



Service innovation and co-production

**Rushanara Ali, Associate Director,
The Young Foundation, 27 June 2008**





What is social innovation?

- Social innovation refers to the **development and implementation of new ideas (products, services and models) to meet social needs.**
- Not just about **novelty**, also about **adapting, learning, grafting, copying**
- Social innovation can come from the **public, private** and **third sectors**, social entrepreneurs, social movements, technological innovations etc.
- Growing interest in understanding the dynamics of social innovation – what institutions and finance can support it; how social innovations can be more effectively developed, grown and diffused – from governments (national and local), public agencies, NGOs etc.





Social Innovation

Good new models not taken up quickly - weak systems for developing innovation relative to technology, business ...

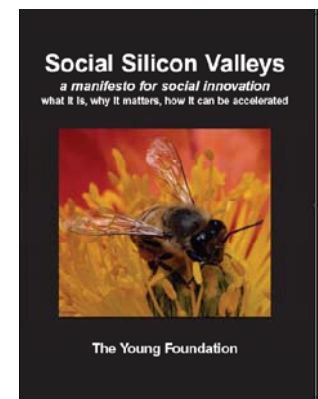
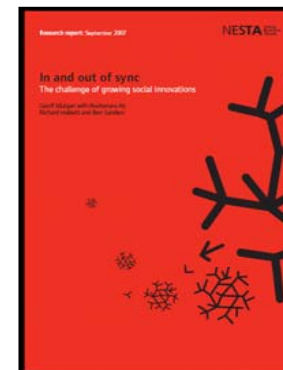




Social Innovation

Drawing on a range of disciplines:

- Biology (e.g. D'Arcy Thompson on Growth and Form)
- Sociology and social change
- Economics of innovation (and greater emphasis on pull vs. push factors)
- Business theory
- Knowledge, learning models (e.g. Bart Nooteboom)
- Literature including Everett Rogers, Greg Dees, Peter Uvin, Amy Gerstein, Diana Leat, Jeff Bradach et al.
- The work of the Young Foundation....

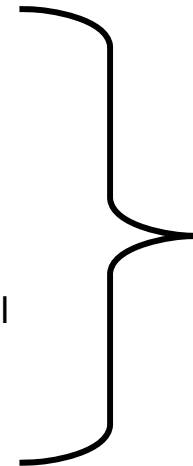




Public sector innovation

Typologies of innovation in public services:

- **policy** innovations (new missions, objectives, strategies);
- **service** innovations (new features and design of services);
- **delivery** innovations (new ways of delivering services and interacting with service users);
- **process** innovation (new internal procedures and organisational forms) and;
- **system** innovations (governance structures).



These
will often
overlap

Or, systemic/radical vs. incremental innovation?

- Whole series barriers - silos, organisational form, risk aversion
- Barriers:
- **Inability/failure to learn from failure** or even past experience;
- Insufficient means of **capturing voices/ideas** of service users;
- **Practical issues** about time, capacity, resources etc



Social Innovation

Key stages of innovation





Social Innovation

Policy

Social innovation, especially user generated, can help turn policy and research into practice

