



**WA  
INNOVATION  
HUB**

*New thinking. New action.*

# INSIGHTS REPORT

INTERDISCIPLINARY COLLABORATION ACROSS WESTERN AUSTRALIA  
DURING COVID-19

AUGUST 2020



This report was produced by the WA Innovation Hub, a COVID-19 innovation initiative established through in-kind support from South Metropolitan Health Services, Fiona Wood Foundation, City of Canning and RAC WA.

Report written by Professor Fiona Wood, Jemma Greene and Cettina Raccaia.

August 2020



*Foreword, Professor Fiona Wood AM FAHMS*

# NEW THINKING NEW ACTION



In times of uncertainty, where the path ahead is unknown, we rely on each other as active members of the community to work through challenges, build resilience and seek out new ways of solving problems. COVID-19 has left an impression on every individual; in many ways it has altered our existence and will continue to do so. As we navigate toward the future, it is imperative to harness the energy and ideas of our community, industry and government agencies to build our capacity to innovate, to continually strive to do better tomorrow.

As part of the Western Australian government's response to the pandemic, in April 2020 the Public Sector Commission actively sought ideas from all citizens by switching its internal ideation platform, iThink, to become public facing. Over several months, a series of challenges were posted to capture bright citizen ideas and connect these to the right people across government and industry. It is through action that ideas generate value.

With support from South Metropolitan Health Service, City of Canning and RAC WA, we collectively established a unique innovation hub that supported the evaluation and exploration of community iThink ideas; an innovation engine fuelled by in kind and volunteer support. Since establishing the Hub has linked government, business, academic institutions and community groups to collaboratively explore a range of concepts. Examples include the application of drones for sanitisation, engaging students in health related STEM challenges through a virtual hospital immersion, reimagining the e-Health outpatient journey and bringing the smartest minds together to explore smart surface chemistry.

The Hub is powerful demonstration of our State working together, as one. This report is designed to provide insight into our experience and empower others in the Public Sector to embrace new thinking and new action in their agencies.



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# ABOUT THE WA INNOVATION HUB

Established to build, test and evaluate community ideas generated on the iThink platform, launched by Deputy Premier Roger Cook on 6 April 2020, the WA Innovation Hub enabled connection between idea contributors, business, government and academia, to generate new thinking and action. A unique innovation engine based solely on in-kind support and volunteer effort.

Outcomes and impact were at the core, with activity guided by four key principles;

- Build connection
- Take action
- Inspire new thinking
- Empower people

To support idea assessment and exploration, a design-led approach was adopted, alongside the guidance of an interdisciplinary advisory group (more detail regarding the composition of the Advisory Board can be found on page 8).

Additional in-kind participation was rallied around specific concepts, to ensure both purpose and relevance. The support received from organisations was overwhelmingly positive, and critical to driving forward a number of the ideas.

Photo; Cettina Raccuia, Jemma Greene, with Deputy Premier Roger Cook and Professor Fiona Wood.





# Addressing citizen needs THROUGH INNOVATION

The COVID-19 pandemic has forced citizens of Western Australia (WA) to adapt to new circumstances and adopt new ways of living. From how they connect with their loved ones, to working safely, to how they access essential government services; this necessary and accelerated change has created an opportunity for new thinking and new action.

Stay at home orders during early stages of the COVID-19 pandemic required physical distancing between people. The flow on was an increased use of online tools to foster social connection with the benefit of decreased physical contact. Value has been gained from different behavioural changes such as reducing commute time for work, remotely connecting in with others and regaining a sense of community spirit. Local Governments have faced significant setbacks, the closure of leisureplex facilities required them to quickly pivot their service offerings by creating workarounds that still offered citizens an opportunity to continue to achieve fitness goals through new apps, virtual exercise classes and remote fitness support. Local industries have changed their business models to support the needs of our citizens with distilleries making hand sanitiser and manufacturers making personal protective equipment.

Managing new citizen behaviour and preference for alternative services has been challenging during these times of uncertainty. Government departments that are traditionally bureaucratic in nature, have had to move fast, rewrite policy quicker than ever before and deliver improved services to ensure we keep citizens safe and connected. Jobs to be done theory states that people do not buy products and services; instead they hire them to get a job done in their lives.

There are three primary types of jobs:



### Functional

(The need to keep my family safe and well)



### Social

(The need to fit in with my community)



### Emotional

(The need to feel connected to loved ones)

People are looking for increased quality when they hire a solution to meet their job to be done. Even when faced with a pandemic, citizens are still looking for functional, social and emotional needs to be met. Citizens may choose new options when they see greater value in the solution. For example accessing a telehealth appointment during COVID-19 may have saved the consumer travel time, reduced impact on their employment or family responsibilities and reduced car parking costs. The COVID19 pandemic has forced us to embrace technology and to think differently. It has forced us to be more innovative.

