labo2, Nîmes ■							✓			
23. Le Labo, Marseille ●				✓						
24. Mission innovation du Val d'Oise, Cergy-Pontoise ▲	✓	✓								
25. Futurs Publics (SGMAP), Paris ◆	✓						✓			
GREECE										
26. European Projects Information Center, Policy Simulation Research Lab, Athens ◆	✓									
27. UNHCR Better Shelter Unit (Refugee Housing Unit), Athens +								✓		
IRELAND										
28. The Studio, Dublin ■	✓		✓	✓						
ITALY										
29. Co Battipaglia, Battipaglia ■	✓				✓					
30. Design Policy Lab, Milan ●	✓									
31. Co Mantova, Mantova ■	✓									

	Innovation in the public sector	Healthy & inclusive societies	Digital economy & privacy	Jobs & growth	Local & regional economic development	Resource efficiency, circular economy & waste	Transport & mobility	Education & culture	Migration, integration, & humanitarian aid	Finance & taxation
NETHERLANDS										
32. Kennisland, Amsterdam ■		✓								
33. LEF Future Centre, Utrecht ◆		✓					✓			
34. Waag Society, Amsterdam ■		✓		✓			✓			
35. Wasted Lab, Amsterdam ■						✓				
POLAND										
36. Gdynia Innovation Centre Design Silesia, Gdynia ■				✓	✓	✓				
PORTUGAL										
37. eSPAP Lab, Amadora ◆	✓		✓							
38. LabX, Lisbon ◆	✓									
SPAIN										
39. Barcelona Urban Lab, Barcelona ■			✓			✓	✓			
40. Ciutat Beta, Barcelona ●		✓			✓					
41. LaboDemo, Madrid +	✓		✓							
42. SmartParking, Barcelona ■			✓				✓			
SWEDEN										
43. Experio Lab, Karlstad ▲		✓					✓			
44. Trafiklab, Stockholm ◆			✓				✓			
UNITED KINGDOM										
45. Bexley Innovation Lab, Bexley ■	✓									
46. Bromford Lab, Wolverhampton +	✓	✓								
47. City Intelligence Innovation Lab, Leeds ■			✓							
48. Cornwall Council, Truro ▲					✓	✓				
49. DfiD Innovation Hub, London ◆				✓					✓	
50. Government Digital Services, London ◆	✓		✓							
51. Innovation Lab: Monmouthshire Council, Monmouthshire ●	✓									
52. Innovation Lab: Wakefield Council, Wakefield ■	✓	✓								
53. MoJ Innovation Team, London ◆	✓									
54. PDR User Lab, Cardiff ●		✓			✓	✓				
55. Satori Lab, Cardiff +	✓									
56. Scottish Govt Creativity Team, Edinburgh ◆					✓		✓			
57. Service Design Shropshire, Shrewsbury ▲	✓									
58. Service Transformation Home Office, London ◆	✓									
59. Shift Surrey, Surrey ●	✓	✓								
60. SILK, Maidstone ▲		✓								
61. The Innovation Lab, Belfast ●	✓					✓				✓
62. UK Policy Lab, London ◆	✓		✓							
63. UKTI Ideas Lab, London ◆				✓						
64. YLabWales, Cardiff ●	✓		✓							

