Social Innovation in Northern Ireland
Technical Report – April 2013
# Table of Contents

1. **EXECUTIVE SUMMARY**
   1.1 Purpose of the Research
   1.2 Research Approach
   1.2 Primary Research Findings
   1.3 Recommendations

2. **INTRODUCTION**
   2.1 Introduction
   2.2 Research Objectives
   2.3 Our Approach

3. **CONTEXT AND LITERATURE REVIEW – SOCIAL INNOVATION LEARNING AND EXPERIENCE**
   3.1 Introduction
   3.2 Summary

4. **LOCAL PERSPECTIVES ON SOCIAL INNOVATION, AVAILABLE SUPPORT & CHALLENGES**
   4.1 Introduction
   4.2 Understanding Social Innovation
   4.3 Existing Structures Supporting Social Innovation
   4.4 Health and Social Care Discussion – Key Issues Identified
   4.5 Culture and the Arts Discussion – Key Issues Identified
   4.6 Food and Food Production Discussion – Key Issues Identified
   4.7 Access to Rural Services Discussion – Key Issues Identified
   4.8 Summary
5. LOCAL CASE STUDIES

5.1 Introduction
5.2 Case Study 1: Community Restorative Justice Ireland
5.3 Case Study 2: The NOW project
5.4 Case Study 3: Dog Ears
5.5 Case Study 4: Incredible Edibles, Cloughmills
5.6 Conclusions

6. CONCLUSIONS AND RECOMMENDATIONS TO EMBED SOCIAL INNOVATION IN NORTHERN IRELAND

6.1 Introduction
6.2 Key Findings
6.3 Recommendations

Appendices

APPENDIX A: Rag Members
APPENDIX B: National and International Case study examples of Social Innovation
APPENDIX C: Consultee LIST & consultation findings
APPENDIX D: Workshop Attendees & FINDINGS
APPENDIX E: Departmental Policy reflecting elements of Social Innovation
APPENDIX F: Social Innovation support in Northern Ireland
APPENDIX G: CASE studies
1. Executive Summary

1.1 Purpose of the Research

In April 2012, The Building Change Trust (BCT) commissioned RSM McClure Watters, in association with The Young Foundation, to conduct research into social innovation in Northern Ireland with a particular focus on the Voluntary and Community (V&C) sector.

A Research Advisory Group (RAG) was established to provide advice, to guide the research and to provide feedback on the draft report. The RAG membership is set out in Appendix A.

The purpose of this research report, as reflected within the assignments Terms of Reference, is to:

- Develop a working understanding of social innovation in a Northern Ireland setting;
- Determine what is understood by the term social innovation;
- Demonstrate by way of case study (within NI and elsewhere) practical examples of innovative practice across a range of themes;
- Identify frameworks and existing structures that support social innovation in Northern Ireland;
- Consider barriers to social innovation in Northern Ireland;
- Consider lessons from elsewhere within the UK, Ireland and further afield; and
- Make initial recommendations / suggest actions to be taken to support and develop social innovation in Northern Ireland.

1.2 Research Approach

We have summarised our approach to the research in the following table.

Table 1.: Research Approach

<table>
<thead>
<tr>
<th>Stage</th>
<th>Key Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Initiation &amp; Planning</td>
<td>Meeting with representatives from BCT to provide opportunity to:</td>
</tr>
<tr>
<td></td>
<td>• Confirm the scope of the objectives of the assignment and our project methodology, timescales and deliverables;</td>
</tr>
<tr>
<td></td>
<td>• Identify key project stakeholders groups/organisations (including prospective members of a Research Advisory Group (RAG)) and to confirm the composition and role/remit of the RAG;</td>
</tr>
<tr>
<td></td>
<td>• Obtain relevant background documentation; and</td>
</tr>
<tr>
<td></td>
<td>• Agree project management processes.</td>
</tr>
<tr>
<td>Stage</td>
<td>Key Activities</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Literature Review</td>
<td>A desk review of relevant publications to provide an assessment of National and international research relating to the definition of social innovation, its importance and how it can be supported / accelerated. Appendix B provides national and international examples of social innovation.</td>
</tr>
<tr>
<td>Interview with Key Stakeholders</td>
<td>A programme of consultations was carried out with a selected group of public and voluntary sector organisations, which currently (or potentially) have a significant role in supporting the development of social innovation within Northern Ireland. Appendix C lists those who have been consulted and details the associated key findings.</td>
</tr>
</tbody>
</table>
| Social Innovation Workshops | Four workshops were held which focused on exploring social innovation, within the context of four specific themes, which were selected in consultation with the RAG, namely:  
  - Access to rural services;  
  - Health and well-being;  
  - Culture; and  
  - Food and food production.  
  Appendix D lists those who attended the workshops and details the key findings emanating from these workshops. |
| Case Studies                | Four in-depth case studies were conducted with organisations who demonstrated good examples of social innovation in Northern Ireland. Case studies were agreed with the RAG. These case studies are profiled in Section 5 of this report and Appendix G provides further details on each. |
| Data analysis and reporting | Analysis of quantitative and qualitative information. Development of Draft Report and Final Reports.                                                                                                          |

**1.1.1 Key Issues Emerging from Existing Literature**

A review of the National and International literature highlights that the field of innovation for social purposes is developing rapidly all over the world, with new institutions, methods and activities. More systematic innovation methods are being applied to some of the most challenging social problems of our times. Rapidly ageing populations, increasingly squeezed welfare state budgets and climate change are just some of the issues providing the imperative for new solutions. Often the most effective solutions develop through collaborations that cut across the public and private sectors, civil society, and the household.

In this context, there is an urgent need to stimulate and accelerate social innovation. This can be done through a number of key mechanisms:

- Supporting new ideas to develop – from incubation through to scaling;
- Harnessing the learning that comes from growing social innovation and furthering the knowledge of critical success factors and potential inhibitors at each stage of the process; and
- Creating the necessary conditions in which innovations can flourish, where new ideas are both prized and prioritised.

New ideas often need incubation in a protected environment that provides support, advice and the freedom to evolve. New ideas and the social entrepreneurs taking them forward often require a mix of funding,
business support and mentoring. Around the world, we are seeing the emergence of hubs, labs, incubators and accelerators that are providing enabling environments for social innovation.

Area based approaches to social innovation are increasing, with regions and cities adopting social innovation as a strategy to tackle local problems. For example, the mayor of Seoul developed a chain of thrift shops for the poor and established the Hope Institute, promoting cross-sector collaboration for social innovation by implementing projects along with its active role in alternative policy adaptation derived from citizens’ ideas. This geographical approach to social innovation can often help to cut across traditional public, private and non-profit boundaries.

National approaches to social innovation are also becoming more common. For example, in the US, the federal government has embraced innovation as a strategy for addressing significant social problems. This has been realised through the creation of an Office for Social Innovation and Civic Participation, as well as dedicated innovation funds for priority areas including education and community-based solutions.

Regardless of sector or country, it is clear that social innovations require resources at every stage of their development. At the most basic level, this is support through finance – from research and development, to design, to prototyping, to seeding growth capital for scaling. The field of social investment is growing rapidly in the UK, particularly after the government launched the Big Society Capital (a social investment wholesale bank). Other interesting new funding models include preventative investment strategies (such as the Social Impact Bond) and crowd-funding and crowd-investment platforms such as Kickstarter or Abundance. In addition, the value of non-financial resources should not be underestimated, and prove invaluable for many. Physical space is one example, and could involve local authorities transferring the rights to empty buildings to local communities, or businesses letting out ‘office space’ for low or no rent.

However, perhaps the biggest hurdle is maximising the impact of small pockets of innovative practice – by either diffusing these ideas through replication or scaling up across a wider area.

1.2 Primary Research Findings

In the following paragraphs we have summarised the key findings of our research set out under the main headings of the terms of reference.

1.2.1 Understanding Social Innovation in Northern Ireland

Throughout this research study, the definition of social innovation that we have used is as follows:

“New solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships and better use of assets and resources. In other words, social innovations are both good for society and enhance society’s capacity to act”.3

Many of those consulted as part of this research (i.e. during workshops and in one-to-one interviews) believed that whilst there are good examples of innovative practice in Northern Ireland, the term is not widely used locally. Everyone consulted with was able to provide examples of what they believed to be social innovation, however, there was general consensus that many of those who were implementing these projects would not recognise that what they were doing is social innovation.

1 Interview with Mayor Park Won-Soon from Global Innovation Academy in Hong Kong. www.youtube.com/watch?feature=player_embedded&v=YECXKX8iBPU
2 Social Innovation: What is it, why it matters and how it can be accelerated. Mulgan, 2007
1.2.2 Frameworks and Existing Structures that Support Social Innovation

Whilst there is no specific or overarching policy for social innovation within Northern Ireland, innovation is increasingly being recognised as important to the local economy and society. A number of key policies have associated funding streams which provide the potential to support social innovation including, but not limited to: the Rural Development Programme (DARD 2007 – 2013); the Delivering Social Change Framework (OFMDFM, 2012); and Social Economy Enterprise Strategy (DETI 2010-2011).

In addition to Central Government support, there are number of philanthropic organisations and intermediary funding bodies that provide funding and support to the third sector. Those noted by consultees include: the Big Lottery Fund; the Community Foundation for NI, the Rural Development Council, The Atlantic Philanthropies and the Special European Programmes Body (SEUPB). Other forms of support that are specific to social enterprises were also noted, such as Invest NI and the Social Enterprise NI.

There was recognition amongst those consulted that the V&C sector is not fully aware of the range of support that is currently available and that existing support frameworks are underused. There was also a general consensus (from both the V&C and statutory sector representatives) that Government bodies should do more to raise awareness of what support mechanisms already exist.

1.2.3 Challenges

There was a broad consensus from all sectors about the main barriers to social innovation in Northern Ireland, which can be summarised as follows:

The prevalence of a ‘risk averse’ culture - innovation was regarded as a risk and there is a lack of funding available for ‘risk’ and a reluctance within the V&C and statutory sectors to take risks;

Limited Funding - lack of start-up finance for pilots or, funding that can provide help with project management for the implementation or testing of new ideas;

High Levels of Bureaucracy - consultees highlighted that there is currently significant levels of bureaucracy associated with public sector funding, which discourages those with innovative ideas to take them any further;

Culture/mindset - a number of those consulted from both the V&C sector and the public sector noted that the way in which funding is structured in Northern Ireland may have stifled innovation. The existence of EU and other funding that was previously available in Northern Ireland meant that innovation was not a priority for many organisations;

Lack of support/mentoring for key personnel - it was recognised that often social innovation is driven by one key individual and there are a lack of support mechanisms for these people and a lack of opportunities for them to provide mentoring to encourage others to implement social innovation;

The Wider Economic Environment - the economic recession, Comprehensive Spending Reviews and general reduction in funding, has put additional pressure on the public and C&V sectors, with many C&V organisations struggling to deliver existing services and feeling unable to ‘step back’ and consider innovation. Consultees also highlighted that the current economic pressures have also created additional competition in the C&V sector, which is possibly hindering collaborative working.
In the following paragraphs, we have summarised recommendations which could provide a ‘roadmap’ to boost social innovation in Northern Ireland.