Social innovation

Practice

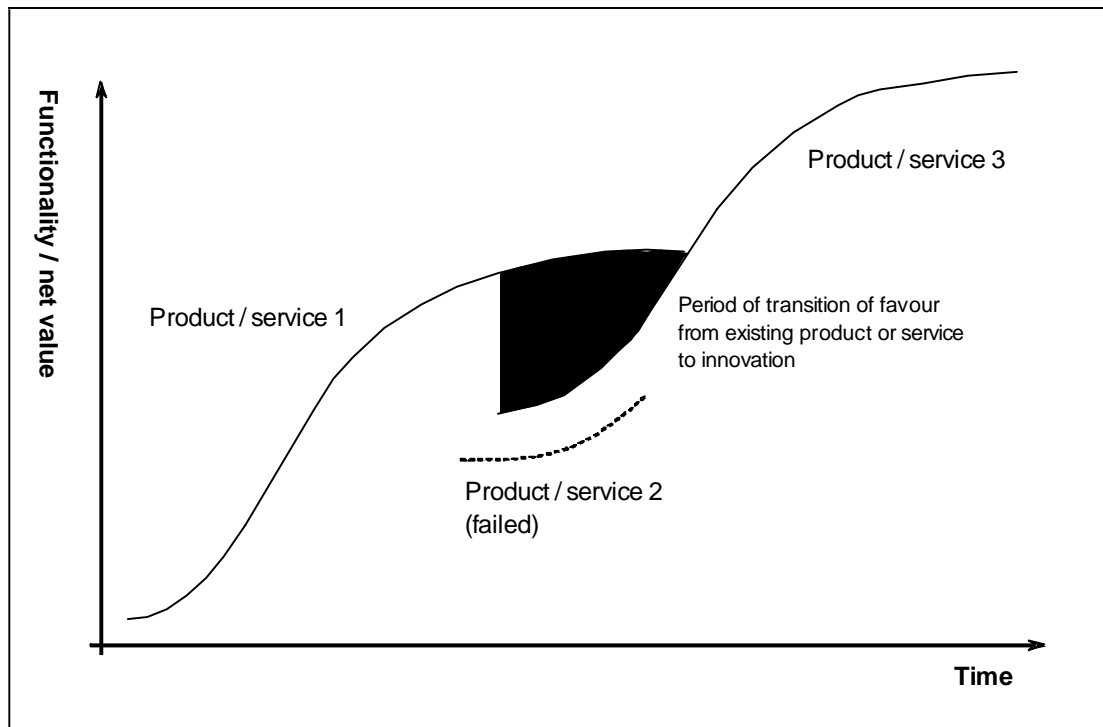
Research

User social innovation



Social Innovation

Persistence and determination vital – from cars to Wikipedia



‘Everything looks
like a failure in
the middle.’

Rosabeth Moss Kanter



Social Innovation

Bees + Trees

Bees: small groups, individuals with insight and ideas

Trees: big organisations (governments, companies, foundations) with power and money

Linked by **intermediaries**, brokers, insider/outside....





Local innovation: What makes local public agencies innovate?

Three critical factors:

- the **will to change/pressure**
- strong **internal capacity**
- **external resources** and feedback



The strategic triangle of local social innovation





Social Innovation

Early Phases of the Local Social Innovation Lifecycle Late

Latent

Period of Under-performance or gradual improvement before innovation occurs

Design & Discovery

Strategy and process for innovation are developed

Mobilisation

Piloting innovative ideas, developing new structures and teams, and beginning to implement innovations

Mainstreaming

Innovation becomes routine as ideas and working practices are mainstreamed in one place, service, or sector

Embedding

Value of innovation grows. Systemic innovation may occur, where the locality has the potential to innovate in other sectors