# WA INNOVATION HUB METRICS

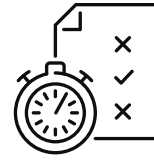
IDEAS



**145** CITIZEN IDEAS EVALUATED



**40** CITIZEN IDEAS PROGRESSED TO STAGE 1



**6** CONCEPT PROJECTS DEVELOPED

LEADERSHIP SUPPORT



**8** VOLUNTEER ADVISORY BOARD MEMBERS



**9** WEEKLY ADVISORY BOARD MEETINGS HELD



**100+** TOTAL IN-KIND HOURS INVESTED BY ADVISORY BOARD MEMBERS



**3** OPERATIONAL LEADERSHIP TEAM MEMBERS

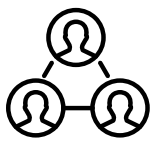


**130+** MEETINGS HELD WITH STAKEHOLDERS



**1200+** IN-KIND HOURS WORKED BY LEADERSHIP TEAM

STAKEHOLDER ENGAGEMENT



**306** HOURS IN COMMUNITY, GOVERNMENT AND INDUSTRY ENGAGEMENT



**500+** CITIZENS PARTICIPATED IN DESIGN CENTERED ACTIVITIES



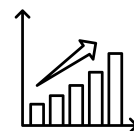
**55** ORGANISATIONS CONNECTED WITH HUB



**517** LINKEDIN FOLLOWERS



**22** LINKEDIN HUB POSTS






**20,000+** LINKEDIN POST ORGANIC IMPRESSIONS

# RELATIONSHIP TO THE CRISIS

The State Government recognised that connecting directly with citizens enhances understanding around how the pandemic has impacted on their daily lives. The iThink online ideation platform that was launched by the Public Sector Commission in April, enabled citizens of Western Australia to share ideas direct with government as they initially related to three 'response' focused challenges;

1. Staying Well
2. Supplies and Suppliers
3. Supporting our most vulnerable



 <p><b>Staying well</b></p> <p>This challenge is now closed for submissions (29 May 2020) * How might we shift behaviours of community members to</p> <p>148 462 464 310</p>	 <p><b>Supplies and suppliers</b></p> <p>This challenge is now closed for submissions (29 May 2020) * How might we harness new and innovative technology to</p> <p>52 187 179 138</p>	 <p><b>Supporting our most vulnerable</b></p> <p>This challenge is now closed for submissions (15 May 2020) * How might we support the vulnerable in different ways? Many in our</p> <p>51 276 147 202</p>
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Localised innovation teams exist across the public sector however many of these teams needed to be re-deployed into direct COVID19 response teams within their agency or into other essential government services. Therefore the establishment of the WA Innovation hub was to address an internal resource gap and provide skilled support to the back end of the iThink ideation process.

The WA Innovation Hub provided an opportunity to demonstrate the power of uniting government, industry and community together in response to the COVID-19 pandemic – by creating a unique innovation hub that differed from the designated and niche focused government innovation hubs that currently operate across the State. The pandemic created an opportunity for the development of a new innovation hub that is directly linked to citizen engagement.

Despite the crisis providing an accelerated digital transformation and an openness to change, the act of innovating isn't easier within this new environment. It requires dedicated resourcing and a structured process to build and nurture new innovative solutions.



An opportunity to  
**COLLABORATE**

# GETTING STARTED

The WA Innovation Hub operated on zero direct government funding.

Funded resource support was provided by three organisations during the three month operation of the WA Innovation Hub; with an aim to create a leadership team to drive the innovation engine. This included the allocation of key innovation leaders within the Perth ecosystem to dedicate full time to deliver on the initiative.

Creating an easily identifiable and relevant brand identity was important to attract in kind support from various government departments, small and medium-sized enterprises, large corporate entities and academia. AIM WA provided in kind branding services to the Hub to support the attraction of pro-bono resourcing and services.



South Metropolitan  
Health Service



Fiona Wood Foundation

## PROFESSOR FIONA WOOD

DIRECTOR BURNS SERVICE OF  
WESTERN AUSTRALIA



CITY OF  
CANNING

## JEMMA GREENE

CHIEF INNOVATION OFFICER



For the better

## CETTINA RACCUA

INNOVATION AND  
TRANSFORMATION LEADER

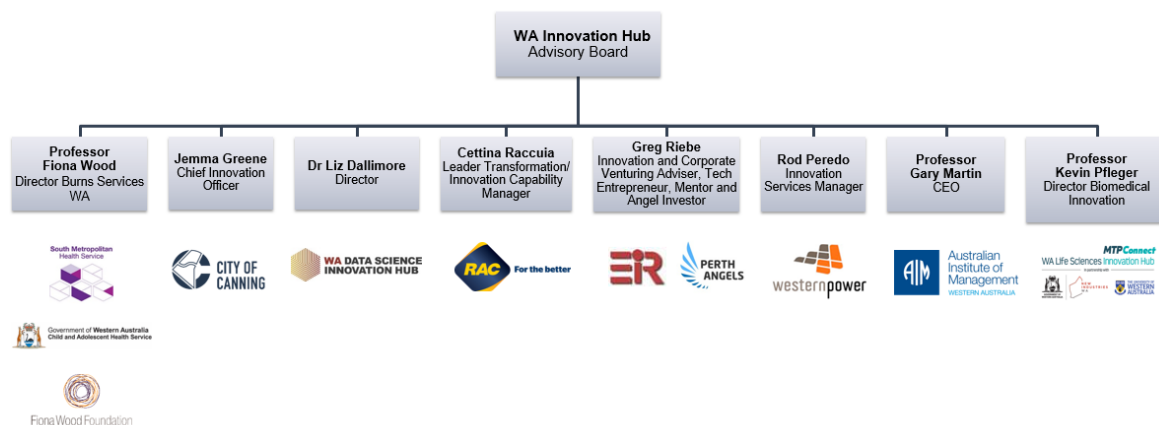


*This opportunity to share our idea on iThink and then work with the WA Innovation Hub to explore our idea in partnership with us has enabled us to connect with the right people. The innovation hub is a model for different industries to come together – it is powerful.*

- Andrew Dedman, Stratus Imaging

## ADVISORY BOARD

An Advisory Board was established with members representing a diverse cross section of our innovation ecosystem here in Western Australia. The board guided the strategic direction of the hub, idea assessment and development.