DIRECTORY OF POLICY LABS BY MEMBER STATE

AUSTRIA	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
1. GovLab Austria, Vienna  https://www.parlament.gv.at	Austrian Parliament	Mission: Open lawmaking through innovative practices	Innovation in the public sector
DENMARK	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
2. Copenhagen Solutions Lab, Copenhagen  http://cphsolutionslab.dk	Municipality of Copenhagen	Project: Copenhagen Open Data	Digital economy & society
		Mission: Smart city	Innovation in the public sector
		Project: Building the Smart City transport network infrastructure	Transport & mobility
3. Mindlab, Copenhagen  http://mind-lab.dk	Ministry for Employment, Ministry for Business & Growth, Ministry for Children, Education & Gender Equality	Project: Mentoring programs for the unemployed	Healthy & inclusive societies
		Project: "Dialog promotes recommendations" (supporting growth in the food industry)	Jobs & growth
		Project: Better guidance for new businesses	Local & regional economic development
4. Odense City Council, Odense  http://odense.dk	Odense Municipality	Project: Jobs with Odense Kommune	Jobs & growth
		Project: Communication & Odense Kommune	Innovation in the public sector
5. Roskilde City Council, Roskilde  http://roskilde.dk	Roskilde Municipality	Project: Jobs in the city	Jobs & growth
6. Sundhedsinnovation sjælland, Roskilde  http://www.regionsjaelland.dk/Sundhed/Innovation/Sider/default.aspx	Region Sjælland	Mission: Improving health in the Sjælland Region	Healthy & inclusive societies
FINLAND	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
7. Lahti Future Lab, Lahti  https://lahtifuturelab.wordpress.com	Lahti University	Project: Interactive bus trip planning	Transport & mobility
		Project: Regional development of the Päijät-Hämeen province	Local & regional economic development
		Project: Benches in a dog park redesigned to stimulate social interaction between humans while dogs play in the park.	Healthy & inclusive societies
8. Sitra, Helsinki  http://www.sitra.fi	The Finnish Parliament	Project: Elderly people	Healthy & inclusive societies
		Project: Climate change	Resource efficiency, circular economy & waste
		Project: Business development	Local & regional economic development
FRANCE	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
9. Bretagne Créative, Brest  http://www.bretagne-creative.net/	City of Brest	Mission: Creating conditions favorable for open, social innovation projects	Healthy & inclusive societies
		Projects: Creation of "green maps"; "unbelievably edible foods"; eco-conception of cities	Resource efficiency, circular economy & waste
		Projects: "1 roof, 2 generations"; "On the corner" alternative social resource structures	Healthy & inclusive societies
10. Open Law Lab, Paris  http://www.dila.premier-ministre.gouv.fr	French Prime Minister	Mission: Open lawmaking through innovative practices	Innovation in the public sector
		Project: Dashboard to put businesses in touch with the best-suited government contacts	Local & regional economic development

FRANCE (CONTINUED)	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
11. Direction de la prospective et du dialogue public, Lyon ▲ http://www.millenaire3.com	Grand Lyon	Project: Simplifying relationships with government administrations	Innovation in the public sector
		Project: Developing local economies	Local & regional economic development
		Project: Indicators for social cohesion	Healthy & inclusive societies
12. Direction prospective, Nantes ▲ http://loire-atlantique.fr	Département de Loire Atlantique	Project: Maternity & Infant Protection Centers	Healthy & inclusive societies
		Project: Mobility [in the region]	Transport & mobility
		Project: Arrival of children within families	Healthy & inclusive societies
13. Les Entretiens Albert-Kahn, Boulogne-Billancourt ▲ http://eok.hauts-de-seine.fr	Département des Hauts-de-Seine	Project: "Territorial well-being" co-constructing new indicators for measuring quality of life	Healthy & inclusive societies
		Project: "Collective intelligence" new methods for solving complex problems together	Innovation in the public sector
14. Équipe d'innovation publique, Nantes ● http://www.eok.hauts-de-seine.fr	Région Pays-de-la-Loire	Project: SmallBiz Hub	Jobs & growth
		Project: School drop-outs	Education & culture
15. Fabrique de l'Hospitalité, Strasbourg + http://www.lafabriquedelhospitalite.org	Strasbourg University Hospital	Mission: Enhancing patient care in Strasbourg University Health Centre through design, social sciences and co-creation	Healthy & inclusive societies
16. Fonds d'experimentation pour la jeunesse, Paris ◆ http://www.experimentation.jeunes.gouv.fr	Ministry of City, Youth, & Sports	Mission: Innovative youth programs	Healthy & inclusive societies
		Projects: employment, housing, mobility, and social inclusion for youth	Healthy & inclusive societies
17. IGN Fab, Saint Mandé + http://ignfab.ign.fr	National Institute of Geographic & Forestry Information	Mission: Geo-service data for small businesses	Digital economy & society Jobs & growth
		Project: Tourism, leisure, and promoting territories and heritage	Local & regional economic development
18. Lab cdc, Paris + http://labcdc.caissedesdepots.fr	Caisse des Dépôts et des Consignations	Mission: Re-inventing social housing (architecture, communities, etc.)	Healthy & inclusive societies
19. Lab Pôle Emploi, Paris ◆ http://www.lelab.pole-emploi.fr	Pôle emploi (Ministry of Labour & Social Affairs)	Mission: Innovation in employment and for job-seekers	Jobs & growth
20. Le LABO d'innovation publique / Région Alsace Champagne-Ardenne Lorraine, Chalons en Champagne ● http://labo-public.fr	Région Alsace Champagne-Ardenne Lorraine	Project: Clarifying the intricacies of public and private funding for employment training in health and social institutes, for students and local actors.	Healthy & inclusive societies
		Project: How to maintain contact with and deliver clear information to citizens in the public grant process.	Innovation in the public sector
		Project: Fair approaches of the Champagne-Ardenne region towards its' local territories	Innovation in the public sector
21. Lab06, Nice ▲ https://e-z06.departement06.fr	Département des Alpes-Maritimes	Project: Simplifying administrative processes for handicapped and elderly persons	Healthy & inclusive societies
		Project: Simplifying transportation and trips for users	Transport & mobility
22. Labo2, Nîmes ■ http://bibliotheque.nimes.fr	City of Nîmes	Project: Kiibook—creation of a digital art book as a web-application	Culture & education