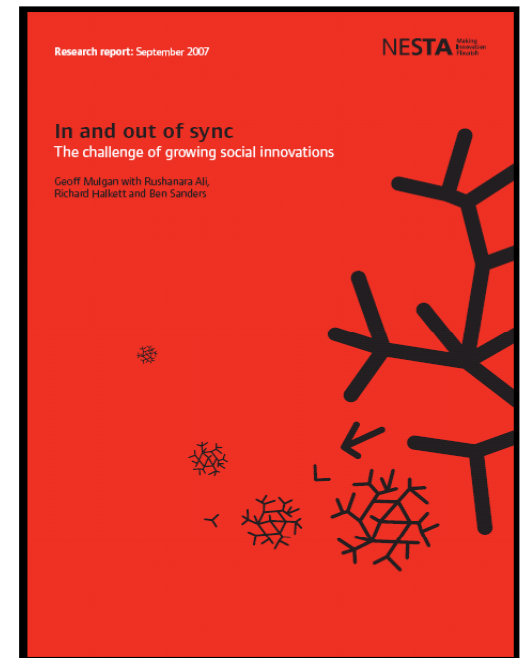


**Organisational growth & the
challenges of scaling up**



Social Innovation

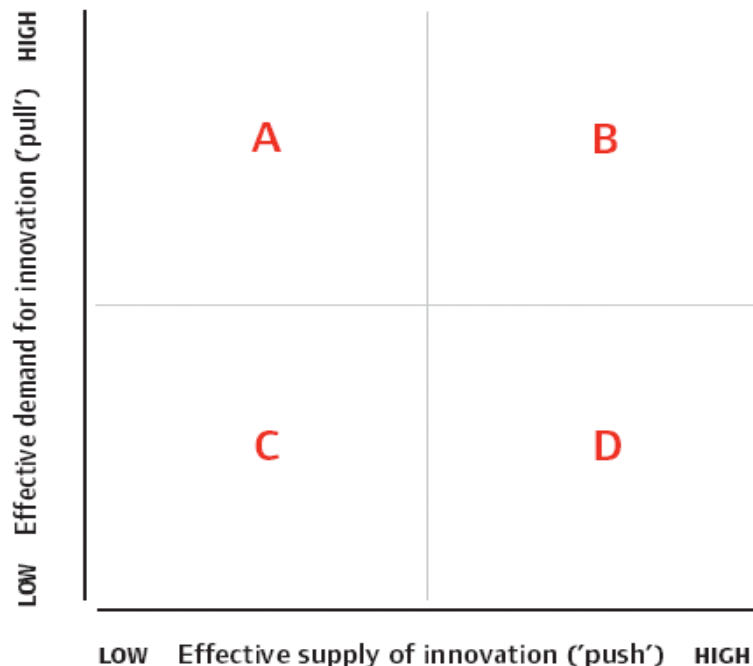
- How do promising ideas get spread, scaled up, replicated and grown?





The alignment of factors for innovation

Figure 1: The Growth Map



‘Pull’ factors - **effective demand** - acknowledgement of a need and the financial capacity to address it.

‘Push’ factors - **effective supply** – (1) the generation of innovative ideas; (2) the development of those ideas into demonstrably workable forms; (3) their communication and dissemination.

Effective strategies that **connect ‘pull’ to ‘push’** and find the right organisational forms to put the innovation into practice

Learning and adaptation to ensure continued social impact as the environment changes – often through networks, collaboratives, partnerships etc.



Organisational form choices

What sort of boundaries are placed around the innovation, who's involved, how much control etc.





Social Innovation

Methods





Social Innovation

Innovation Tools and Methods Matrix

<i>Methods</i>	Teams, groups, types of meeting, conversation	Finance and resources	People & skills & knowledge (in- house)	Alliances and networks (formal and informal)	Organisational form
<i>Stages</i>					
Identify need, demand					
Ideas, creativity					
Prototype, test					
Growth, scale, diffusion					
Learning, adaptation					



Social Innovation

Methods for understanding need & priority fields for innovation

- market research; focus groups; citizen demands
- analysis of cost escalation, forecasts, scenarios pointing to growing need
- Innovations in business, design, technology and public policy.

Public Policy Experiment

- Analysis of problem: Literature surveys, international scanning
- Design of pilots: Implementation of pilots, pathfinders
- Evaluation, measurement. Growth through legislation, funding programmes
- Skunk works (bring outsiders into small units within or at arms length from bigger agencies to develop innovative ideas): In-House innovation teams – Mindlab in Denmark
- Regulation to drive innovation– e.g. childcare, buildings.



Routes for accelerating innovation...

- Collaboration to drive innovation
- Social entrepreneurship as discovery method
- Intermediary (in/out) organisations to connect supply and demand
- Accelerators (e.g. Health Innovation Accelerator), providing skills, capital, incubating
- Innovation Xchange in Australia – brokers placed within organisations to spot useful ideas
- UK new Public Services Innovation Laboratory
- Local government innovation catalyst



Social Innovation

How to support social innovation?