## CRITICAL SUCCESS FACTORS

Critical success factors were identified and endorsed by the Advisory Board that was established to support the hub's activities.

Specifically it was identified that the Hub's success was dependent on achieving the following:

1. All ideas are evaluated and assessed for priority through a systematic innovation process.
2. Ideas progressed through the innovation pipeline address COVID-19 response and meet the needs of our citizens.
3. Industry networks are utilised to assist in the development and implementation of the ideas.
4. Cross industry collaboration occurs to progress ideas.
5. Relevant government departments are identified and transition and future implementation is explored; and
6. Regular reporting on idea management is provided to the Public Sector Commission.



## OUR FOCUS



In Government barriers to innovation can include a lack of time to focus on new thinking, the perception that doing things differently does not add value, lack of innovation skills, lack of funding or lack of infrastructure to develop ideas into innovative solutions. The WA Innovation Hub aimed to remove traditional government barriers and create the space for people to experience a new mindset and behaviours that would promote innovative action in response to COVID -19.

## OUR VALUE PROPOSITION

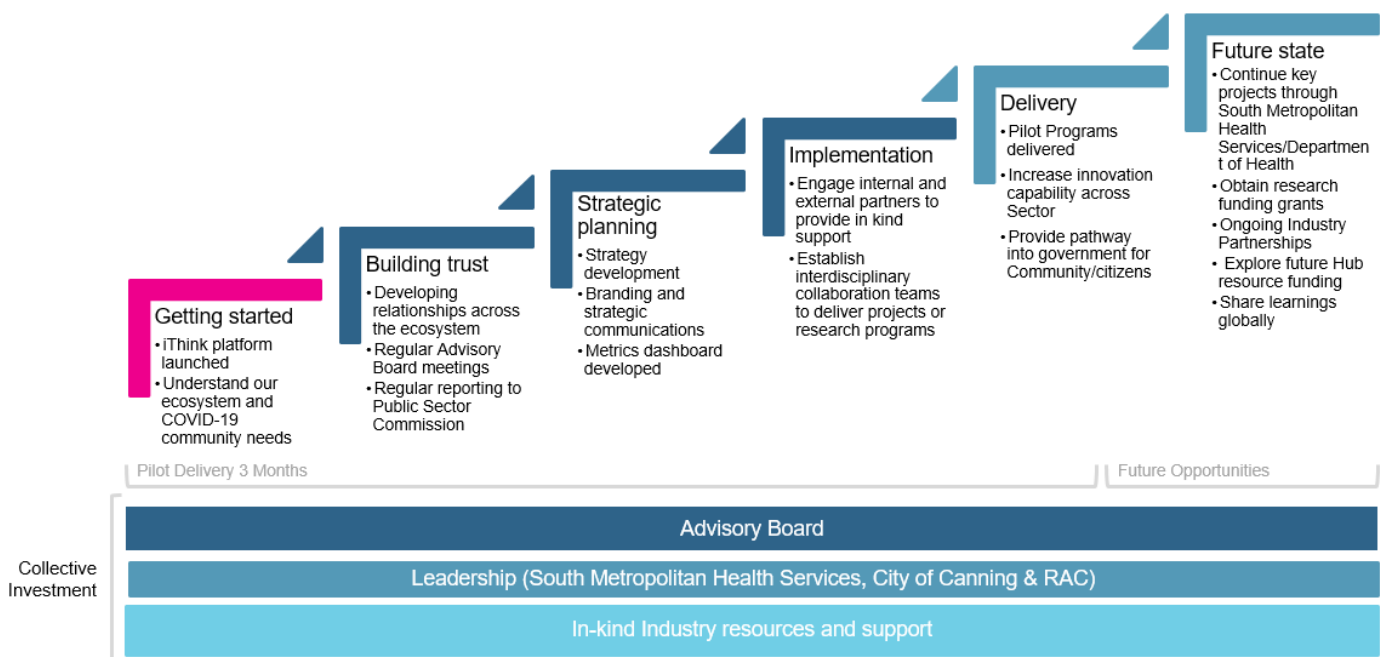
**Our** rapid innovation process and global network **supports** the Health and well being of all West Australians **by** accelerating action and connecting people across industries to build better solutions, faster, **improving** outcomes for all citizens, the community and government

## OUR BEHAVIOURS

1. An assumption that there is a better way to do things
2. A focus on deeply understanding citizen's stated and unstated needs
3. Collaboration across and beyond the public sector
4. Recognition that success requires experimentation, rapid iteration and frequent failure and learning
5. An aim to empower people to take considered risks, voice alternative opinions and seek needed resources to bring citizen ideas to life.