FRANCE (CONTINUED)	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
23. Le Labo, Marseille ● http://regionpaca.fr	Région Provence-Alpes-Côtes d'Azur	Project: Youth unemployment	Jobs & growth
24. Mission innovation du Val d'Oise, Cergy-Pontoise ▲ http://valdoise.fr	Département du Val d'Oise	Project: ZIP Val d'Oise—supporting cities in designing and testing new public services	Innovation in the public sector
		Project: Departmental Home for Disabled Persons	Healthy & inclusive societies
25. Futurs Publics (SGMAP), Paris ◆ http://www.modernisation.gouv.fr	Directorate for State Modernisation	Project: Developing learning through digital technology in schools	Education & culture
		Mission: Modernize policy design processes and government	Innovation in the public sector
GREECE	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
26. European Projects Information Center, Policy Simulation Research Lab, Athens ◆ http://yeep.parliament.gr	Hellenic Parliament, European Programs Implementation Service	Mission: Open lawmaking through innovative practices	Innovation in the public sector
27. UNHCR Better Shelter Unit (Refugee Housing Unit), Athens + http://innovation.unhcr.org/labs_post/refugee-housing-unit	United Nations HCR	Mission: Design an alternative shelter for emergency relief and beyond	Migration, integration & humanitarian aid
IRELAND	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
28. The Studio, Dublin ■ https://dcstudio.wordpress.com/	Dublin City Council	Project: Open Data Challenge	Digital economy & society
		Project: Start-up City	Jobs & growth
		Mission: Grow Dublin City Council's capacity to innovate and improve the quality of our services	Innovation in the public sector
ITALY	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
29. Co Battipaglia, Battipaglia ■ http://co-battipaglia.it	Municipality of Battipaglia	Project: Architecture Condotti—renewing rather than demolishing the city	Local & regional economic development
		Project: Collaborate Battipaglia	Innovation in the public sector
30. Design Policy Lab, Milan ● http://www.designpolicy.eu	Regione Lombardia	Mission: Focus on researching, implementing and evaluating policy through design and design through policy	Innovation in the public sector
31. Co Mantova, Mantova ■ http://co-mantova.it	Municipality of Mantova	Mission: Collaborate Mantova	Innovation in the public sector