Focus on priorities – where existing models don't work well enough, costs are rising, problems intensifying

- Social exclusion, growing inequalities
- Chronic disease, diabetes, Alzheimer's, etc
- Low carbon economies and societies



Use mix of methods ...

- Funding ... from **in house innovation funds** to **social venture funds**
- **Intermediaries**, incubators & other safe spaces, to link supply and demand
- **Collaboratives**, networks, demand-led partnerships
- **Markets for solutions**: Innocentive/Rockefeller model
- **Contestability**, internal and external e.g. NASA
- **Open competitions** – e.g. Big Green Challenge
- **Fast testing/prototyping** (e.g. polyclinics)
- **Mobilising front line** (e.g. nurse social entrepreneurs)



Social Innovation

Studio Schools – Practical learning for the 21st century

Designed for 14-19 year olds to integrate work and learning in fundamental way innovative elements at the core:

- **Learning by doing** – Real work for real wages in business run largely by students themselves. Introducing Enterprise Projects, interdisciplinary inquiry-based learning through business themes, (teaching national curriculum in a hands-on way)
- **Inculcating enterprising behaviours** - Explicit focus on non-cognitive skills and opportunities to practice in the community
- **Personalisation in small schools**- Less than 300 students per school. Introducing a new kind of school employee, the Personal Coach, who takes holistic view of student's development
- Pilots in 5 or 6 areas - overseen by a Studio Schools Trust.



Studio Schools - Progress

- Emerging businesses for each school: Arts/leisure facilities, healthy school drinks vending, council services, health/social care services, creative/media, high tech manufacturing
- Practical and aspirational pathway allowing entry to jobs, training and higher education
- Real work learning mapped to curriculum
- Enterprise projects: most of curriculum learnt through interdisciplinary, multi-age team, inquiry based learning
- Personal coaches: Each student has key enduring relationship with a coach for educational and personal development, support and careers/pathways guidance. Student Venture Fund: for young people with solid business ideas

Feeding into national policy: 'And we should also be willing to consider new proposals for...studio schools that motivate dis-engaged pupils by allowing them to learn the curriculum alongside a chance to work in and run a real business based in the school.' Gordon Brown, 20 June 2007



Social Innovation



everybody has something to teach
everybody has something to learn



School of Everything

- If you were going to create a bottom-up education system today where everybody could teach and everybody could learn, you wouldn't use a pin-board in an office. You would use all the tools that web 2.0 offers to create a website.
- Aim is to offer an alternative, non-institutional system for learning the skills everybody needs for modern life. Bottom up education, non-institutional.
- To quickly grow to find users in the US, Europe and elsewhere. Expand so that people can teach and learn skills that are relevant to work as well as play.



Social Innovation

Home | School of Everything

http://www.schoolofeverything.com/

Google

Everyone has something to learn, everyone has something to teach.

school of everything

alpha

Send feedback.

Home

Log In

Register

What do you want to learn?

search

Something to teach? Click [here](#) to sign up

Jacqui Rowe
Creative Writing teacher

Nick Barron
Music Production tutor

Mori Sugimoto
guitar instructor

ann hine
breadmaking enthusiast

Toby Radcliffe
Triathlon coach

Phil (Graham) Hardie
Capoeira Angola & Circus Skills workshop leader

Outside the UK? Click [here](#)

ABOUT

Hello, welcome to School of Everything - a community of people creating a new bottom-up education system. Read more about the idea [here](#). Got something to teach? [Register](#) to create a profile. It's early days so please [let us know](#) how we can improve the site.