Throughout this report we have emphasised that social innovation involves collaboration between different types of organisations and individuals from across the economy. As such, no single institution can ‘own’ the social innovation agenda in Northern Ireland. The roadmap that we outline requires cooperation and partnership. However, leadership is required to drive this process. We believe that The Building Change Trust is in an excellent position to use its resources and influence to play a leading role in building the alliances and partnerships that are required to ensure the development and growth of social innovation in Northern Ireland, ultimately generating new solutions to the complex social challenges communities are facing now and into the future.

The roadmap follows the different stages of social innovation (as detailed in Section 3.1.2). The stages model is not only helpful in terms of understanding innovation, but also offers a useful framework for thinking about the different kinds of support that innovators and innovations need in order to grow.

The key elements of the roadmap are as follows:

**Profile Raising**

2. Social Innovation Award Ceremony

A high profile awards ceremony, showcasing and celebrating social innovation in Northern Ireland should be organised once a year. This ceremony should be hosted by leaders from government and civil service, from businesses and commercial sector and from leaders from charitable foundations and the voluntary community sector. This ceremony would aim to promote awareness of social innovation as well as demonstrate the commitment of sector leaders to encourage a new culture of innovation in the Northern Ireland. The event would help foster a community of social innovators working in different regions and on different policy areas. It is important that the awards recognise success and good practice but are non-financial; they should not be confused with prizes or funding mechanisms.

**Developing Prompts for Generating Social Innovation**

3. Thinker in residence

A ‘thinker in residence’ programme can help governments and other large organisations stimulate cultures of innovation. Thinkers – renowned academics or leading innovation practitioners – are invited by governments or large organisations to stimulate creative thinking and practical innovation. The Thinker in Residence programme in South Australia started in 2003. Each year, up to four internationally renowned experts spend between 2 and 6 months helping the government to identify problems and explore original solutions on issues ranging from climate change to childcare.

4. Innovation exchanges

Visiting other innovative projects which are addressing similar challenges in other contexts is an effective way of sharing ideas, developing new approaches and building networks. Travel bursaries for exchanges could be part of the innovation awards. The Social Innovation eXchange (SIXi) runs a programme of exchanges.

**Generating Proposals/ Ideas**

5. Challenge Prize

A challenge prize is an effective means of uncovering and funding new sources of social innovation. One of the traditional arguments in favour of prizes and competitions is the way in which it provides those giving out the prize a means of finding a solution to a problem without shouldering the burden of risk. In the social
economy, however, there are arguments for sharing rather than shifting the risk. This can be achieved through a stage-gate process, where participants increase the level of investment as they pass through the various stages. NESTA's Centre for Challenge Prizes manages such prizes, building on the expertise gained through its successful Big Green Challenge launched in 2007.

6. Social Innovation Safari

Social Innovation Safaris bring together different practitioners and thinkers to focus their expertise on developing solutions to complex social problems. The concept was developed by Kennisland in the Netherlands. Their model is a week-long action learning programme that brings up to 30 participants from diverse backgrounds to help a local organisation develop a solution to problem they are struggling with. The participants are a mixture of local and international innovators who act as a ‘solution brigade’ as well as sharing experiences, skills etc.

Developing Prototypes/Pilots

7. Social Innovation Camp

Social Innovation Camp brings together software developers and designers with people who understand social problems to build web- or mobile phone-based solutions. Over the course of a weekend small groups work together to design and build a working prototype website or application. Examples of successful innovations which have grown out of Social Innovation Camps include GoodGymii, which connects runners with isolated elderly people, and MyPolice, an online feedback system for the police service. Northern Ireland’s first Social Innovation Camp is being funded by the Building Change Trust and will take place in June 2013.

Sustaining Social Innovation

8. Innovation Funding

Every innovation process requires some finance. A social innovation fund should be developed based on the innovation spiral model. This could contain different stages, starting with small grants to support the development and prototyping of an idea, then increasing grant size to build up sustain an innovation, and finally loans and/or equity investment to help scaling.

Scaling and Diffusion

9. Innovation accelerator

Scaling up successful social innovations is a particular challenge. An accelerator programme can provide established organisations with the support, confidence and expertise to grow and extend their impact. The Young Foundation's Acceleratoriii is a six month taught programme that propels and rapidly accelerates small but successful social enterprises through combining expert tuition, business support and advice on social investment.

Facilitating Systemic Change

10. Social Innovation Hub

A social innovation hub brings different groups of people and organisations together with the express purpose of working together to affect change around a group of great ideas, rapidly. An effective hub should enable a mixing of art, technology, private sector, NGOs and public sector, as well as small, mid-size and larger companies) to find innovative social solutions to a variety of specific social challenges. By helping a wide variety of people to work together, either physically (or virtually) closely, this would both build up tacit knowledge and speed up the innovation process around a particular issue, in a particular field. There are currently many models on which this could be based (Living Labs, MIT labs, the HUB, CSI Toronto, or DenokInn in Bilbao).
In addition to these ‘road map’ activities there are a number of other actions which BCT may wish to consider, that could be undertaken in parallel to the above:

**Lobbying of Government to create ‘ring fenced’ funding** within Government Departments to support the development of social innovation within and across the sectors they operate. N.B. There is a need for the funding to be flexible enough for an innovative idea to be adjusted during the implementation stages to maximise the potential for success. There is also a need to accept that not the funded innovations will succeed but systems should be in place to learn from all innovations successful and unsuccessful;

**Development/tailoring of monitoring and evaluation methodologies** so that they can be applied to social innovation projects to capture important information relating to impacts (intended and unintended) and learning;

In partnership with other key stakeholders, development of **regular and sustained contact with NESTA**, to increase its profile and activity levels within Northern Ireland.
2. Introduction

2.1 Introduction

The Building Change Trust (BCT) has commissioned RSM McClure Watters, in association with The Young Foundation, to conduct research into social innovation in Northern Ireland with a particular focus on the Voluntary and Community (V&C) sector.

A Research Advisory Group (RAG) was established to provide advice, to guide the research and to provide feedback on the draft report. The RAG membership is set out in Appendix A.

2.2 Research Objectives

The Terms of Reference for this research were to:

- Develop a working understanding of social innovation in a Northern Ireland setting;
- Determine what is understood by the term social innovation;
- Demonstrate by way of case study (within NI and elsewhere) practical examples of innovative practice across a range of themes (which may include):
  - Health and Social Care;
  - Youth Development;
  - Community Development;
  - Co-commissioning, design and co-production of public services;
  - Employment and Training;
  - Arts;
  - Volunteering and Active Citizenship;
  - Participative Democracy;
  - Social Finance; and
  - Others.
- Identify frameworks and existing structures that support social innovation in Northern Ireland;
- Consider barriers to social innovation in Northern Ireland;
- Consider lessons from elsewhere within the UK, Ireland and further afield; and
2.3 Our Approach

Our approach involved a programme of quantitative and qualitative research that was agreed with the Research Advisory Group (RAG) established for this project. In the following table we have provided an overview of the key activities undertaken at each stage.

Table 2.: Overview of our approach

<table>
<thead>
<tr>
<th>Stage</th>
<th>Key activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Initiation &amp; Planning</td>
<td>Project Initiation Meeting with representatives from BCT to confirm the scope of the objectives of the assignment, agree the proposed methodology, stakeholders and project management arrangements.</td>
</tr>
<tr>
<td>Literature Review</td>
<td>A desk based review of relevant publications to provide an assessment of: The economic and policy context shaping/impacting on the development of NI's C&amp;V sector; Key areas of support available to the sector; and • National and international research relating to the definition of social innovation, its importance and how it can be supported / accelerated.</td>
</tr>
<tr>
<td>Interviews with Key Stakeholders</td>
<td>Consultation with a selected group of public and voluntary sector organisations, which currently (or potentially) have a significant role in supporting the development of social innovation with NI. The purpose of the consultations was to explore: • Understanding of social innovation and social innovation within a NI setting; • Awareness of examples of innovative practice within NI; • Awareness of frameworks and structures that currently support social innovation within NI; • Views on the key barriers to social innovation in NI; and • Views on the actions that could / should be taken to support and develop social innovation in NI. Appendix C lists those who have been consulted and details the resulting key findings.</td>
</tr>
</tbody>
</table>
Stage | Key activities
--- | ---
Social Innovation Workshops | Four workshops were held which focused on exploring social innovation, within the context of four specific themes, namely:
- Access to rural services;
- health and well-being;
- Culture; and
- Food and food production.
The workshops were widely publicised and invitations were issued to a large number of representatives from the statutory and community and voluntary sectors. Appendix D lists those who attended the workshops and provides details of key findings emanating from these workshops.

Case Studies | Four in-depth case studies were conducted with organisations who demonstrated good examples of social innovation in NI. Case studies were agreed with RAG representatives in advance. These case studies are profiled in Section 5 of this report. Appendix G provides further details on each case study.

Data analysis and reporting | We analysed all quantitative and qualitative information gathered from each of the preceding stages of our approach against the project requirements. A Draft Report was issued to the RAG to obtain feedback. A Final Report was then produced taking into account feedback received.

The structure of the rest of this report reflects the feedback received from the RAG and is set out as follows:

Section 3: Context and Literature Review – Social Innovation Learning and Experience;

Section 4: Local Perspectives of Social Innovation, Available Support and Challenges;

Section 5: Local Case Studies; and

Section 6: Conclusions and Recommendations for Embedding Social Innovation in Northern Ireland.

In the following table, we have summarised where we have addressed each element of the terms of reference.

**Table 2.: Where we have addressed the Terms of Reference**

<table>
<thead>
<tr>
<th>Terms of Reference</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a working understanding of social innovation in a Northern Ireland setting</td>
<td>4</td>
</tr>
<tr>
<td>Determine what is understood by the term social innovation</td>
<td>4 and 5</td>
</tr>
<tr>
<td>Demonstrate by way of case study (within NI and elsewhere) practical examples of innovative practice across a range of themes</td>
<td>5</td>
</tr>
<tr>
<td>Identify frameworks and existing structures that support social innovation in Northern Ireland</td>
<td>4</td>
</tr>
<tr>
<td>Consider barriers to social innovation in Northern Ireland</td>
<td>4</td>
</tr>
<tr>
<td>Consider lessons from elsewhere within the UK, Ireland and further afield</td>
<td>3, 4 and 5</td>
</tr>
<tr>
<td>Make initial recommendations / suggest actions to be taken to support and develop social innovation in Northern Ireland.</td>
<td>6</td>
</tr>
</tbody>
</table>
3. Context and Literature Review – Social Innovation learning and experience

3.1 Introduction

At this stage we have provided a brief overview of national and international research and practice relating to the definition of social innovation, its importance, and how it can be supported and accelerated. It is intended that this will offer insight into the awareness and understandings of social innovation within a Northern Ireland setting. Specifically, in this section of the report we have considered:

What is social Innovation;
The Social Innovation Process;
International Lessons; and
International Collaborations.