NETHERLANDS	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
32. Kennisland, Amsterdam ■ http://kennisland.nl	City of Dordrecht, City of Nijmegen, City of Amsterdam, City of Schiedam, Ministry of Internal Affaires & Kingdom Relations	Project: Social inclusion of seniors and youth in cities	Healthy & inclusive societies
		Project: Innovative capacity of education, digital culture, youth programs	Healthy & inclusive societies
33. LEF Future Centre, Utrecht ◆ http://www.rijkswaterstaat.nl/LEF	Rijkswaterstaat	Mission: Revitalizing the cultural sector	Culture & education
		Mission: New policy through social innovation	Healthy & inclusive societies
34. Waag Society, Amsterdam ■ http://waag.org	City of Amsterdam	Project: Creative Care Lab	Healthy & inclusive societies — Jobs & growth
		Project: Creative Learning Lab	Culture & education
35. Wasted Lab, Amsterdam ■ http://www.wastedlab.nl/en/	City of Amsterdam	Project: Wasted neighbors	Resource efficiency, circular economy & waste
POLAND	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
36. Gdynia Innovation Centre Design Silesia, Gdynia ■ http://ppnt.pl/en/centrum-designu/centrum-designu-gdynia	City of Gdynia	Project: Constructors' Park in Gdynia developing new building eco-design construction techniques & policies	Jobs & growth — Resource efficiency, circular economy & waste
		Mission: Co-constructing new policy for emerging, innovative businesses	Local & regional economic development
PORTUGAL	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
37. eSPAP Lab, Amadora ◆ https://www.espap.pt/eSPapLab/Paginas/Apresentacao.aspx	Central Services Public Administration	Project: "The Customer Experience Challenge" Working with government organizations to understand the needs of "customers" interacting with government entities	Innovation in the public sector
		Project: Data Management	Digital economy & society
38. LabX, Lisbon ◆ http://www.portugal.gov.pt/en/ministries/mpma.aspx	Ministry of the Presidency and Administrative Modernisation	Mission: Evaluate & simplify existing policies	Innovation in the public sector
SPAIN	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
39. Barcelona Urban Lab, Barcelona ■ http://www.barcelonalab.cat	City of Barcelona	Project: New manufacturing models for a circular economy	Resource efficiency, circular economy & waste
		Project: Mobility hack-a-thon Improving mobility in Barcelona through data-driven models and innovative solutions	Digital economy & society — Transport & mobility
40. Ciutat Beta, Barcelona ● http://www.ciutatbeta.org	Catalonia Depart- ment of Social and Family Affairs	Project: Action:set—social innovation	Healthy & inclusive societies
		Mission: Design alternative public & social services	Innovation in the public sector
41. LaboDemo, Madrid + http://labodemo.net	Medialab-Prado	Project: D-Cent	Innovation in the public sector
		Project: Participation data studies	Digital economy & society
42. SmartParking, Barcelona ■ http://bcn.cat	Barcelona City Council - B:SM - IMI	Mission: Improve urban parking policy through a "smart city" approach	Transport & mobility
		Project: Internet of Things (IoT) objects for smart data collection	Digital economy & society

SWEDEN	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
43. Experio Lab, Karlstad ▲ http://experiolab.com	Värmland	Project: First Line	Employment, social affairs & inclusion
		Project: DORIS—Designing Optimized Travel in Healthcare	Transport & mobility — Healthy & inclusive societies
		Project: Better Information at the ER	Healthy & inclusive societies
44. Trafiklab, Stockholm ◆ https://www.trafiklab.se	Sweden Transportation Administration	Mission: improve transportation policies through data and innovative partnerships	Digital economy & society — Transport & mobility
UNITED KINGDOM	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
45. Bexley Innovation Lab, Bexley ■ https://bexleyinnovationlab.wordpress.com	Borough of Bexley	Mission: transfer new skills around the design methodology to staff at Bexley	Innovation in the public sector
46. Bromford Lab, Wolverhampton + http://www.bromford.co.uk	Bromford (Housing Authority)	Mission: Re-inventing social housing (architecture, communities, etc.)	Healthy & inclusive societies
		Project: Simplifying complaints	Innovation in the public sector
47. City Intelligence Innovation Lab, Leeds ■ http://leedsdatamill.org	Leeds City Council	Mission: New policy through open data driven initiatives	Digital economy & society
48. Cornwall Council, Truro ▲ https://www.cornwall.gov.uk	Cornwall Council	Mission: Building planning & control—rethinking urban planning procedures & practice to enhance local business development	Local & regional economic development
		Project: Household waste and recycling center vehicle permits	Resource efficiency, circular economy & waste
49. DfID Innovation Hub, London ◆ https://dfid.blog.gov.uk/author/jonathan-wong-head-of-dfids-innovation-hub	Department for International Development	Mission: Assess crisis areas and identify innovative practices in humanitarian efforts	Migration, integration & humanitarian aid
		Mission: Support and develop business creation and UK startups with missions oriented to helping individuals in foreign countries lift themselves out of poverty	Jobs & growth
50. Government Digital Services, London ◆ https://gds.blog.gov.uk	UK Government Digital Services	Mission: Lead the digital transformation of government	Innovation in the public sector — Digital economy & society
51. Innovation Lab: Monmouthshire Council, Monmouthshire ● https://monmouthshirecc.wordpress.com/2013/03/07/innovation-in-monmouthshire-why-are-we-bothering-with-this	County of Monmouthshire	Mission: Deliver 21 st century services via innovative policy design	Innovation in the public sector
52. Innovation Lab: Wakefield Council, Wakefield ■ http://www.wearefuturegov.com/blog/7-lessons-in-innovation-from-running-the-wakefield-lab	Wakefield Council	Mission: Promote innovation in Wakefield Council	Innovation in the public sector
		Project: Redefine the role of technology in children's social care	Healthy & inclusive societies
53. MoJ Innovation Team, London ◆ https://mojdigital.blog.gov.uk/working-at-moj-ds	Ministry of Justice	Mission: Change the way that people access and use justice services	Innovation in the public sector
54. PDR User Lab, Cardiff ● http://pdronline.co.uk/user-centred-design/usability-laboratory	Cardiff Metropolitan University & Welsh Government	Project: Rethinking wheelchair user needs	Healthy & inclusive societies
		Project: Developing a Design for Circular Economy Action Plan for Scotland	Resource efficiency, circular economy & waste
		Project: Simplifying Welsh Government Business & Innovation Support Programmes	Local & regional economic development
55. Satori Lab, Cardiff + http://thesatorilab.com	Wales	Mission: Help organizations transition effectively from the industrial age to the connected age	Innovation in the public sector