# Development pathway TOWARDS NEW ACTION

The leadership team identified a development pathway to effectively deliver the WA Innovation Hub. The diagram below outlines the five stages that were progressed during the three month pilot phase; Getting started, Building trust, Strategic planning, Implementation and Delivery. The future state of the WA Innovation Hub is currently being explored.

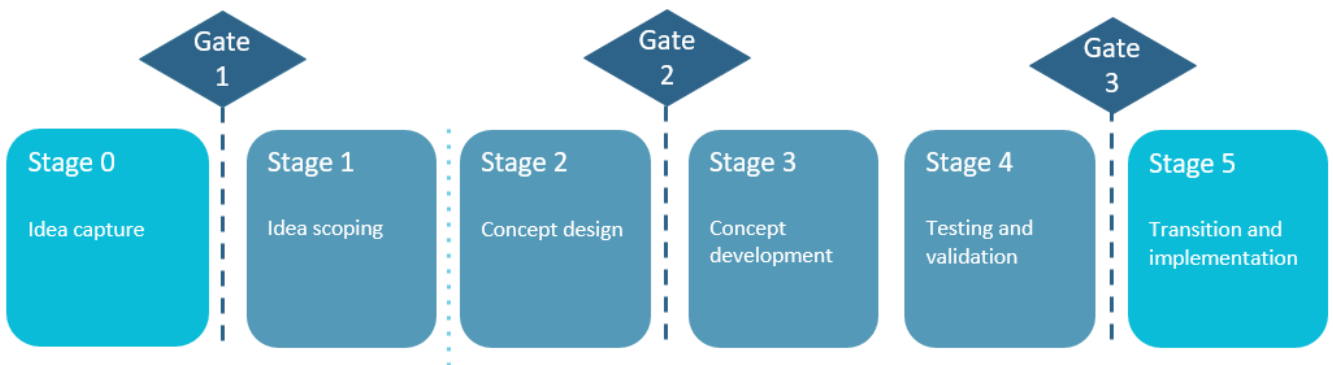


## METHODOLOGY USED

- Stage Gate Process
- Design Thinking
- Idea crowdsourcing
- Interviews
- Walkthroughs
- Focus groups/workshops
- Virtual design thinking sessions
- Prototyping
- Experiments/testing/trials
- Pilot programs

# IDEA EVALUATION

All ideas progressed through the following stage gate process. The Leadership team operationally supported ideas through the pipeline stages. Advisory Board Members were required to assess ideas at each gate.



# PIPELINE VISUALISATION

A dashboard has been created to visualise the idea pipeline and provide real time reporting on the progression of ideas.

**Assessment Overview**

Insights on all the ideas collected from Think Portal

**Individual Ideas Assessment**

Click here to view individual ideas assessment and detailed information

**Ideas Progress**

Click here to get information on how ideas are progressing through stages

**Assessment Overview**

Top Ideas by Views

Sources of Ideas

New Idea Submissions

Sources of Ideas

Words in Idea Descriptions

**Individual Ideas Assessment**

Alignment

Viability

Desirability

Priority

Feasibility

Average Rating: 2.11

Timestamp	Reviewer	Rating	Evaluation	Comments
18/05/2020 7:43:04 PM	evgeni@adamsky.com	2.00	Fast Track - quick start	
12/05/2020 9:07:04 AM	evgeni@adamsky.com	3.00	Explore the Idea	Testing during call
13/05/2020 11:00:07 AM	Liz Dallimore	2.40	Explore the Idea	This is definitely an issue in the older community so much so that the ABC has launched a phone line for people that don't have access to a device on their phone

**Ideas Progress**

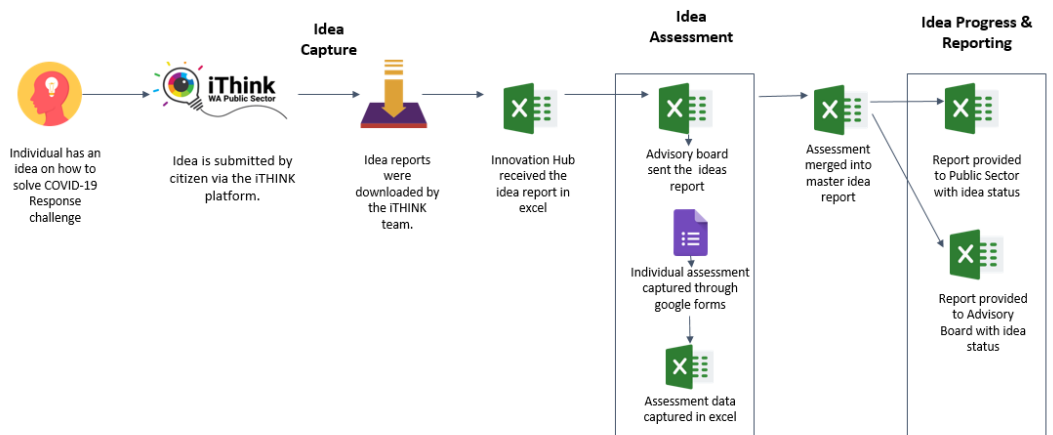
85 Ideas Pending Assessment

Idea ID	Title	Submission Date
1937471	Cruise Ships	09-Apr-20
1937551	Re-purpose existing drugs for COVID-19 treatment	09-Apr-20
1937641	Gardening the best social distancing past-time.	09-Apr-20
1937661	Reassessment	09-Apr-20
1937961	Chancellor of Commerce in the bid to fight the spread of CLJ	11-Apr-20
1937991	Fuel Levy	13-Apr-20
1938001	Re-instate Local Planning Regulations	14-Apr-20
1938061	Build a proper interconnected metropolitan bike lane system.	14-Apr-20
1938171	Second hand land	14-Apr-20
1938801	Journalism and media speaking points guidelines	14-Apr-20
1938871	Street Connect Happy Hour	14-Apr-20
1939231	FBI Empty Safety Sanitized Laptops	15-Apr-20