3.1.1 What is Social Innovation?

The field of innovation for social purposes is developing rapidly all over the world, with new institutions, methods and activities. More systematic innovation methods are being applied to some of the most challenging social problems of our times: climate change, chronic disease, social exclusion, and material poverty. Often the most effective solutions develop through collaborations that cut across the public and private sectors, civil society, and the household. These include community land trusts, restorative justice programmes, as well as new bottom-up business models proving social services which engage local know-how, resources and volunteers. Some solutions are exploiting new technologies including broadband and mobile communication. There are high profile successes ranging from microcredit in rural communities to new models of eldercare, as well as banking services using mobile phones available for the first time to poor people who cannot get an ordinary bank account. This field is now beginning to gather momentum, with significant investment from foundations, governments and business. Over the next few years, it is possible that the ability to support, manage and grow innovations of this kind will become a core competence within governments, businesses, Non-Government Organisations (NGOs) and foundations.

Within this study we define social innovation as:

“New solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships, and better use of assets and resources. In other words, social innovations are both good for society and enhance society’s capacity to act”.4

This definition recognises that social innovation is an inherently collaborative and social process. Social innovations tend to be new combinations or hybrids of existing elements rather than being entirely original. For example, they might involve an established idea that has been transferred and applied to a new field of work, or new collaborations between different sectors. Many of the most successful innovations are fully integrated into society, and may not appear ‘new’, such as the Open University, consumer cooperatives, or the fair trade movement. Putting social innovations into practice invariably involves cutting across organisational, sectoral or disciplinary boundaries. Some of the most exciting innovations we see today come from interactions between different sectors, such as the fair trade movement, or urban farming.\footnote{5 “The Open Book of Social Innovation”, Murray, Caulier-Grice & Mulgan, 2010}

Social innovations thrive where there is a cross-pollination of ideas and a mix of actors. They leave behind compelling new relationships, which contribute to the diffusion and embedding of innovation, and pave the way for further innovations.

Social innovations can take a multitude of forms, respond to a range of social issues or challenges, and can be implemented through a variety of means. Some are business-led, such as the Big Issue, a social business created to help reduce rough sleeping and its associated problems. The organisation provides a way for homeless people to earn a legitimate income through the sale of weekly magazines. The organisation has successfully scaled up around the UK and beyond, and adapted to local context through a franchising model. Other social innovations are technological in nature. For example, Kiva, an online micro-lending platform that enables individuals to lend to entrepreneurs across the globe. The details of entrepreneurs seeking finance are posted to Kiva and people can choose to pay them a loan. Kiva then distributes this money to its partner microfinance institutions who work with the local entrepreneurs. As the individuals secure money through their ventures, they pay money back to the microfinance institutions which then re-enters as kiva credit. Individuals can then decide to reinvest in a different entrepreneur or access their money. Since its founding in 2005, Kiva has distributed over $350m in loans from over 800,000 lenders\footnote{6 www.kiva.org}.

However, many of the most effective new solutions to social challenges are not dependent on new technologies; rather, their innovation lies in the new roles and relationships they facilitate. For example, many effective social innovations rely on engaging citizens more actively in the way that support and services are delivered. For example, Care4Care is a UK-based initiative designed to tackle the growing needs of an ageing population in line with tightening of budgets around care provision. It is based around a principle of time-banking, where people donate their time to support/care for an older person in their local community and in return ‘care credits’ which accrue in the form of a ‘care pension’ that can be accessed in older age.\footnote{7 www.care4care.org} The long term vision is to create a national credit system through which time caring can be traded across communities and hold value over the long term. The approach harnesses the value we attach to mutuality and reciprocity and provides a game-changing solution to the problem of an ageing population. Turning to an Australian example, the Family-by-Family initiative facilitates peer support amongst families by finding, resourcing and training families who have already overcome tough times and connecting them with families who want their lives to improve.\footnote{8 www.familybyfamily.org.au} The trust is placed in these families as the ‘experts’ of their situations, most able to relate to and provide support to others who are struggling.

As these examples demonstrate, the needs which social innovations are emerging in response to are wide-ranging, and many represent society’s most entrenched problems, complicated by multi-faceted issues, which affect a wide range of stakeholders, and which require collaborative efforts in order to solve these successfully.\footnote{9 Defining Social Innovation. A deliverable of the project: “The theoretical, empirical and policy foundations for building social innovation in Europe” (TEPSIE), European Commission – 7th Framework Programme, Brussels: European Commission, DG Research. Caulier-Grice, Davies, Patrick, Norman, 2012.}
3.1.2 The Social Innovation Process

The process of social innovation starts with a prompt, which is the issue or problem that needs addressed and the development of proposals to address the issue. This then progresses to the development of pilots or the prototyping stage and then sustaining the innovation before scaling it up. The diagram below provides an overview of these key stages in the social innovation process.

Figure 3.: Social Innovation Process

![Social Innovation Process Diagram](image)

Source: The Young Foundation

3.1.3 Why has Social Innovation come to the fore?

Reports from Social Innovation Europe indicate that the focus on social innovation is growing. The global economic downturn and increasing levels of unemployment, combined with the high expectations placed on the welfare state have given force to calls for new solutions and radical changes.

The current state of the public finances creates an especially urgent need for innovation in the UK. In the forthcoming decade it is expected that some of the key growth sectors of the UK economy will be ones in which social enterprises and charities play crucial roles. More needs to be done to reconfigure infrastructures which are hindering progress as well as unlocking financial and institutional support. Foundations could also do more to understand how social innovation happens and therefore how can they propel it. There is also a need to develop the skills and capacity to design, grow and scale social innovation.

There are a number of reasons, why the development is slow, such as:

- The size of the welfare state and public organisations creates inertia, holding them back in, for instance, the field of knowledge sharing;
- The complexity of the public sectors task and work – many professionals and stakeholders are involved in developing new initiatives;
- The fear of making mistakes minimizes risk taking – risk taking is an essential part of any innovation process; and
- The public sector is under financial pressure – few resources are left for development.
3.1.4 How can Social Innovation be supported and accelerated?
Communities around the globe are increasingly faced with complex social challenges, as social, environmental and demographic pressures converge. Rapidly ageing populations, increasingly squeezed welfare state budgets and climate change are just some of the issues providing the imperative for new solutions. In this context, there is an urgent need to stimulate and accelerate social innovation. This can be done through a number of key mechanisms:

Supporting new ideas to develop – from incubation through to replication/scaling-up;
Harnessing the learning that comes from growing social innovation and furthering the knowledge of critical success factors and potential inhibitors at each stage of the process; and
Creating the necessary conditions in which innovations can flourish, where new ideas are both prized and prioritised.

3.1.4.1 Supporting new ideas
Few ideas are born fully formed; rather, they need incubation in a protected environment that provides support, advice and the freedom to evolve. New ideas and the social entrepreneurs taking them forward often require a mix of funding, business support and mentoring. Around the world, we are seeing the emergence of hubs, labs, incubators and accelerators that are providing enabling environments for social innovation. Some incubators may be externally accessible to the public, such as UnLtd, or they may operate internally with organisations (for example, the international development organisation Marie Stopes International has just launched its own internal innovation fund).

Promising ideas require testing and prototyping to refine their model. Prototyping provides a quick and cheap technique to test new ways of working before investing large amounts of time and money. Long hailed as an essential component of product design in the commercial world, this is increasingly being adopted as a way for public sector bodies to trial new services. Prototype Barnet is one example, where the London Borough of Barnet tested different iterations of a new support service for families.

However, perhaps the biggest hurdle is maximising the impact of these small pockets of innovative practice – by either diffusing these ideas through replication or scaling up across a wider area.

From a systems perspective, it is also important to examine internal structures of organisations to identify potential blockages to innovations being diffused. A recent example is the NHS and Young Foundation’s call for evidence and ideas about how the adoption and diffusion of innovations could be accelerated within the NHS. Organisations and individuals at all levels were invited to respond. Commitment is needed to ensure that ideas progress from incubation, to prototyping to scaling up. One way this can be done is through the development of ‘accelerators.’ For example, the Young Foundation’s Accelerator (www.growingsocialventures.org), which works with social ventures over a four-month period to rapidly grow and scale up their work through a combination of expert tutoring, business support and social investment.

---
10 Social Innovation: What is it, why it matters and how it can be accelerated. Mulgan, 2007
11 Prototyping Framework: How to use prototyping to develop better public services. NESTA & Think Public
12 NHS Chief Executive's Review
3.1.4.2 Harnessing the learning

As a dynamic and ever-evolving field it is imperative to harness learning from the people who are putting ideas into practice, and develop a better understanding of critical success factors and potential inhibitors at each stage of the social innovation process. Key to this is creating opportunities to support and speed up the learning from the people who are doing it. Research suggests that relatively few people working in the field have had the chance to reflect on the methods that they already use, and that even fewer are aware of the other methods in use in related fields which they could be employing and benefitting from. Nonetheless, there have been some promising developments in this space. For example, the School for Social Entrepreneurs brings together diverse groups of entrepreneurs and places action learning and self-reflection at the core of their approach. Online learning opportunities are also emerging; the Local Government Association’s knowledge hub, for example, provides an online platform where councillors and officers can share new ideas and learning with their peers. We can also look internationally for inspiration and learning: the field of social innovation is far from being Western-led and many of the problems facing communities around the world are not unique. We have much to learn from other countries in how they have addressed certain issues. The Social Innovation Exchange (SIX), which is hosted by the Young Foundation, aims to meet this need. SIX works with NGOs, cities, national governments and international bodies to identify and refine methods of social innovation. They actively promote learning across sectors, fields and countries, and work to communicate and disseminate ideas around social innovation to build the capacity of their members, and their ability to collaborate.

3.1.4.3 Creating the necessary conditions for innovations to flourish

For any idea to be able to grow and scale successfully, it is important that the right environment and conditions are in place. Agencies at all levels have a responsibility to promote a culture of innovation: from governments to businesses, statutory services through to community-based organisations. Below, we lay out some broad conditions that can enable and encourage social innovation.

Encouraging and rewarding innovations

Creating a culture where new ideas are both encouraged and celebrated can go a long way to stimulating the growth of innovation. This is about encouraging ideas from all levels – from those in strategy to front line staff - and also opening up the space for new views and perspectives, such as from those traditionally on the receiving end of services. This could be as simple as inviting suggestions through a comments box in a GP waiting room, or an online call for ideas, such as ‘We do Ideas’ where young people are invited to upload vox-pops of how they would like to see their communities improved.

People must be given the space to innovate in terms of time and physical space. There is a growing recognition that the competencies, mindsets and environments needed for innovation are not necessarily the same as those required for day-to-day operations and service delivery.

Lastly, embracing innovation in this way will also require embracing failure as inevitably not all new ideas will be able to succeed. However, being able to extract the learning from both the successful and the less successful experiences, will lead to a much richer bank of knowledge. ‘Admitting Failure’ (www.admittingfailure.com) is a website dedicated to “accelerating development by ensuring that we learn from failures instead of repeat them – that we are failing forward.”

---

13 Social Innovation: What is it, why it matters and how it can be accelerated. Mulgan, 2007
14 How to innovate: The tools for social innovation. Mulgan, Caulier-Grice, Murray, 2008
15 www.wedoideas.org
16 Social Innovation: What is it, why it matters and how it can be accelerated. Mulgan, 2007
17 www.admittingfailure.com
Promoting diversity and new relationships

The most exciting ideas and innovations are often a product of a diverse range of people or sectors coming together. Facilitating these unique interactions and collaborations is often a way to shine light on existing problems. This could be a Council bringing different directorates together, governments encouraging or incentivising public/private collaborations, or users and producers working together to re-design a service.