Arts & Crafts

Games

Body, Mind & Spirit

Home & Garden

Food & Drink

Languages

soe

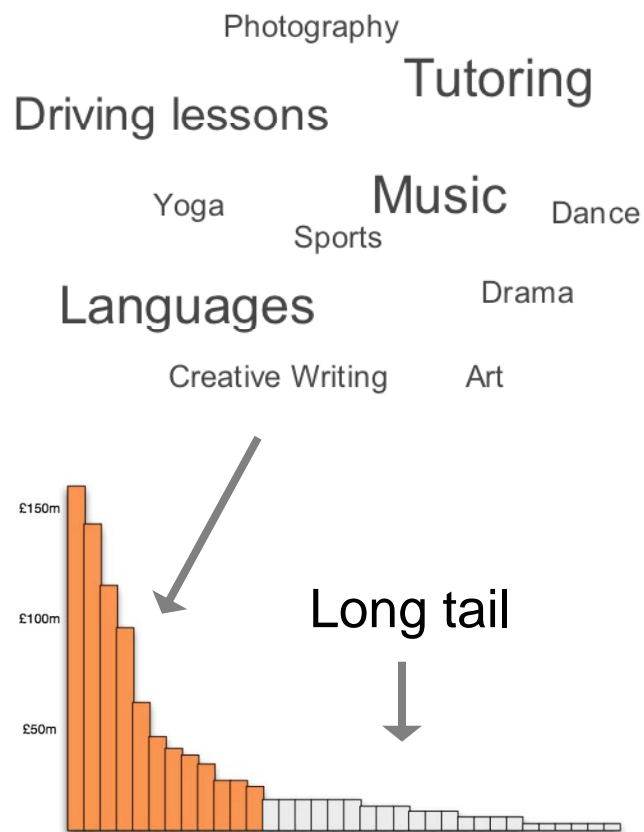
blog

Done

Open Notebook



Initial market



There are over 100,000 self-employed teachers in the UK alone, generating over **£1 billion** of income every year.

They teach everything from musical instruments to languages, driving to yoga.



Social Innovation

FixMyStreet



- Website that helps the public report, view or discuss local problems they've found by locating them on a map.
- Examples might include graffiti, unlit lampposts, abandoned beds, broken glass on a cycle path or pot holes.
- Map also shows problems that have been fixed, to demonstrate where action is a taking place.
- Example of an intermediary helping citizens interact with local government.
- Others: community charters: **Voluntary partnership agreement between a community, the local authority and other service providers** - to help meet local priorities.
- Participatory budgets, community dividends....



Social Innovation



NESTA & Young Foundation working together

kidsof.com

- Aims to provide **support to the millions of adults facing stress over the parents' ageing**. 8 million UK residents over the age of 65, a significant proportion of the 17.5 million people with long-term conditions.
- **Web-site** to enable **peer-to-peer** support for the millions of adults who experience anxiety and stress over their parents' ageing.

[Plan My Care](#)

- An online solution that will empower individuals and their helpers to manage individual budgets and self-directed care. 5 million people in the UK rely on social care services. With the government push towards **individual budgets** the care system is in the process of rapid change and users and local authorities must adapt.
- Plan My Care will provide individuals and their helpers with assistance to assess their social care needs, build support and financial plans and find and purchase goods and services. It will also provide facilities to help individuals, support groups and local authorities collaborate to deliver more successful outcomes.



Co-production

Advantages

- Overcome information asymmetries
 - Customer insight
 - Better Measurement
- Reach new groups
- Overcome issues of trust
- Mutual support may be more acceptable than charitable/government help
- Leverage in new resources
- Generate new ideas/break down barriers and silos
- Local autonomy
- Build Social capital

Disadvantages (or challenges)

- Non-expert
- Usual suspects/self-selection
 - May be difficult to guarantee fairness/equality
- Less central control/direction
- Apathy
- Define or categorise people (e.g. expert patients), bonding not bridging social capital?
- Resources
- Unlock expectations leading to disappointment – need to follow through on engagement
- Lack of skill base
- Herd effect (dependent vs. independent variables)

