

Policy lab

A design process for demand-oriented policy innovation

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Policy Lab

- There is no unified definition of policy lab!
- And there may be no need for one
- Answer to some need in public sector
- Contributes to develop a wider and deeper design culture in the organizations

(From the upcoming report “On design driven Policy labs in Sweden” by Vinnova, Stefan Holmlid and Katarina Wetter Edman)

Policy lab – a creative space....

- “ a creative space where **policy teams can develop the knowledge and skills to develop policy** in a more *open, data-driven, digital and user-centred way*” (UK Policy Lab)
- ”a group of **actors with various competencies that want to develop a regulatory framework**. In a policy lab, they *use a set of user-centric methods and competencies* to test, experiment and learn to develop new policy solutions” (VINNOVA)



New strategic approach; Customer centric view

A world of digitalization, quick changes and a future less predictable



Regulations may hinder or impede innovations



Policy lab – four basic principles



Focus on
user
demands



In-depth
understanding
of problem



Early tests,
prototyping



System
approach,
system
thinking

Benefits

- Push development in the right directions
- Enables innovation and smart policy making in a small scale and with low risk
- A learning process for knowledge and capacity building
- More sustainable solutions (?)



Testpilot in STA

Policy lab in sharing economy

New business models meet old regulations

- Analysis and audits showed lack of compliance of current rules – high level of unreported income
- Difficult to comply and to predict the tax situation for both citizens and companies
- Leads to (legal) uncertainty, decrease in trust and may impede development and innovation
- “A clear and simple rule”

Case

How do we increase the number of tax payers filing revenues from housing rentals?

Snabbutbildning "design thinking"



Empati och problemförståelse



Idégenerering och designbriefer



Insights and learnings (results)

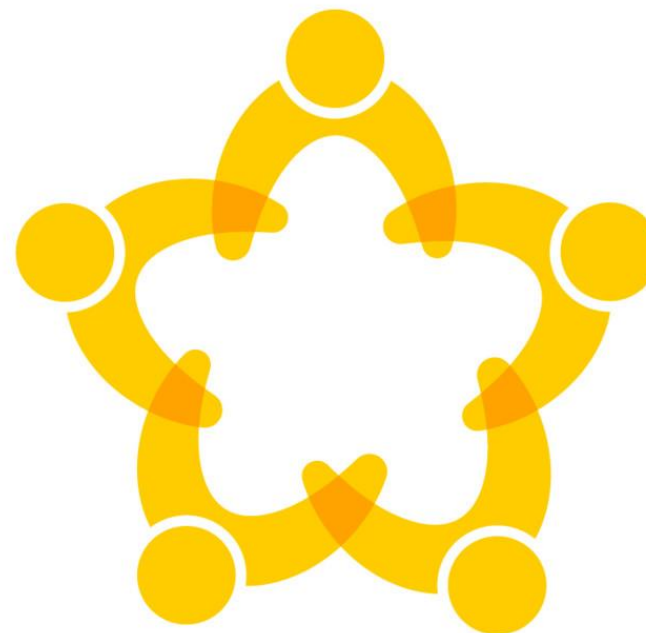
- “maybe we are not so good as we thought”
- The tax process are separate from the customer process
- Easy earnings require easy tax paying process
- The importance of user-involvement early in the process
- How we design rules and policies affects behavior and compliance
- Need for new approaches, services and simple regulations

Learnings from working with policy lab

- Difficult to market iterative ways of working in existing (often linear) development processes
- Create cross-functional lab groups – embrace the challenge, follow-through implementation
- Get legal onboard
- Reflect on user-involvement
 - How? Who? Relevant stakeholders?
 - Legal framework for the Agency
 - “As you ask you get answers”
- Transformation of how the organization is working

Policymaker + reality = innovation in public sector

- Experiment! – question traditional ways of doing things
- Put customer on center stage
- Embrace system thinking and not only look to separate parts
- Co-create and collaborate with users and other stakeholders





Thank you for listening!

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