One organisation in this field is Social Innovation Camp (www.sicamp.org), which brings together a wide range of individuals over a short time-frame to address social needs often with a focus on technology-based solutions. These individuals include software and website developers, designers, and those who understand social issues in depth – from a strategic and frontline perspective. One such project to come out of the Camp is My Police (www.mypolice.org) which is an online feedback tool that allows members of the public to have direct conversations with the police.

Providing the necessary resources

Social innovations require resources at every stage of their development. At the most basic level this is support through finance – from research and development, to design, to prototyping, to seeding growth capital for scaling. The field of social investment is growing rapidly in the UK, particularly after the government launched the Big Society Capital (a social investment wholesale bank). Other interesting new funding models include preventative investment strategies (such as the Social Impact Bond) and crowd-funding and crowd-investment platforms such as Kickstarter or Abundance. In addition, the value of non-financial resources should not be underestimated, and prove invaluable for many. Physical space is one example, and could involve local authorities transferring the rights to empty buildings to local communities, or businesses letting out ‘office space’ for low or no rent.

3.1.5 International lessons

Around the world, various strategies, frameworks and structures are being developed and implemented to support the growth of social innovation. Some efforts are led by government agencies but directed outwards - geared at promoting social innovation by supporting innovation in the voluntary and community sector, or supporting social enterprises – while other efforts are looking inward, aiming to promote innovation in the public sector18, often through redesigning service delivery19. These developments are taking place at various levels – city and regional; national; and international.

Geographical, City and Regional approaches

Cities and regions are increasingly adopting social innovation as a strategy to tackle local problems. For example, Seoul’s Mayor, Mr Park Woon-Son, has a powerful track record in promoting social innovation through citizen empowerment and social enterprise – and these formed a core part of his election campaign. Prior to being elected Mr Parks has become known for promoting a chain of thrift shops for the poor and establishing the Hope institute, promoting cross-sector collaboration for social innovation by implementing projects along with its active role in alternative policy adaptation derived from citizens’ ideas20. In Brazil, by way of another example, Curitiba’s mayor offered transport vouchers to slum children who collected waste, resulting in the city having one of the highest recycling rates in the world. Within the confines a city, an approach to social innovation can often help to cut across traditional public, private and non-profit boundaries21.

---

18 Innovation for the public good: The five keys to innovation. Centre for American Progress. Sellick, 2011
20 Interview with Mayor Park Won-Soon from Global Innovation Academy in HongKong. www.youtube.com/watch?feature=player_embedded&v=YECXXX88BPU
21 Social Innovation: What is it, why it matters and how it can be accelerated. Mulgan, 2007
In both of these cases, the entrepreneurial and charismatic nature of city leaders plays a huge role in driving forwards new ideas, and in gaining support from citizens.

3.1.6 National approaches

Many governments are now choosing to adopt a strategic approach to stimulating social innovation. In the US, President Obama has been instrumental in getting federal government to embrace innovation as a strategy for addressing significant social problems. This has been realised through the creation of an Office for Social Innovation and Civic Participation, as well as dedicated innovation funds for priority areas including education and community-based solutions.

Some countries choose to prioritise innovation by creating dedicated teams which cut across traditional boundaries within government, such as Denmark’s MindLab, a cross-ministerial innovation unit which involves citizens and businesses in co-creating new solutions for society. MindLab is instrumental in helping the ministry’s key decision-makers and employees view their efforts from the outside-in, to see them from a citizen’s perspective.

Finance for social innovation may also be made available through existing funding streams. In Finland, SITRA is a venture capital arm of government that has 40 years experience of financing innovations in the private sphere, and has now begun to finance innovations in social fields, such as health and ageing.

Through this initiative they have set up the Helsinki Design Lab, in response to growing acknowledgement of the contribution that the field of design can add to address social challenges.

3.1.6.1 International collaborations

Cross-national innovation pools offer a chance to bring together governments and agencies from several countries and learn from each other’s experiences for an aligned innovation process. The European Union is maximising this opportunity, having placed social innovation at the core of its strategy in line with Innovation Union, the 2020 vision for the EU. The funding and co-ordination of hubs, labs and incubators across the region provides a Pan-European perspective on experiences of innovation and the opportunities and challenges present within it. The strategy is seen as an opportunity for Europe to strengthen itself as a society, and not just an economy, in the decades ahead.

3.1.6.2 Northern Ireland Policy Context

It is important to consider the economic, social and institutional context in Northern Ireland, particularly when considering whether initiatives or policies implemented elsewhere would be appropriate in the Northern Ireland context. Whilst there is no specific reference to the term social innovation in current Northern Ireland central government policy, there is a strong innovation context that cuts across a number of sectors. As noted by Murray et al (2010):

---

22 Breakthrough Cities: how cities can mobilise creativity and knowledge to tackle compelling social challenges. Kahn, Ali, Buonfino, Leadbeater, Mulgan 2009
23 Office of social innovation and civic participation: http://www.whitehouse.gov/administration/eop/sicp
24 www.mind-lab.dk/en/
25 Social Innovation: What is it, why it matters and how it can be accelerated. Mulgan, 2007
26 http://helsinkidesignlab.org/
"social innovation happens in all sectors, public, non-profit and private. Indeed, much of the most creative action is happening at the boundaries between sectors, in fields as diverse as fair trade, distance learning, hospices, urban farming, waste reduction and restorative justice".

Recently, (Kitson et al 2011) suggested that the focus of innovation policy and support in Northern Ireland has now started to shift from purely private sector R&D related innovation and is increasingly focused on social capital, trust and creating innovative spaces.

Although the above suggests that social innovation is increasingly being recognised as part of the wider innovation landscape, our review of existing NI Government policy highlights that there are no specific references to social innovation within current NI Executive/Government Department Policies. Appendix E provides examples of key policies and strategies that, whilst not referring to ‘social innovation’ explicitly, provide the potential to contribute to an environment in which social innovation can be developed.

Our review of NI Government policy suggests that, to date, the Northern Ireland Executive’s focus on innovation has largely been centred on the social economy sector or around R&D within the private sector.

3.1.6.3 Social Innovation in Action

In Appendix B we have provided detailed National and International case study examples of social innovation with the fields of health, disability, food, access to rural services, school facilities and cites. These case studies explore and highlight social innovations that are emerging in response to six complex social issues and challenges.

3.2 Summary

A review of the National and International literature highlights that the field of innovation for social purposes is developing rapidly all over the world, with new institutions, methods and activities. More systematic innovation methods are being applied to some of the most challenging social problems of our times.

New ideas often need incubation in a protected environment that provides support, advice and the freedom to evolve. New ideas and the social entrepreneurs taking them forward often require a mix of funding, business support and mentoring. Around the world, we are seeing the emergence of hubs, labs, incubators and accelerators that are providing enabling environments for social innovation.

Geographically bounded areas are increasingly merging as areas of social innovation, with regions and cities regions adopting social innovation as a strategy to tackle local problems. For example the mayor of Seoul developed a chain of thrift shops for the poor and establishing the Hope institute, promoting cross-sector collaboration for social innovation by implementing projects along with its active role in alternative policy adaptation derived from citizens’ ideas. This geographical approach to social innovation can often help to cut across traditional public, private and non-profit boundaries.

National approaches to social innovation are also becoming more common. For example, in the US, the federal government has embraced innovation as a strategy for addressing significant social problems. This has been realised through the creation of an Office for Social Innovation and Civic Participation, as well as dedicated innovation funds for priority areas including education and community-based solutions.

---

29 Interview with Mayor Park Won-Soon from Global Innovation Academy in HongKong.
30 Social Innovation: What is it, why it matters and how it can be accelerated. Mulgan, 2007
Regardless of sector or country it is clear that social innovations require resources at every stage of their development. At the most basic level this is support through finance – from research and development, to design, to prototyping, to seeding growth capital for scaling. The field of social investment is growing rapidly in the UK, particularly after the government launched the Big Society Capital (a social investment wholesale bank). However, perhaps the biggest hurdle is maximising the impact of small pockets of innovative practice – by either diffusing these ideas through replication or scaling up across a wider area.

There are no specific Government policies or, strategies aimed at supporting and developing social innovation in Northern Ireland. There is however a number of Departmental strategies that promote the development of innovation and provide the potential to form the policy context in which social innovation could be developed in Northern Ireland. A number of other policies have the potential to create an environment in which social innovation can be developed.

31 Innovation for the public good: The five keys to innovation. Centre for American Progress. Sellick, 2011
4. LOCAL PERSPECTIVES ON SOCIAL INNOVATION, AVAILABLE SUPPORT & CHALLENGES

4.1 Introduction

In this section we have profiled key findings emanating from our workshops and stakeholder consultation in relation to: the level of understanding of social innovation within Northern Ireland; frameworks/structure supporting social innovation within Northern Ireland; key opportunities and challenges for social innovation in Northern Ireland.

We have also profiled key opportunities and challenges associated with developing social innovation within specific themes/sectors, namely:

- Health and Social Care;
- Access to Rural Services;
- Culture and the Arts; and
- Food/Food Production.

Each of the above sectors/themes formed the basis of workshop discussions with participants from the C&V and public sectors.

4.2 Understanding Social Innovation

During the workshops and consultations it was noted that social innovation is not a widely used term in Northern Ireland and whilst the definition used above was understood and recognised, many of those who were consulted with thought that it is not a term that is commonly used in Northern Ireland.

Everyone consulted with was able to provide examples of what they believed to be social innovation but there was general consensus that many of those who were implementing these projects would not recognise that what they were doing is social innovation.

4.3 Existing Structures Supporting Social Innovation

There are a number of philanthropic organisations and intermediary funding bodies who provide funding and support to the third sector in Northern Ireland. The most commonly sources of support cited by consultees included: the Big Lottery Fund; the Community Foundation NI; the Rural Development Council; The Atlantic Philanthropies and the Special European Programmes Body (SEUPB).
Consultations also suggest that the philanthropic organisations are more likely to open to innovative approaches than other funders. Specifically, both the Big Lottery Fund and the Atlantic Philanthropies noted that they encouraged innovation.

There was recognition amongst those consulted with that the V&C sector is not fully aware of available support and that existing support frameworks are underused. For example, Innovation Vouchers are available through Invest Northern Ireland to most legally constituted organisations to allow them to access expert advice and support from local universities and colleges. However, there is a general lack of awareness of Innovation Vouchers within the V&C sector. There was a general consensus (from both the V&C and statutory sector) that Government Bodies should do more to raise awareness of what support mechanisms already exist.

It was also noted that there is an absence of policy direction in relation to social innovation in Northern Ireland. Whilst there are a number of policies and strategies which could relate to and provide support for social innovation, the main thrust of innovation policy (and associated funding support) relates to private sector R&D and social enterprises.

Appendix F provides a summary of support that is available that might be accessed for social innovation purposes.