# PROCESS AUTOMATION

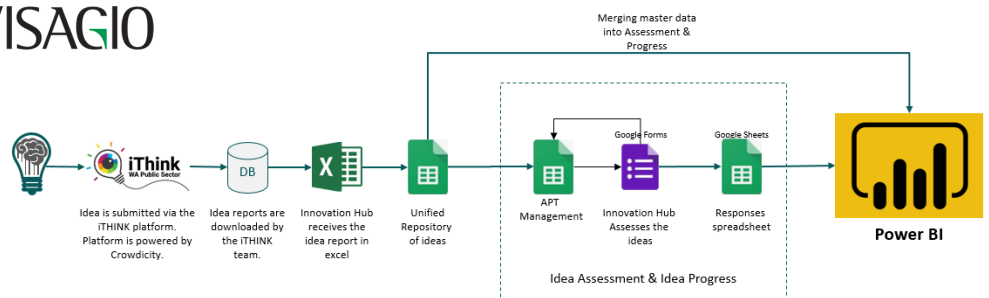
Through the in-kind support from Visagio, a management consultancy that provides support to implement and operationalise defined solutions through technology and analytics services, the WA Innovation Hub was able to automate the idea evaluation process that was initially a manual process. By applying a combination of qualitative and quantitative skills, the Visagio team worked in collaboration with the hub to deliver an improved Ideas Assessment and Progress process, which includes an analytical cockpit that provides visibility and supports decision making by the involved stakeholders.

WA Innovation Hub Initial Idea Evaluation Flow



WA Innovation Hub New Automation & Visualisation Flow

## VISAGIO





# STAKEHOLDER ENGAGEMENT

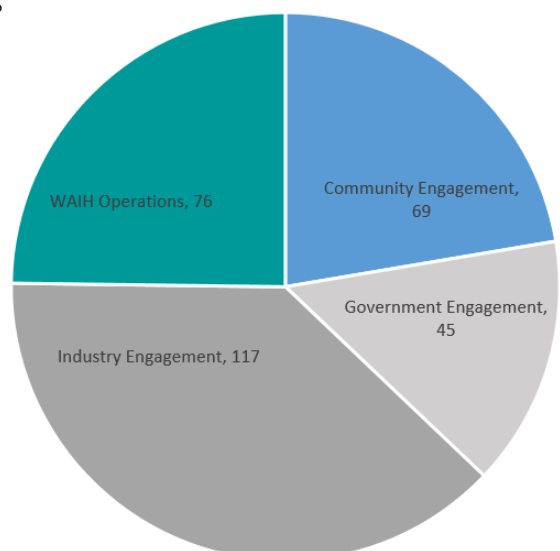


The WA Innovation Hub engaged stakeholders from community, government and industry during the operation of the hub. Over 300 hours were invested into relationship building and engaging people to support the operations of the WA Innovation Hub.

Engagement activities included;

- Evaluation and exploration of citizen ideas
- Collaboration and project management of idea progression through the pipeline
- Sourcing in kind support and resources
- Providing opportunities in concept development
- Providing insights and feedback on ideas
- Discussing social impact for end users of solutions
- Conducting lessons learnt on pilot projects

WA Innovation Hub leadership team total hours invested in engagement by stakeholder type



# ECOSYSTEM OF SUPPORT

Organisations that connected and/or engaged with the WA Innovation Hub through individual representatives or teams are listed here;

- Public Sector Commission
- South Metropolitan Health Service
- City of Canning
- RAC WA
- Australian Institute of Management (AIM WA)
- Western Power
- WA Data Science Innovation Hub
- MTP Connect WA Life Sciences Innovation Hub
- HBF
- Visagio
- Curtin University
- University of Western Australia
- Edith Cowan University
- Scitech
- Microsoft
- Telstra Health
- Telstra Purple
- Journey One
- Curve
- Lightbox Group (Social Impact Group)
- Deloitte
- EY
- Red Earth Health
- Isobar
- SymbioticA
- Department of Finance
- Department of Jobs, Tourism, Science and Innovation
- Amazon Web Services
- Public Service Network
- Epichem
- ChemCentre
- Global Drone Solutions
- Stratus Imaging
- Western Australian Local Government Association
- Wunderman Thompson
- STEM4Innovation Network
- Department of Health
- Health Consumers Council
- WA Health Translation Network
- Immerse Australia Committee
- Entrepreneurs in Residence
- Perth Angels
- Commonwealth Bank of Australia
- Digital Health CRC
- WA Country Health Service
- East Metropolitan Health Service
- North Metropolitan Health Service
- Child and Adolescent Health Service (Perth Children's Hospital)
- Adarsh Australia
- Wise Realities
- Gaia Resources
- Department of Education
- Chironix
- Enterprise Ireland
- Global Innovation Management Institute

# CITIZEN IDEA THEMES

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A number of key themes emerged through the submission of citizen ideas.