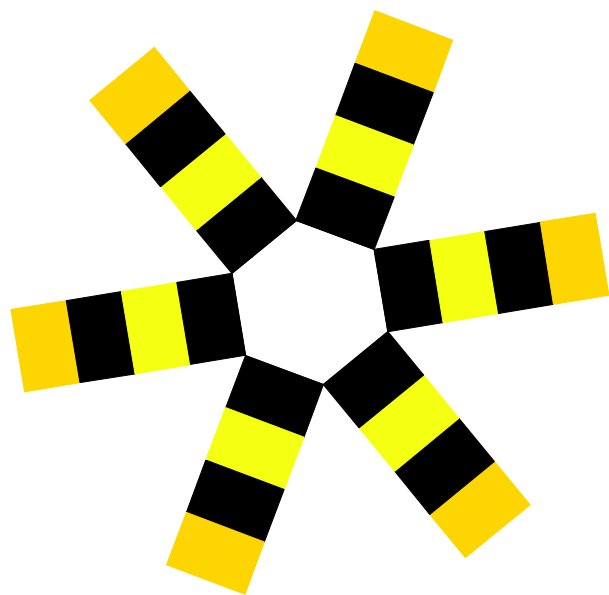


Co-production methods

- New technology to improve old methods (e.g. writetothem.com)
- Leveraging in new resources (e.g. kidsof.com, timebanking, fixmystreet)
- Self-monitoring (e.g. Activmob)
- Brokering (e.g. School of Everything)
- Empowering/self-management (e.g. PlanMyCare, expert patients)
- Experience Based Design (e.g. Lean manufacturing)
- Mutual support/peer to peer (Prince's trust prison mentoring scheme)
- Corporate decision making (e.g. co-ops, boards of trustees, governing bodies, room for innovation?)
- Compacts/concords (e.g. local charters)
- Open Methods (e.g. Wikipedia etc)



Social Innovation



**‘Connected difference’
means always thinking
and learning globally ...**

**social innovation
eXchange**



TÄLLBERG FOUNDATION

MONITOR INSTITUTE



Sustainable
Everyday
Project

THE YOUNG **Y** FOUNDATION



PHILIPS
sense and simplicity

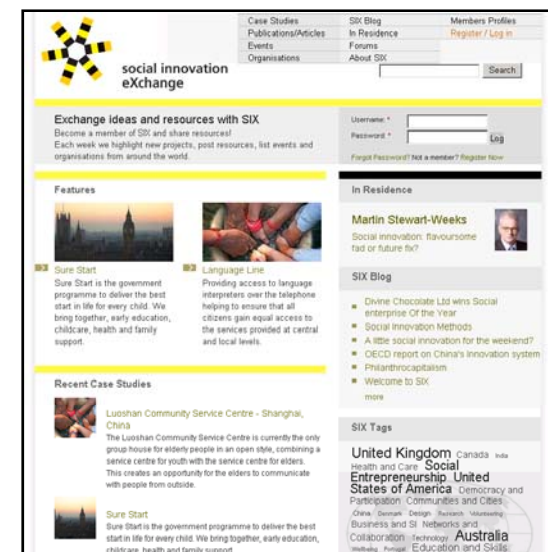


school for
social
entrepreneurs



Social Innovation

- SIX – new network to develop a common language, methods, success stories, faster learning across boundaries.
- Connect through a state of the art website, 2008 events – Lisbon, Brussels, Beijing, San Francisco, Johannesburg ...
- Summer school in San Sebastian with Mondragon
- Throughout 2008 a major project on methods – what works for what, from recycling to childcare to homelessness





Social Innovation

- 19th century science relied on energetic individuals – Edison, Bell, Curie
- 20th century science became organised, structured, professionalised with substantial private and public investment, laboratories, intermediaries
- Public and social innovation going through parallel transition
- By 2020 will have a similar range of institutions to those that exist in science and technology
- Those countries that move fastest will also solve their social problems fastest



Social Innovation



The Young Foundation's business is social innovation: finding and developing new and better ways of meeting pressing unmet needs.

We undertake research to identify and understand unmet social needs and then develop practical initiatives and institutions to address them – in fields as diverse as health and education, housing and cities. Our work combines applied work and practical action (undertaken through Launchpad), and developing our buildings as a hub and home for other organisations.

For more information go to www.youngfoundation.org