4.4 Health and Social Care Discussion – Key Issues Identified

There are a currently a number of issues which are challenging the health and social care sector across Europe. The problems of obesity and chronic disease such as diabetes; an ageing population has dramatically increased demands on health and care services and; in some cases migration and hyper-diverse communities have put a strain on community cohesion. These increasing pressures on health and social care budgets are also happening within the context of increasing restraints on the health budget in Northern Ireland.

In addition to this, the delivery of health and social care in Northern Ireland is in the process of significant change. Transforming Your Care sets out a process for an increasing move towards care in the community and a moving away from the provision of care in acute hospitals. The voluntary and community sector will play a significant role in the delivery of community based services in the future.

4.4.1 National examples of Health And Social Care Innovation

Care4Care is an innovation to tackle the national crisis in care faced by our ageing population. Care4Care introduces the concept of a delayed reward using the currency of HOURS. We provide support for older people through reciprocal exchange – care provided by me now in return for care for me later. This means that offering care and support for frailer people, by individuals who are able to help, in turn gives these individuals an earned entitlement for care and support when they need it later in life. In effect, people have “earned” their own Care Pension. Care4Care is a genuinely radical innovation because it brings additional resources into the system now. It brings reciprocity into older people’s support and because the model is locally based, it increases community resilience by building meaningful trust relationships amongst neighbours. Care4Care is a pair of “helping hands” and through this new approach combining altruism and intelligent self-interest it can improve the quality of life of frail elderly people across the UK. Care4Care was piloted on the Isle of Wight in partnership with Age UK Isle of Wight, between February 2012 and October 2012 there were over 200 members and more than 5,000 hours banked.

32 Study on Social Innovation. A paper presented by the Social Innovation Exchange (SiX) and the Young Foundation, 2010.
4.4.2 Opportunities and Challenges

The policy context of Transforming Your Care provides a background which may support the development of social innovation in health and social care in Northern Ireland, in that it recognises the importance of the V&C sector in the delivery of local health and social care.

Social Innovation Europe recognises that social innovation often involves collaboration of stakeholders from a number of sectors\(^{34}\). The health and social services within the community is a good example of where collaboration can take place.

Workshop attendees agreed that there was much greater scope for the community and voluntary sector and the public sector to work together. It was stated that often the community and voluntary sector concentrated on preventative measures, e.g. health checks, healthy eating campaigns. Whereas the statutory healthcare providers dealt with the symptoms. There was a general agreement among consultees that with more effective collaboration the community and voluntary sector could provide a stronger public health/preventative role. It was agreed that any role of this nature would have to be well defined and have suitable guidelines so that both parties where aware of their responsibilities and accountability.

Innovation and collaborative working within Northern Ireland

<table>
<thead>
<tr>
<th>Colin Early Intervention Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Colin area is particularly deprived area in West Belfast, which experiences a number of problems associated with poverty and deprivation, such a poor educational achievement, high levels of suicide, teenage pregnancies and poor health outcomes.</td>
</tr>
<tr>
<td>In collaboration with a number of key statutory bodies, including the Public Health Agency (PHA) and the local Health Trust, the Neighbourhood Partnership developed and implemented a programme to address very specific, locally identified needs with a key focus on early intervention to improve the outcomes of children and young people in the area. With support from statutory agencies and Atlantic Philanthropies, a three year fund was established.</td>
</tr>
<tr>
<td>This approach to addressing the locally identified need is innovative in Northern Ireland in that a strategic partnership has been created involving collaboration between all key stakeholders from the voluntary and community sectors and that it is focused on early intervention and pre-emptive activities. It is hoped that this collaborative approach will empower people with</td>
</tr>
</tbody>
</table>

Whilst collaboration may be widely regarded as a key aspect of innovation and essential to the future delivery of health and social services, it remains of one of the challenges facing social innovation in the field of health and social care. There was a general recognition within the workshops that the current budgetary constraints within the V&C sector and the potential further cuts to funding programmes mean that greater collaboration within the V&C sector is required in order to make best use of existing resources and to secure funding in the future. However, this lack of funding can also create a competitive environment in which collaboration may be regarded as a loss of identity or power. A number of those within the V&C sector with previous experience of working with the statutory sector were also wary of further collaboration, noting that clearly defined roles and responsibilities need to be in place to protect both parties and to ensure that communities receive a good quality service.

Feedback from those who attended the workshops and others who were consulted with suggests that the current economic environment may mean that in the future the V&C sector may be ‘forced’ to be more innovative about how they use existing resources and bid for future resources.

\(^{34}\) Financing Social Impact. Funding social innovation in Europe, mapping the way forward. Social Innovation Europe (2012)
4.4.3 Space for local Social Innovation

Transforming Your Care provides a policy context for social innovation within the health and social care sector in Northern Ireland and the economic climate has created the financial circumstances in which innovation is required. Feedback from those who attended workshops and other consultees suggested that there growing opportunities for social innovation with the health and social care sector. For example, advances in technology are increasing the range of opportunities to connect with people, to deliver social care and to monitor chronic conditions. It was also noted that in many rural communities, it is physical space that is often required to deliver innovative projects or services and that more use could be made of existing resources. It was also recognised that in order to maximise the use of resources, greater levels of collaboration are required within the V&C sector and between the V&C sector and the statutory sector.

4.5 Culture and the Arts Discussion – Key Issues Identified

4.5.1 Context

Derry~Londonderry was awarded the inaugural UK city of Culture award for 2013. A Culture Company was created to develop and implement a programme of events for 2013 and “to act as a catalyst to build the economy of the region and deliver a lasting legacy for the people and economy”35. A key element of the delivery of the programme of events will take place through extensive digital engagement across a series of online platforms, including website(s), social media, web TV and mobile apps.

The Culture Company has noted that the purpose of the City Of Culture designation is to accelerate the change in the City’s fortunes by driving a step change in the economy, principally through the tourism and creative media sectors. It is the ambition of the Culture Company to deliver a world-class programme that will more than double the day trippers and overnight visitors to the City.

The UK City of Culture status is important to Northern Ireland not least due to the potential to create economic, social and cultural legacy within Derry ~Londonderry. The creative industries generally in Northern Ireland have been identified as a significant opportunity for wealth and job creation. Sector growth is quite considerable with rates of rates of between 5% for non-digital and 30% per annum for digital sectors. These sectors make an important contribution to Northern Ireland’s economy and to the cultural development and heritage of the country36.

4.5.2 Opportunities and Challenges

Consultation with those in the cultural sector indicated that aside from the City of Culture opportunity, the sector was experiencing budgets cuts and that new and innovative ways were needed to fund the sector and to engage people within the sector. It was also noted that the structure of the sector is different to other sectors and that conventional funding models are not always appropriate for those in the creative industries. For example, there are a number of independent artists who cannot access funding or support that is intended for groups or organisations. One of the challenges to the sector that was raised during the workshops was the lack of value placed on culture and the arts by society generally and the lack of understanding of the wider benefits in relation to community development, health and well-being and local economies.

Despite the challenges it was noted that the City of Culture status has raised the profile of the cultural and creative industries sector and had attracted public and private sector investment, which in turn can create the environment in which innovation can be stimulated.

35 http://www.cityofculture2013.com/background/
36 http://www.creativeskillset.org/uk/ni/industry/
4.5.3 National Example of Innovation within the Cultural Sector

Liverpool was awarded European Capital of Culture (ECoC) for the year 2008. The Liverpool ECoC was a success in terms of raising the profile of the city and its arts and cultural offer, improved the morale and increased the credibility of the creative industries sector, and in bringing visitors and the local population in bringing visitors and the local population in to enjoy its offer.37

Interestingly, however, one of the main legacies of Liverpool ECoC is not tangible, but rather the legacy of collaboration. Liverpool's success was the result of extensive partnership across public, private and third sectors. Leaders of the major arts organisations meet on a fortnightly basis to talk with the police, the city council and the health sector. Taking a lateral view on who is “making a difference” in the city has allowed new relationship and ways of working to develop, leading to a great increase in civic leadership from within the arts community.38 This has contributed to the repositioning of culture as more central to cross-sectoral agendas, and is reflected in a new city-wide cultural strategy for 2008 to 2013.39

The success of Liverpool's year as ECoC inspired the Government to design its own scheme – the UK City of Culture initiative, run by the Department of Culture, Media and Sport, which builds on the idea that "culture and creativity should be viewed as part of the answer to tough economic times - and not as a distraction or a luxury."40 This UK-wide competition aims to build on the lessons learned from Liverpool in putting culture at the heart of city agendas, policies and planning. It will operate on a four-yearly cycle with the first UK City of Culture being awarded in 2013. This will mark a fitting follow-on from Liverpool as well as the Cultural Olympiad taking place in the run up to the 2012 Olympic and Paralympic Games.

4.5.4 Space for Social Innovation

There was a general perception amongst workshop attendees that there was a lack of appreciation of the wider benefits of the arts and culture within the statutory sector and that more could be done to support innovation within arts and culture. However, it was also noted that advances in technology and digital and interactive media has created additional opportunities in which the arts and culture can grow and new ways in which they can be shared to wider audiences.

<table>
<thead>
<tr>
<th>Local example: The Fab Lab</th>
</tr>
</thead>
<tbody>
<tr>
<td>The FabLab project is based in the Nerve Centre (Derry-Londonderry) and the Ashton Centre (Belfast). A FabLab is a digital fabrication workshop which allows anyone to make practically anything, it aims to support the development of local solutions to local problems. The FabLab facilitates the innovation process by quickly creating working prototypes. It was developed by MIT in Boston, almost any concept which can be designed on 2D or 3D software can be manufactured quickly and cost effectively within the labs and skills developed around IT, Design and Fabrication. The FabLab operates at community, educational and innovation levels, utilising a model of shared and collaborative problem-solving to unlock creative solutions. Users have an unprecedented opportunity to access state of the art digital tools within a community setting. The Fab Lab project includes a range of structured programmes for skills development at a community level, curriculum development within schools, cultural and artistic programmes, academic linkages with the Universities and FE Colleges and support for enterprise development for spin out opportunities from the Lab.</td>
</tr>
</tbody>
</table>

37 http://www.liv.ac.uk/impacts08/Papers/Creating_an_Impact_-_web.pdf
38 Liverpool's European Capital of Culture: The Legacy. Ideas Tap
39 http://www.liv.ac.uk/impacts08/Papers/Creating_an_Impact_-_web.pdf
40 http://www.liv.ac.uk/impacts08/Papers/Creating_an_Impact_-_web.pdf
4.6 Food and Food Production Discussion – Key Issues Identified

4.6.1 Context

Hunger and food are increasingly becoming central political issues. In the past 5 years, over 20 countries around the world have experienced food riots in urban areas. In the UK, this is evidenced in the proliferation of food banks; the Trussell Trust, the UK’s largest network of food banks, reports 3 food banks are currently opening a week across the UK to respond to need41. There are currently, eight food banks in Northern Ireland, three of which are operated by the Trussell Trust.

There are many different responses to the multi-faceted issue of food. These range from initiatives addressing hunger, to the availability and affordability of good food, to lack of transparency in the food chain and the metaphorical and literal distance between producers and consumers. These also vary in scale, ranging from small-scale village based enterprises, through to global movements such as Fairtrade.