## IMPROVED COMMUNICATIONS

Improving communications and providing targeted information to diverse citizen groups



## LEVERAGING LOCAL RESOURCES

Pivoting local manufacturing to focus on producing health equipment and medical devices. Redirecting solutions from one industry to additional industry applications



## TECHNOLOGY & DIGITAL SOLUTIONS

Accelerated use of e-Health technologies and solutions to deliver patient care.



## CITIZEN CO-DESIGN

Engaging students through STEM programs to solve front line challenges. Engage community members in the co-design of solutions that address health and COVID-19 needs.



# IDEAS WORTH EXPLORING

The WA Innovation Hub explored the following ideas in detail after they progressed through Stage 1 Idea scoping and Stage 2 Concept design.



LEVERAGING  
LOCAL RESOURCES

SMART SURFACE  
CHEMISTRY

## Project Objective:

Explore research and innovation around virus visualisation, smart chemistry and smart cleaning to enhance safety and wellbeing of all citizens.

## Project Deliverables:

1. Developed smart surface chemistry roadmap
2. Established interdisciplinary groups to lead work in identified opportunity areas

## Status:

In progress. Taskforce established with roadmap activities.

## Project Partners:

Epichem, ChemCentre, UWA, South Metropolitan Health Service



Opportunity	Area	Action Item
1. Visualisation	a) Forensic light identifier	i. 1. Source the use of equipment for a trial ii. 2. Secure test site location iii. 3. Conduct trial
	b) Viral identifiers	i. Meet with Perron team
	c) Biofilm identification	i. Review literature on biofilm identification
2. Smart Chemistry	a) Conversion of surfaces to become cidal	i. A review of the activity specifically linking the chemistry to use cases which have been achieved from concept to implementation. ii. Set up a meeting with E Ivanova at RMIT to discuss potential collaboration and explore use cases for grant opportunities
	b) Beyond nanotexturing	i. Review current work and use cases
	c) The surface that sheds itself	i. Complete a review of the self-assembling structures that can maintain equilibrium.
	d) Microbiological protective solutions	i. Arrange a meeting with Nanoveu to understand the flexibility of the technology eg. Could it be 3D printed to cover a machine?
	e) Silicone linked chemistry	i. Review of silicone technology to protect surfaces and facilitate cleaning
3. Smart Cleaning	a) UV cleaning options	i. Explore Chironix range of commercial development ii. Link with Charles Iron side and the group in Curtin Re LEDs
	b) Colour identifiers	i. Explore colour indicator options for hand sanitiser.
	c) Drone cleaning using wine vinegar	i. Investigate the usefulness of wine vinegar as a biocidal agent which has a known safety profile.

# IDEAS WORTH EXPLORING



CITIZEN  
CO-DESIGN

STEM4INNOVATION

## Project Objective:

Link high school students with real world industry challenges to solve as part of their STEM education program.

## Project Deliverables:

1. Virtual operating theatre immersion experience guided by Prof. Fiona Wood to identify challenges in a Health environment
2. Solution design occurring in schools and online ideation using closed iThink Challenge - Over 250 students engaged in program
3. Student pitch presentation event to industry and government representatives - 11 Student teams ranging from Year 7 - Year 12

## Status:

Completed. Pilot program successful. Exploring future program series for 2021.

## Project Partners:

STEM4Innovation Network (Curtin University & John Curtin College of the Arts), South Metropolitan Health Service.



# IDEAS WORTH EXPLORING



TECHNOLOGY &  
DIGITAL SOLUTIONS

REIMAGINING  
E-HEALTH

## Project Objective:

Building on the momentum around the adoption of telehealth services during COVID-19, engage stakeholders including consumers, clinicians, GPs, researchers and technology specialists to reimagine the future of e-Health as it relates to the delivery of outpatient services across Western Australia.

## Project Deliverables:

1. Deliver in person visioning design workshop (50 participants capped due to COVID-19 restrictions)
2. Deliver 4 x online design sessions open to the community (160 participants)
3. Key e-Health themes and work streams identified
4. Integrate insights into Department of Health's Outpatient Reform program (Sustainable Health Review)

## Status:

Completed. Workstreams aligned with Department of Health - Outpatient Reform.

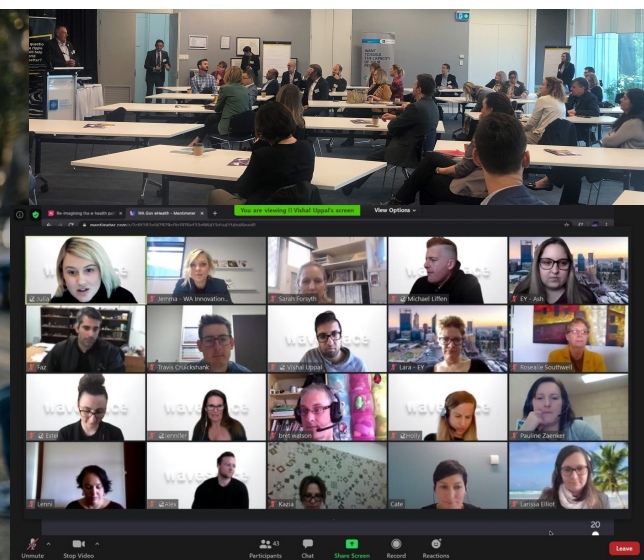
## Project Partners:

EY, South Metropolitan Health Service, Department of Health (Clinical Excellence), Health Consumers Council, WA Health Translation Network, Consumer and Community Health Research Network

How might technology be used to reimagine the outpatient experience of 2050 to become an experience of choice?