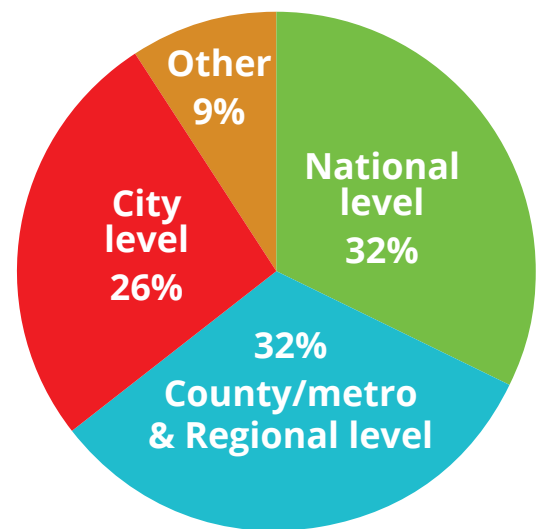
UNITED KINGDOM (CONTINUED)	PARENT ENTITY	EXAMPLES OF INITIATIVES	RELATED EU POLICY AREAS
56. Scottish Govt Creativity Team, Edinburgh ◆ http://creativescotland.com	Creative Scotland	Mission: Enable people & organizations to work in and experience the arts, screen and creative industries in Scotland by helping others to develop great ideas and bring them to life	Local & regional economic development — Culture & education
57. Service Design Shropshire, Shrewsbury ▲ http://www.shropshire.gov.uk	Shropshire Council	Project: Lab Blab—embedding social innovation & design	Innovation in the public sector
58. Service Transformation Home Office, London ◆ https://www.gov.uk/transformation	Home Office	Mission: Digital by Default - transform 25 core services into digital processes	Innovation in the public sector
59. Shift Surrey, Surrey ● https://shiftsurrey.org	Surrey Council	Project: Lantern, an online assessment form, linked to a shared community of resources to support people as they get older	Healthy & inclusive societies
		Project: Election dashboard	Innovation in the public sector
		Project: Patchwork, a web app that helps practitioners find contact colleagues, build connections and keep in touch across agencies	Innovation in the public sector
60. SILK, Maidstone ▲ http://socialinnovation.typepad.com/silk	Kent County Council	Project: Dementia friendly community, Dementia Diaries	Healthy & inclusive societies
		Project: Social Care & Health Co-production project	Healthy & inclusive societies
61. The Innovation Lab, Belfast ● https://www.dfpni.gov.uk/articles/innovation-labs	Department of Finance & Personnel	Mission: Public sector reform	Innovation in the public sector
		Project: Debt management—how to go about recovering debt and fines from the public and consolidate government services	Finance & taxation
		Project: Waste management—rethinking ways to promote recycling and proper disposal of hazardous material on an individual level	Resource efficiency, circular economy & waste
62. UK Policy Lab, London ◆ https://openpolicy.blog.gov.uk/2014/06/30/welcome-to-the-policy-lab	Cabinet Office	Project: Data Dilemmas—how open policy making can help us use data ethically	Digital economy & society
		Project: Graphic design & policy making	Innovation in the public sector
63. UKTI Ideas Lab, London ◆ http://www.ukti.gov.uk	UK Trade & Investment	Project: Export Jam—designing the "perfect export support system" with exporters	Jobs & growth
64. YLabWales, Cardiff ● https://storify.com/YLabWales	Cardiff University / Welsh Government	Project: Investing in digital public services	Innovation in the public sector
		Project: Hack the city	Digital economy & society