4.6.2 International Example of Innovation in Food - Fairtrade

The notion of fair trade has been around for over 40 years, but a formal labelling scheme only took off in the late 1980s. The vision is simple – the movement “wants people, through their work, to maintain a dignified and decent livelihood, and be able to develop to their full potential.” The movement works on the basis that producers are at all times paid 10% above the global market price. The premium goes to the exporter, often a local co-operative, which is designed to be used for social projects such as education or health. For many farmers, this premium makes the difference in enabling them to continue to compete in global markets. The movement has gone global, involving major corporations such as Cadbury and Starbucks as well as becoming a household name, with many supermarkets now producing their own ranges of Fairtrade products. Over the last 15 years the number of licensed Fair-trade products has grown from 80 to more than 4,500, enabling about 7 million farmers and workers, as well as their families, across the world to benefit. In 2012, the retail value of Fairtrade products was estimated at £1.57 billion.

4.6.3 National Example of Innovation in Food – The Golden Company

The Golden Company works to engage young people aged 16 to 21 through urban bee keeping initiatives. Participants are trained in practical bee keeping and also in the development, manufacturing and marketing of bee-based products which they then vend (for a small wage) regularly at Borough Market. Young people receive mentoring and also have the opportunity to work towards qualifications around business, and bee-keeping recognised by ASDAN, and the London Bee Keeper accreditation respectively. Driven by the young people involved, the Golden Company has evolved into a social enterprise. The young people were keen not to be seen as passive recipients of benefits, and wanted to find ways of generating money. They now have a stall selling bee-based products at Borough Market twice a month – for which the young people receive a small wage.

4.6.4 Local Examples of Innovation in Food

Workshop participants and other consultees noted a wide range of local social innovations relating to food. These ranges from cafes which provided training and employment opportunities for people with learning disabilities to community gardens and allotments. An example of such an innovation is profiled below.

<table>
<thead>
<tr>
<th>Local example: Chocolate Memories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chocolate Memories is an innovative social enterprise established in 2010 by the charity group Autism Initiatives. Based in County Down, the business produces and sells chocolate products, and in doing so, offers unique training opportunities to people with Autism Spectrum Condition. All profits are reinvested back into the business to fulfil the social aims and objectives.</td>
</tr>
</tbody>
</table>

41 Food banks: a life on hand-outs. The Guardian, 18th July 2012
4.6.5 Space for Social Innovation

There was a general consensus among those consulted that ‘space’ for social innovation in relation to food and food production generally meant land and other resources. It was generally recognised that better use could be made of existing resources, such as un-used green spaces in housing estates or brownfield sites in built-up areas. It was also noted that greater levels of collaboration between the V&C and the public sector would be required to ensure that all resources are fully utilised. Feedback from those within the statutory sector also noted that greater levels of collaboration were starting to emerge and that the policy context for sharing resources was now beginning to come into place with the planned introduction of the Community Assets Transfer policy. Whilst community asset transfer is not new it is considerably less well developed in Northern Ireland than in other regions of the UK.

4.7 Access to Rural Services Discussion – Key Issues Identified

4.7.1 Context

In their charter for rural communities, the Carnegie Trust wrote:

"Those who live in rural areas know all too well the frustrations involved; the inaccessible broadband, the deliveries which never arrive, the lack of affordable houses and the inexorable disappearance of shops, schools, post offices and pubs. The villages where the young people have already left, taking their skills and energy with them. Of course, to many people the attractions of the countryside outweigh these frustrations but for others there is no choice."

There is much discussion about people living in rural areas being disadvantaged, and this largely relates to geographical location and the availability and cost of goods and services when compared to urban areas. People in rural areas appear to be paying more for goods and services, getting less choice than people in urban areas and, in some cases, are deprived of services as local shops and businesses close.

In Northern Ireland, 36% of the population live in rural areas. With rural communities moving away from traditional industries such as farming, mining and seaside tourism, rural areas are gradually becoming less distinct from their urban counterparts. Innovation strategies developed by national or local agencies must now include specific plans for stimulating rural innovation.

Older people in particular face these challenges around rural areas. In the UK nearly a quarter of the rural population are over retirement age compared to 18% in urban areas, and with ageing populations, these proportions will continue to widen.

4.7.2 Challenges and Opportunities

Feedback from workshops and consultations indicated there is need for social innovation in rural areas and that the concept of social innovation is highly regarded, however a number of challenges to innovation were noted. Workshop attendees noted that there are too many restrictive regulations which deter rural organisations from being pro-active and addressing local problems, such as repair work in local villages. It was felt that there was “too much red tape stifling community spirit”.

---

42 Community asset transfer refers to the transfer of assets (buildings or land) from the statutory sector to the community sector. There are various forms of asset transfer; from small-scale, peppercorn rents and licenses to the legal transfer of title to enable larger-scale social enterprises to develop. In Northern Ireland, transfers tend to be small-scale, where ownership is retained by a statutory sector landlord.


44 "A charter for rural communities", Carnegie Trust, 2007

45 Rural consumers in the UK, Consumer Focus 2011.


47 Rural innovation, Nesta 2007.

48 www.bigissue.org.uk
That said, many of those consulted with noted the potential to incentivise volunteering in rural areas, using concepts such as timebanking, whereby volunteers ‘bank’ the time they provide to get rewarded in other ways, such as free access to leisure facilities.

Communication was regarded as being a particular issue in rural areas, particularly for remote areas that lacked a central meeting point/hub, or those that experience limited broadband access. This creates a number of challenges including sharing information, gaining access to best practice and recruiting support.

4.7.3 National Example of Social Innovation in Rural Services – The ‘Store is Core’ Project

A recurring theme in both the research and media is the role of the post office and its potential to overcome many of the problems that people face with rural isolation. It plays an integral role in assisting communication, shopping (through the diversification of post offices) and banking. There are several examples of stores who have successfully managed to diversify their offering to save elements of village life, amalgamating for example the local shop, post office, or library which might otherwise not survive. These initiatives are often grant-funded initially though become self-sufficient over time.

The ‘Store is the Core’ project was part of Carnegie’s Rural Action Research Programme which aimed to develop models of community-led service provision in rural areas. The aim of the project was to diversify community-owned village shops into multi service village outlets and it ran for three years ending in November 2009. Creating multi-use spaces allowed these local shops to attract new customers in times of economic hardship (as a result of the recession or a new supermarket in the area). Further, it has created new networks of production and formed space for members of the community to interact.

Another example is the ‘Pub is the hub’ scheme, backed by the Prince of Wales, where pubs are encouraged to become multi-service outlets include merging a pub with the local shop, post office or even butchers.

4.7.4 International Example of Social Innovation in Rural Services – India

More than half of India’s population (which totals circa 850 million people) live in rural areas and off the map villages and has been said to be at severe risk of ‘digital exclusion.’ However, technological innovations are beginning to transform how local populations communicate and conduct business. Villgro is an organisation that supports social-enterprises that impact the lives of India’s rural poor through utilizing a network of investors, technical experts, domain specialists, mentors and marketers. One example of their work is providing rural farmers access to a web kiosk in the local panchayat (council) office. Here they can easily access agricultural data and receive regular updates on market prices to ensure they get a fair price.

Similarly, the Nokia Progress Project uses mobile technologies to allow rural communities to access language learning programmes via text messages allowing them to participate in the wider community and access to new forms of education. Moreover, as the language and culture of India changes every few hundred kilometres, technological innovations allow rural communities to transcend barriers to communication and business asymmetries.

49 Rural consumers in the UK, Consumer Focus 2011
50 The Store is the Core, Final Report. Carnegie UK Trust, 2009
51 http://www.pubisthehub.org.uk/
53 http://www.villgro.org/index.php/about
54 Brining the internet to rural India’s business community. BBC news, 2011. Accessible: http://www.bbc.co.uk/news/business-13414762
4.7.5 Local Example of Social Innovation in Rural Services – Broughderg

<table>
<thead>
<tr>
<th>Broughderg</th>
</tr>
</thead>
</table>
| Broughderg is a remote, rural community in County Tyrone with high levels of isolation and lack of essential basic services. With no shop, community facility or, public transport the residents of Broughderg got together in 1997 to look at possible solutions in addressing the service and isolation needs of the community.

With EU and International Fund for Ireland support (managed by Rural Development Council) the Group re-developed a derelict church building into a multi-purpose service hub to house a range of activities including the Credit Union, IT training suite and workspace. The existing Post Office in the village was sub-standard and was under threat of closure. Working with the community the Post Mistress re-located the Post Office into the newly renovated church building. With the relocation the Post Office was able to expand the range of services she can offer and now also provides basic groceries and stationary supplies. The Post Office now acts as a cornerstone for further development and has helped breathe new life into this small, remote and isolated community. |

4.7.6 Space for Social Innovation

The use of existing facilities was also a key theme during the rural themed workshop, where it was noted that many rural villages have schools, community halls and other buildings that are under-used and that more needs to be done to widen community access to these buildings.

It was recognised that greater collaborative working would be required to allow this to happen, but in the near future this collaboration would be required to allow rural areas to continue to provide services, but the widening the access to existing buildings may not only be innovative but also stimulate further social innovation.

4.8 Summary

Whilst there was an understanding of the term social innovation amongst those who were consulted with, there was also a general consensus that the terminology is not commonly used in Northern Ireland. All of those who were consulted were able to identify examples of local, social innovation projects.

All of those who were consulted with identified some form of support for innovation from government, the EU and philanthropic organisations. It was generally considered that philanthropic organisations are more open to supporting innovation than other funders. Consultations with both the Big Lottery Fund and Atlantic Philanthropies highlighted that they encourage innovation amongst the organisations that they work with.

Whilst it was generally agreed that there is limited amounts of support for social innovation available from government it was noted that there is a lack of awareness for the support that does exist. For example Innovation Vouchers (provided through Invest NI) are available to most legally constituted organisations, but there was very little awareness of them within the V&C sector.

There was a broad consensus from all sectors about the key challenges to social innovation in Northern Ireland, which can be summarised as:

**Prevalence of a risk adverse culture** - it was the general perception amongst those consulted with that innovation was regarded as a risk and there is a lack of funding available for ‘risk’ and a reluctance within the V&C and statutory sectors to take risks.

**Limited funding** - lack of start-up funding for pilots or, funding that can provide help with project management for the implementation or testing of new ideas.
High levels of bureaucracy - there is currently significant levels of bureaucracy within the public sector and some funding organisations that discourages those with innovative ideas to take them any further.

Lack of support or mentoring for key personnel - it was recognised that often social innovation is driven by one key individual and there are a lack of support mechanisms for these people and a lack of opportunities for them to provide mentoring to encourage others to implement social innovation.

Culture/mindset - a number of those consulted with from both the voluntary and community sector and the public sector noted that the way in which funding is structured in Northern Ireland may have stifled innovation. The existence of EU and other funding that was previously available in Northern Ireland meant that social innovation was not a priority for many organisations.

Wider Economic Environment - the economic down turn, Comprehensive Spending Reviews and general reduction in available funds has put additional pressure of the V&C sector and many organisations are struggling to deliver existing services and feel unable to ‘step back’ and consider innovation. The economic pressures have also created additional competition in the sector and is possibly hindering collaborative working, as organisations feel that they are competing for funds against each other.
5. LOCAL CASE STUDIES

5.1 Introduction

Social Innovation has recognisable stages and is a dynamic process. In this section of the report we have set out case study examples of how social innovation has been operationalized in a local context. The case studies were chosen in consultation with the RAG. Further detail on each case study is set out in Appendix G.