Outpatient innovation workshops report

**EY**  
Building a better  
working world



# IDEAS WORTH EXPLORING



LEVERAGING  
LOCAL RESOURCES

DRONE UTILISATION  
FOR SANITISATION

## Project Objective:

Experiment with the application of drone technology usually used for agricultural service delivery to support the cleaning and sanitisation of large and complex community spaces.

## Project Deliverables:

1. Conduct pilot test at RAC Arena - indoor and complex space
2. Conduct pilot test at Centenary Park (City of Canning) - outdoor community area
3. Experimenting with the use of wine vinegar as natural disinfectant

## Status:

Completed. RAC Arena trial unsuccessful. Centenary Park trial successful.

## Project Partners:

Global Drone Solutions, Status Imaging, RAC Arena, City of Canning



# IDEAS WORTH EXPLORING



CITIZEN  
CO-DESIGN

DESIGN LAB

## Project Objective:

Facilitate a virtual 90 minute design session to engage community to design solutions to support the State's recovery, along with testing alternative mechanisms for community co-design.

## Project Deliverables:

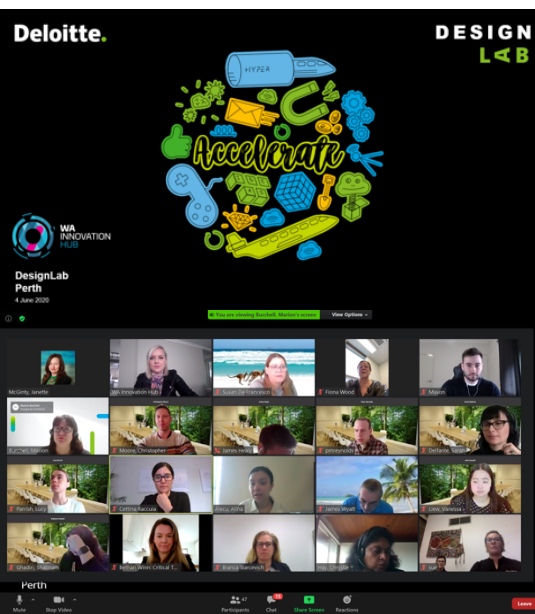
1. Test alternative virtual mechanisms for community engagement and co-design
2. Engage 70+ community participants in co-design process
3. Source 50+ ideas with 10 concepts developed

## Status:

Completed. State Wellbeing index idea to be explored further.

## Project Partners:

Deloitte



# IDEAS WORTH EXPLORING



TECHNOLOGY &  
DIGITAL SOLUTIONS

AUTONOMOUS VEHICLES

## Project Objective:

Explore the application of Autonomous Vehicle technology that was being underutilised due to COVID-19 to support the patient experience around the health campus.

## Project Deliverables:

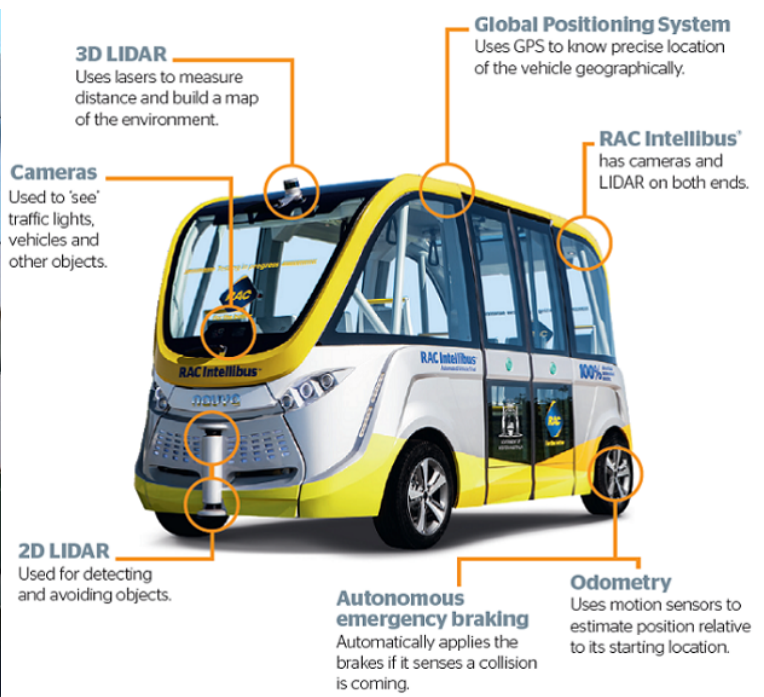
1. Undertake a technical review of Fiona Stanley Hospital Site to assess suitability for autonomous vehicles.