BETTER UNDERSTANDING POLICY LABS

LABS AT VARIOUS LEVELS OF GOVERNMENT

Policy Labs are found at all levels of government, from municipalities to national ministries. To reflect the various administrative competencies and structures found within various Member States, Policy Labs were asked to identify whether their parent government organization operates at a national, regional (including counties/or metropolitan areas), or city-level. Results from this study indicate a relatively even distribution of Policy Labs at all government levels.

An additional category exists for some specialized structures found within specific administrative entities, such as the French National Institute of Geographic and Forestry Information near Paris, France or the Bromford Housing Authority near Birmingham, England.



Distribution of Policy Labs identified in the map of Policy Labs working within government entities operating at a National, Regional, or City level.

SELECTING POLICIES FOR EXPERIMENTATION

Policy Lab managers have a key role in selecting projects for which an experimental approach will generate meaningful insights and outcomes. Often limited to a full-time team of one or two individuals responsible for experimentation plus part-time assistance from other civil servants acting as internal ambassadors, managers carefully allocate their resources to a small portfolio of three or four simultaneous projects.

The majority of Policy Labs are not specialized or geared towards a specific type of policy within their specific structure. Rather, they focus on applying a user-focused, experiment-oriented approach to policy design as a means of driving innovation. For example, The Innovation Lab at the regional Department of Finance and Personnel in Belfast, Northern Ireland led projects relating to waste management, tools for ensuring patients better stick to medications prescribed by their doctors, and debt management.

Direct links between each project undertaken in a Policy Lab and a specific area of European policy are difficult to identify. The vast majority of entities can and do work on multiple areas of policy simultaneously throughout the course of any given project. This is intentional: instead of compartmentalizing specific problems in terms of specific themes, Policy Labs take a systemic approach that ignores administrative silos.

Some specialized Policy Labs do exist, generally as a means of responding to the needs and limits of a specific structure. "La Fabrique de l'Hospitalité" (*The Hospitality Factory*) at the regional hospital administration in Strasbourg, France is one example focused on improving and rethinking the experience of hospital patients.

The scope of policies experimented within in Policy Labs are also influenced by the administrative competencies of the government entity in which they're found. Even when two Policy Labs work on the same policy theme, the specific outcomes of projects at different levels of government can be materially different. For instance, the national-level TrafikLab in Sweden focuses on mobility and transit policy. Outcomes include the creation of national data interchange formats and information sharing platforms. Similarly, the city-level SmartPark initiative in Barcelona, Spain focuses on the same mobility and transit policy and tools, but focuses primarily on the parking experience within the city. Outcomes include building and implementing Internet of Things (IoT) data collection devices and innovative applications.

POLICY LABS WORKING AT VARIOUS PHASES OF POLICY CYCLE

Although most Policy Labs are created with the intent of stimulating innovation in public policy design, they play a crucial role in all stages of the policy cycle. 9 out of 10 managers of Policy Labs interviewed during our study or who responded to our questionnaire considered supporting innovation in policy design as their primary objective. Ancillary roles in this mission include assisting the formulation and shaping of new policy initiatives, implementing new actions around established policies, or evaluate and simply existing policies.

The majority of Policy Labs focus on two areas of the policy cycle: assisting in the formulation and shaping of new policy initiatives and implementing new actions around established policies. In the case of creating new policy proposals, one policymaker described the experiment phase as a "looking glass into the 'real world' when constructing new policies." In the case of implementing policy, Policy Labs are used to "refit" existing policies, or as another policymaker put it "reaching a similar end through very different—and often far more effective—means." In this sense, these entities are again perceived an important element in identifying and proving effective paths towards implementing public policy.