5.2 Case Study 1: Community Restorative Justice Ireland

5.2.1 The Prompt

Community Restorative Justice Ireland (CRJI) was established in 1983, in recognition of the need to provide non-violent alternatives to the informal policing that was being conducted by paramilitary organisations in Nationalist/Republican areas. This informal policing system had been developing since 1969, as a result of the on-going community conflict in Northern Ireland. At the sharpest end of the informal system was the use of violent methods when dealing with criminal and anti-social activity.

5.2.2 Proposal

Once CRJI had identified the problem their original proposal was to support the community through mediation to deal with youth and anti-social crime issues.

5.2.3 Prototypes

Whilst there was an identifiable need for the work of CRJI, the proposed solution they adopted was completely new and their early projects, which were implemented in 1988, were essentially pilots. CRJI had anticipated that these projects would mainly deal with youth and anti-social crime issues however, they found themselves dealing with adult issues and neighbourhood disputes ranging from parking, pet and noise issues, through to violent crimes against the person.

CRJI noted that they were very reliant on the commitment of staff and a pool of volunteer practitioners and that the skills/experience of personnel developed overtime, allowing the project to evolve so that it could meet identified community needs.
5.2.4 Sustaining

CRJI noted that sustaining their project (s) was a long process. One of the key lessons they learnt in sustaining their projects was the importance of creating a networks of contacts and relationships across a range of sectors. When CRJI was first established it was not well received by those outside of Republican/Nationalists neighbourhoods. A number of reports from the Criminal Justice Inspectorate and the Independent Monitoring Commission, questioned the independence of the organisation from paramilitary organisations. This perception of CRJI impacted on the extent to which they were able to gain accreditation for their work and to access funding from government organisations and to sustain and scale up their activities. However, by 2008 their first official evaluation concluded that the necessary progress had been made and that the schemes were suitable for accreditation. In particular, this report noted that they were operating lawfully and non-coercively and were beginning to develop a constructive relationship with the Police Service of Northern Ireland (PSNI). CRJI now receives funding from a range of statutory and philanthropic organisations. Their funding is usually project funding which is specifically aimed at particular issues or areas of activity. For example, DSD is funding preventative work and community cohesion, The Probation Board for Northern Ireland (PBNI) provides funding for the reintegration of offenders while other funding goes toward core & management costs. Other funders include:

The Department of Justice;
Police Service of Northern Ireland;
Belfast Health and Social Care Trust;
Atlantic Philanthropies;
Lottery “Awards for all” Programme; and
NIACRO.

5.2.5 Scaling

Since the implementation of the first project in 1988 CRJI now deals with family disputes, intergenerational disputes, neighbour disputes, business disputes, parading and consumer contract claims/disputes. As a result cases can take place before or during court. They now also receive referrals from a range of organisations including:

PSNI;
NIHE & Housing Providers;
PBNi, Belfast Trust;
Political Parties; and
Resident Groups.

From January 2011 to December 2011, CRJI dealt with 1,717 cases, with an average of 6 people per case. In addition to four locations in Belfast, CRJI now also provide services in Newry, Armagh and Derry~Londonderry.

57 Community Restorative Justice Ireland Report of a pre-inspection of schemes in Belfast and in the North West with a view to accreditation under the Government’s Protocol for Community Based Restorative Justice October 2007
5.2.6 Systemic Change

Systemic innovation is typically very complex making it difficult to define the tools that are required to advance it. Systemic innovation is also rare, however, there are a number of innovations which have radically transformed the way we live. Whilst CRJI have noted that they have contributed to a change in the communities in which they work and they are now working in partnership across sectors, they have not (yet) created systemic change.

5.3 Case Study 2: The NOW project

5.3.1 Prompts

The Now Project works with people with learning disabilities, difficulties and those on the Autistic Spectrum to help them gain qualifications and life/work experience and support them move into jobs with a future. In 2011, NOW became aware that paper based training was becoming out-dated and started to consider ways to future proof their products and ensure that they were relevant for the new generation of students with learning difficulties, who like everyone else are very familiar with digital media.

5.3.2 Proposals

Being a social enterprise, NOW recognised that if done correctly, there might be an opportunity to sell their training products to other like-minded organisations. NOW developed an online training solutions package, which provides innovative training solutions to busy trainers and teachers with a series of complete on-line training packages covering Money Management, Job Preparation and Diversity Training. They have created packages which are designed to cut down on preparation time, which are backed-up with comprehensive Trainers Support.

During the development process, a number of different options and processes were being considered for the training packages, however, it was identified that development was being constrained by a lack of knowledge of digital media within the organisation. Consequently, the organisation identified and made use of appropriately skilled people who provided their time on a pro-bono/volunteer basis.

5.3.3 Prototyping

Some initial testing and piloting was done with small pots of funding and pro bono support from experts. A Train the Trainer website is now developed and 2 in-house training programmes (MoneyPlus and JobPlus) have been developed into online training packages.

5.3.4 Sustaining

The project is currently at the stage were NOW are considering how it will be sustained. Initial support was provided by Lloyd’s TSB Foundation NI which helped build the training packages and pilot the prototypes to people with learning difficulties and disabilities. Once this was completed, NOW applied for support though
Invest NI's Social Enterprise Programme, enabling them to build the projects online component, to develop a promotional video and to fund training sessions. The next step will be to pitch their product to potential investors to make it self-funding.

5.3.5 Scaling
Staff at the NOW project are currently exploring the application of their products to GB and European markets.

5.3.6 Systemic Change
As noted above, systemic change through social innovation is very rare. NOW are at the early staged of their project, as the product has not yet been launched and no systemic change has occurred.

5.4 Case Study 3: Dog Ears

5.4.1 Prompts
Dog Ears is a children’s media company based in Derry, established in 2010. It was established by employees of Yes Publications, which is a social enterprise based in Derry–Londonderry. Dog Ears creates children stories using a wide range of media, including books, application software (apps) and television cartoons.

The creators of Dog Ears recognised the lack of major children’s publishers in Northern Ireland, as the industry is centred in London and Dublin.

5.4.2 Proposals
On recognising this gap within the market, they were provided with support from Yes Publications to develop their idea further and research what support would be available to them. They also received support for training from the Arts Council for Northern Ireland, which also contributed to the development of the project.

A number of business models were proposed for Dog Ears, and whilst the creators were keen that the community would benefit from any profits that would be generated, they were also aware that the publishing industry may not take a social economy business as seriously as a private sector firm. They also wanted to ensure that they could access all the support that was available to private businesses in Northern Ireland. Therefore, they decided to adopt a hybrid model and Dog Ears was established as a company limited by shares with the creators as Directors. Yes Publications (a local social enterprise) is a major shareholder, meaning that the social economy business would benefit from any profit that is generated by Dog Ears. Choosing the right business model and having the correct governance structures in place was an important element of the process for Dog Ears in order for the project to move forward and enable them to access other sources of support.

5.4.3 Prototypes
It was not possible to pilot or trial any of the products that have been developed, so in that sense there was no prototyping before full implementation. However, the training courses that were held prior to the development of Dog Ears allowed the Directors to scope out the level of talent that existed in Northern Ireland in the sector (particularly in relation to authors and illustrators).
5.4.4 Sustaining

The first funding that Dog Ears received was project development funding from NI Screen. This helped to focus ideas and to create the digital books and software applications. They also received set-up funding from Arts Council NI. After writing a business plan, Dog Ears was accepted as an Invest NI Client and received funding and business development support, including advice on Intellectual Property (IP) protection and exporting. They also received funding from the Art Council’s Creative Industries Innovation Fund, which was used to develop their two main products ‘Miss Rosie Red’ and ‘Puffin Rock’ books.

5.4.5 Scaling

Since the formation of the company and the funding to sustain their work, Dog Ears has created two main products, Miss Rosie Red and Puffin Rock. A Miss Rosie Red book has been produced in both English and Irish and it is also available as an app. Dogs Ears are also increasing the number and type of products, as they are in the final stages of securing finance to create the Miss Rosie Red TV series. A UK broadcaster is interested in showing 39 episodes and the rights have also been sold internationally.

In co-operation with King Rollo Films, Dog Ears have established an animation studio in Derry to train 28 animators in an animation software package (CelAction 2d), the training will begin in (January 2013). It is anticipated that from this 14 of the trained animators will work on the Miss Rosie Red cartoon, all trainees are from the North West. Therefore, once production has started Dog Ears will have created 14 jobs in the North West. It is anticipated that the cartoon will be aired in 2014.

Dog Ears have also won a contract from Penguin Children’s (publishing company) for Puffin Rock to produce a TV series (39 x 7-minute episodes), books (digital and physical forma), and apps. It is anticipated that work on the TV series will start when the Miss Rosie Red TV series is completed.

In addition to the products developed by Dog Ears they have also hosted children’s events, such as:

Brought Children’s Laureate and Gruffalo author Julia Donaldson over to Derry for her stage show and a chat with Irish Children’s Laureate Siobhán Parkinson (2012)

Launched Miss Rosie Red App - the first children’s book app in Ireland - which made it to number 1 in the iTunes What’s Hot section, staying in the top 100 for 10 months pop pickers

Danced and rapped with Michael De Souza and Genevieve Webster, the creators of Rastamouse, in schools all around Derry (2012); and

They will also be hosting a children's book festival in March 2013.

The Arts Council NI are also using Puffin Rock to showcase creative arts in Northern Ireland and Eric Huang, Director of New Business and IP Acquisitions from Penguin Publications, will be presenting at an Arts Council event in March, because of Penguin’s partnership with Dog Ears.

Therefore, their social company which initially was focused on children’s books has now been scaled up to include digital media, television and children’s literature events. Dog Ears have been able to scale up the number of products they produce as they have the capacity within their organisation to do so and are in the process of training new staff in animation techniques to ensure future capacity.

5.4.6 Systemic Change

Whilst Dog Ears have created a new social enterprise publishing company in the North West, created a number of jobs in the area and provided training opportunities for animation artists they have not created systemic change.
5.5 Case Study 4: Incredible Edibles, Cloughmills

5.5.1 Prompts
The Cloughmills Community Action team recognised the need to re-develop derelict land around their village and to provide young people in the area with activities and to address anti-social behaviour. It was considered that by encouraging young people in the re-development process they would feel a sense of ownership.

5.5.2 Proposals
The Community Action Team joined Incredible Edibles network, an English based community growers group that encourages locally grown produce, to create Incredible Edibles Cloughmills (IEC). Through a number of partnerships, a suitable area for growing was identified and cultivated in August 2009. The land was provided by the Cornerhouse Bar in Cloughmills.

5.5.3 Prototypes
The Cloughmills Community Action team didn’t pilot the project, as the model had been developed and implemented successfully in England, they simply adopted the concept. Training and awareness courses on both biodiversity and food production are now its main focus as well as broader courses on sustainable lifestyles. Therefore, whilst the project was not piloted it has been expanded as it developed. The project now also works with local primary schools to facilitate day trips.