## Status:

Completed. Trial unsuccessful due to site and technology restrictions.

## Project Partners:

RAC, South Metropolitan Health Service (Fiona Stanley Hospital)





# Reflection LEARNING AND GROWTH

COVID-19 has surfaced a spectrum of new needs for citizens. The WA Innovation Hub was designed to be an enabler to connect citizens with government and industry. Key questions and reflection on the activity delivered during the pilot phase provides valuable learning for the future.

## UNITED FORCE

HOW DO WE BRING COMMUNITY, GOVERNMENT AND INDUSTRY TO WORK TOGETHER?

The positive and high level interaction with the WA Innovation Hub from industry partners in relation to offers of in kind support and resourcing for projects, highlighted the power of uniting industries for a common goal.

## LET'S PLAY

HOW DO WE RAPIDLY DEMONSTRATE THE VALUE OF PILOTS AND EXPERIMENTATION?

Experimentation is an important part of innovation. The hub wanted to demonstrate rapid testing in a government environment through a number of pilot projects. It was an opportunity to demonstrate that government can move fast.

## CREATING THE PATHWAY

HOW DO WE CREATE AN AVENUE FOR INDUSTRY TO CONNECT DIRECT WITH THE RIGHT GOVERNMENT OFFICERS?

Many of the organisations that were in contact with the hub expressed a positive response at being able to connect directly with government officers who can listen and connect them with the right people. A number of individuals and businesses connected directly with the WA Innovation Hub, by-passing the iThink platform.

## FINDING NEW POSSIBILITIES

HOW CAN WE OFFER DIFFERENT PATHWAYS TO NEW THINKING AND NEW ACTION?

Citizen ideas were sourced from alternative avenues in addition to the iThink platform. The hub wanted to showcase that ideas can come from various sources and methods. Over 300 people were engaged through online workshops and co-design sessions.

# KEY LEARNINGS

## ENGAGEMENT

Building relationships with community, industry and government. Central to the design of the WA Innovation Hub was how we engage community, industry and government to design, build and implement ideas.

- Positive industry support, with many organisations offering up pro-bono services
- Critical to engage community and end users as part of the solution identification, design and testing phases. This also takes time and effort to organise.
- Strong engagement from community across initiatives, people are interested in contributing
- Government departments have been open to learn and support the Hub where possible
- Further integration points into relevant departments are required
- Opportunity to enhance collaboration across government departments and leverage innovations already underway

## SPEED

Creating momentum through rapid action. Creating momentum in a short period of time was based on the WA Innovation Hub operating at high speed, including the rapid assessment and testing of ideas.

- When individuals see progress through action, it rallies and inspires others
- Being connected to the right people at the right time, supported the team to act quickly
- High level of accountability and commitment from the team to work at pace and address setbacks
- Process ensured the objective assessment of ideas and movement of opportunities through the pipeline
- Challenge to manage expectations with partners, especially when accessing pro-bono support
- Running at speed means you need others to help you along the way. Impossible to achieve results in isolation.





## STRUCTURE

Organised to support action. Implementing the right level of structure was integral to ensure the WA Innovation Hub could get started, remain impartial and deliver results.

- Advisory board provided strategic guidance and support for ideas selected to be explored
- Taking a phased approach to the development of the hub ensured we were incorporating learnings as we went, adjusting course as needed
- Implemented streamlined innovation process to ensure appropriate rigour was applied to idea assessment at each stage
- Lean action team was augmented with industry and government capability to deliver, this was reliant on pro-bono support so was challenging at times. Good to get started, but not a sustainable model for future growth.



**Engagement**



**Speed**



**Structure**



# WHAT DO WE NEED TO KEEP TALKING ABOUT?

## CITIZEN ENGAGEMENT

We need to continue to harness the expertise of the community and have a structure established across the Public Sector to ensure citizen ideas are evaluated and directed to the appropriate areas in government. Currently it very challenging for citizens and business to find the 'right people'. There is an opportunity to use the Department of Health as a testbed for ongoing iThink community facing challenges provided the idea evaluation and project management can be resourced appropriately. We need to continue to progress from idea capture to effective idea management.

## BREAKING DOWN SILOS

We need to continue to build a structure that supports innovation capability building across the public sector. Transparency on innovation initiatives is imperative for public sector transformation and to reduce the chance of duplication, which can be costly. Sharing responsibility for innovation across government is essential. An alignment of localised innovation teams to ensure all are collectively contributing to strategic growth.

## INDUSTRY ENGAGEMENT

There is great value in creating space for business and industry to connect with government. How do we create more opportunities for SMEs and Start Ups to work with government without the bureaucracy of procurement? Exploring challenge based procurement opportunities could provide alternative avenues and greater access to technology and digital solutions.

## KEEP MOVING FAST

The government has faced a crisis across many facets including health, economic and social. We have seen the public sector respond with rapid speed that citizens have not experienced previously. Change is necessary and has been accelerated, bringing down traditional barriers to innovation for example fear of risk and adoption of technology. How then do we support people and ensure we keep this pace of change?

## FUNDING AN INNOVATION ENGINE

The WA Innovation Hub has delivered significant value in a short three month pilot period. A dedicated funding model to support a citizen centred 'innovation Engine' should be explored.



**WA  
INNOVATION  
HUB**

New thinking. New action.