COLLABORATION BETWEEN POLICY LABS

Although an ad-hoc peer-based network of Policy Lab managers exists, cases of collaboration between structures are largely absent. Practitioners situated in areas with a high concentration of Policy Labs, such as London and Paris, are typically aware of major projects undertaken by their peers but do not actively seek opportunities to work together. One lab manager in London explained "I already struggle coordinating the participation of individuals within my own administration. Working with another Policy Lab would add an additional layer of complexity which would take too long to coordinate for a three-month test project." Outside of major metropolitan areas, collaboration is also limited or non-existent.

A preliminary level of collaboration emerges as a growing number of international events geared towards public policy innovation, and more specifically Policy Labs exists. Examples include "Lab2" in Amsterdam (2013), "City Lab" in Los Angeles (2014), "Immersion in Public Design" in Paris (2015) and LabWorks in Santiago, Chile (2016). Such gatherings, typically organized by Policy Lab influencers such as Nesta or OECD are ideal settings for exchanging best practices and meeting colleagues. Events within this community are not specifically organized around specific policy themes or regrouping initiatives from the same country or geographic area.

Although many practitioners see potential opportunities to collaborate with other Policy Labs working on similar themes, organizing and coordinating collective design and experimentation initiatives is both costly and risks neglecting specific needs present in a participating government organization. Producing detailed documentation of projects undertaken within various Policy Labs would be a useful means of enabling collaboration among various labs, allowing each entity to follow procedures and compare results with those of their counterparts and peers while responding to specific needs on a local, regional, or national level.

CREATING NEW LABS: THE CRUCIAL ROLE OF "INFLUENCERS"

Although "influencers" such as FutureGov in the UK, or LabGov in Italy aren't Policy Labs in the sense of the definition employed in this study, the results underline an essential role played by these structures in advocating Policy Labs. The presence of influencers typically precedes or coincides with the creation of a nearby Policy Lab. They also provide experience and resources to propel the creation of Policy Labs. For instance, Nesta, a foundation for the promotion of public innovation based in London later helped launch and co-manage over half a dozen initiatives with various local and county governments in England and Wales.

EU Member States with high concentrations of Policy Labs are also home to one or several influencers, while initiatives in other member states are more disparate. Localized areas with a high concentration of Policy Labs despite the absence of a local influencer, such as Barcelona, are often the result of favorable local political conditions that embrace the innovative approaches embodied by Policy Labs.

In addition, these influencers are central nodes in the ad-hoc network of Policy Lab managers. They follow the progress and evolution of various initiatives, and several individuals working with influencers significantly contributed to the present study as a point-of-entry in identifying lesser-known Policy Labs through their personal and professional networks.

CHALLENGES IN MAINTAINING POLICY LABS

Throughout the course of this study, the project team encountered several peer-recommended Policy Labs that were thought to be operational but whose activities are on standby or dissolved. Over a dozen structures identified face high levels of uncertainty and risk closing within the next 6 months to 1 year. Most Policy Lab managers cited budget cuts and changes in elected officials— whether they belong to the same political party as their predecessors or not—as the greatest risks. Even well-established initiatives perceived as being successful within their own administrations are not exempt from such risks: The Shipyard, a Policy Lab and "Future Center" embedded within the Netherlands' Tax & Customs Administration recently closed following 13 successful years due to overall budget cuts.

The fragility and uncertainty surrounding Policy Labs is not uncommon; most initiatives are created as a temporary or pilot program during a one to three-year period. A recent study of Policy Labs conducted by researchers at the Tallinn University of Technology in Estonia¹ observed an average lifespan of 3 years. Although Policy Labs are often intended to spread innovative practices in all reaches of a specific public administration and government, in practice such initiatives are "bolted-on" to existing structures rather than "baked in". As such, individuals responsible for Policy Labs spend a disproportionate amount of time building cases to justify and convince officials of the legitimacy of their actions to survive.

Despite these headwinds and challenges, the concept of Policy Labs as a means of transforming practices within public administrations continues to gain interest. Creating opportunities to strengthen existing relationships within the existing ad-hoc network of Policy Lab managers, increasing the visibility and credibility of projects undertaken, and sharing tools constitute meaningful ways of solidifying and perpetuating these emerging initiatives.

¹ "Discovering Innovation Labs in the Public Sector" • June 2015 • Piret Tonurist, Rainer Kattel & Veiko Lember