5.5.4 Sustaining
A key aspect of the project’s sustainability is the voluntary time that is provided to IEC by local people. IEC is managed entirely by volunteers. It uses derelict space within the community and maximises other public and private green spaces. Between 2009 and 2010, 15 young people provided over 400 hours to create the community garden from the derelict land that was provided. The success and the sustainability of the project lies in the volunteer input and the relationships with private and public bodies which when combined has a much higher ‘monetary value’ than the actual grants. The project seeks to identify people with appropriate and relevant skills all the time and this has been an added bonus. In addition, IEC are also starting to attract funding from bodies focused on longer term sustainability of groups and their ability to be self-financing. Future sustainability will depend on access to information and guidance on sound business development. Therefore, sustainability is not just about funding it is about the resource of volunteers and working with the wider community to access skills and space.

5.5.5 Scaling
Whilst there are no plans to scale-up the project beyond Cloughmills, the project has made a number of expansions since its inception. The main area of cultivation has grown significantly, the variety of produce has increased and a community orchard has been planted. There is now a second growing site with 25 dedicated volunteers of all ages, who are supported by 3 mentors. Some of the food that is produced has also been delivered to the elderly and vulnerable in the area, used in promotional events and given to local retailers.

5.5.6 Systemic Change
Whilst the project has helped to re-develop derelict land in the village and provided activities for young people in the area, it has not created systemic change.
5.6 Conclusions

Whilst four examples of very different innovative projects cannot be representative of all social innovation in Northern Ireland, they provide examples of the processes that the projects went through. It is clear that different forms of support are required at each stage of the innovation process.

Support for innovation not only refers to funding but also to mentoring, professional advice and volunteer time at key stages in the process. The level of support required may depend on the capacity of the organisations involved, the level of need that is presented and the extent to which the proposed solution is radical. For example, CRJI, implemented a completely new approach which provided community based mediation which took a long time to be accepted by those outside of the community. As such they were unable to access support from the public sector until partnerships were developed and trust was established. Furthermore, feedback from those in the public sector suggested that there a number of existing support mechanisms for social innovation that are under-used within the V&C sector. This contrasts with Dog Ears who used a community company type model to ensure that they could access the full range of supports that are available to private sector companies.

Two of the projects are at relatively early stages; both the NOW project and Dog Ears are only starting to explore the options and seek funding to sustain their projects and as such are not yet at the scaling stage. All the projects noted some degree of collaboration either in the development of prototypes or sustaining the projects. For CRJI, they had to collaborate with the relevant public sector bodies in order to access funding, Cloughmills Community Action Team, worked in collaboration with the local council and the community safety partnership to develop and expand IEC.

Whilst CRJI have scaled their projects, in that they now operate in other areas across Northern Ireland, Dog Ears and IEC have scaled up their work by increasing their output. It is also noted that, scaling can be the most challenging stage for social innovation, even though a project may have been successfully piloted, replicating this success in a larger scale can be difficult. Crucially, feedback from those in the workshops and others who were consulted with suggests that this is also a stage where there is a lack of support. Feedback from those in the V&C sector suggests that there are very few sources of funding for those in the sector to develop project management skills. During the workshops, there was strong support for the provision of mentoring for those wishing to implement social innovation.

As would be expected, none of the projects created a systemic change.
In this section we provide a summary of the key findings from each stage of the research and highlight lessons learned and recommendations on how to embed social innovation in Northern Ireland.

6.2 Key Findings

15.2.1 Understanding of Social Innovation

Whilst the term social innovation was recognised and understood by all those consulted with it is not a commonly used term in Northern Ireland and it is generally regarded to be a new concept. It was noted during the consultations and workshops that there is not a culture of innovation in Northern Ireland, for example, Northern Ireland has the lowest proportion of innovation-active firms of any area of the UK (outside London59). There are low levels of private sector R&D, low levels of university-business collaboration, skills mismatches and a lack of innovation collaboration across sectors, there was a general consensus that this is also true within the V&C sector. However, the current economic crisis makes innovation even more important60 and also makes it more difficult for those within the sector to step back and think innovatively. Almost all consultees and those who attended the workshops could identify good, local examples of social innovation.

6.2.2 Social Innovation in Northern Ireland

Generally speaking, when workshop participants and consultees were asked to identify good examples of social innovation in Northern Ireland the initial reaction was that there was very little social innovation happening. Then, as discussions moved on, a number of social innovation projects which have had positive impacts were identified. Therefore, whilst small pockets of innovative practice have been noted in different sectors across Northern Ireland, there has been very little activity in terms of replication or scaling up on a regional basis.

There is an absence of policy direction in relation to social innovation in Northern Ireland. Whilst there are a number of policies and strategies which could relate to social innovation, the main thrust of innovation policy (and associated funding support) relates to private sector R&D and social enterprises.

---

59 UK Innovation Survey. Northern Ireland results. DETI 2012
60 This is European Social Innovation (2012) DG Enterprise and Industries.
6.2.3 Challenges to Social Innovation in Northern Ireland

Those who were consulted with noted a number of challenges to growing social innovation in Northern Ireland, which can be summarised as follows:

**Lack of start-up funding for pilots or proof of concept.** Funding for social innovation was a key issue amongst all those consulted. It was generally regarded that social innovation was seen as a risk and that most funders could not ‘risk’ funding something that may not succeed;

**Attitude to risk.** It was generally regarded that those who were responsible for making funding decisions (funders, boards of director, steering committees) were too risk averse and also need support or development on how to recognise and take controlled or calculated risks;

**Lack of mentoring for key personnel.** It was generally regarded that the lack of capacity within the sector held back innovation. It was noted that even amongst those who were keen to implement innovation project or procedures there was a lack of support or mentoring to develop the required project management skills;

**Economic environment and administrative pressures.** There is broad acceptance that the current economic climate and public sector funding environment means that the local V&C sector is under increasing pressure to develop new models of finance and delivery. However, feedback from those consulted indicated that it is becoming increasingly difficult for them to step back from their day-to-day workload to examine their current practices and to consider new ways to meet the needs of the communities and individuals they work with.

But those are not the only obstacles faced by social innovators. First of all, there is a lack of infrastructure supporting social innovators and social innovation. This means that there are:

**Limited opportunities,** when it comes to matching different competencies and resources to create social innovation – from defining a social problem, creating a new social invention and implementing and scaling the innovation; and

**A lack of tradition for documentation during the development process** – the process, testing and method itself is only rarely documented thoroughly. This makes implementation and scaling difficult.

6.2.4 Existing Support for Social Innovation

During the consultations and workshops we asked participants to identify what support currently exists for social innovation, the key findings were as follows:

**EU support:** A small number of consultees noted a range of support mechanisms that are available to the sector via the EU. However, there appeared to be a general lack of awareness of all forms of support for social innovation.

**Public sector support:** Apart from support that is available for social enterprises there appeared to be limited amounts of support for social innovation from central government in Northern Ireland. There was also a lack of awareness among the V&C sector for the support that does exist. For example Innovation vouchers which are provided by Invest NI appear to be under used by the sector. Some additional sources of support do exist, although not specific to social innovation, for example, both the Delivering Social Change Framework (OFMDFM) and Maximising Access in Rural Areas (DARD) strategies aim to address community need in local areas through partnership with the V&C sector;

**Alternative funding arrangements.** There is some support available to the sector to maximise the opportunities under new arrangements for example DSD have funded the Development Trust NI to provide training and support to ensure there is sufficient skills and capacity within relevant organisation to take on the transfer of assets.
Philanthropic foundations frequently refer to innovation and are keen to use their assets more effectively to achieve social impact.

Appendix F provides a summary of our review of support available to Social Innovation in Northern Ireland.

### 6.2.5 Support Required

Workshop participants and consultees were also asked to consider what support is required to develop social innovation in Northern Ireland. The main areas identified are:

**Leadership development:** A review of the literature, feedback from workshop participants and consultees all noted the need to support and develop leaders of innovation. It was noted that often innovation begins with one key individual and in order to ensure that innovative concepts can be developed and carried through to implementation key individuals should be supported.

**Mentoring support:** A number of consultees and workshop participants noted that even when organisations or individuals had innovative ideas or tried to implement innovative practices or services, lack of project development experience often hampered or slowed down the progress of those attempting to implement innovation. Many consultees noted that whilst there are a range of supports and mentoring available for the new business start-up in the private sector or, social economy enterprises there is very little guidance or, mentoring for social innovation in Northern Ireland. One consultee noted that previous rounds of EU programmes provided funding that would allow organisations to access mentoring or project implementation and management training and that this type of project support is no longer available through EU funding.

**Awareness and use of innovative funding options:** Innovation is needed specifically in relation to the way in which the sector is funded. Feedback from the sector indicated that the funding environment is becoming increasingly difficult. The current economic climate not only places increased pressure on the sector for the services it delivers, but it is also facing unprecedented changes in its funding environment. For example, two large funders are winding down their funding activities (International Fund for Ireland and Atlantic Philanthropies) and the current round of EU funding is coming to an end, combined with a reduction in funding from central government. Going forward the sector is facing a different funding environment than it is used to. However there are different funding options that are relatively new to Northern Ireland that they sector may require support in accessing. These options include leverages associated with the transfer of assets from government to the sector, community shares and crowd-investment platforms. There are numerous examples of how these different approaches to funding have been successful in Great Britain, however, to date they remain under-developed in Northern Ireland.

**Development of partnerships and collaboration:** It was noted that partnership working across sectors and collaboration within the sector is vital to social innovation. Many of those consulted with highlighted that there is insufficient collaboration within the V&C sector in Northern Ireland and that there is a lack of understanding between the V&C sector and the public sector. It was also highlighted that support was required to develop collaborations in order to address existing problems. Building Change Trust commissioned a consortium of providers (NICVA, CO3 and Stellar Leadership) to provide practical support through the CollaborationNI programme to organisations in the V&C sector who are involved in collaborative activities, in addition to funding to individual organisations that require specific support to develop and implement innovation.

### 6.2.6 Lessons learnt from elsewhere

New ideas and concepts often need incubation in a protected environment that provides support, advice and the freedom to evolve. New ideas and the social entrepreneurs taking them forward often require a mix of funding, business support and mentoring. Around the world (and more recently locally), we are seeing the emergence of hubs, labs, incubators and accelerators that are providing enabling environments for social
innovation. Some incubators may be externally accessible to the public, such as UnLtd61, or they may operate internally with organisations (for example, the international development organisation Marie Stopes International has just launched its own internal innovation fund).

Promising ideas require testing and prototyping to refine their model. Prototyping provides a quick and cheap technique to test new ways of working before investing large amounts of time and money. Long hailed as an essential component of product design in the commercial world, this is increasingly being adopted as a way for public sector bodies to trial new services. Prototype Barnet is one example, where the London Borough of Barnet tested different iterations of a new support service for families62

Innovation is needed specifically in relation to the way in which the local V&C sector is funded. Other regions within the UK have successfully developed alternative funding structures such as Social Impact Bonds, community shares and various investment platforms. Given the differences in the size and structure of the V&C sector in the rest of the UK, the applicability of these alternative funding structures should be carefully considered in the Northern Ireland context.

### 6.3 Recommendations

In the following paragraphs we have summarised recommendations which could provide a ‘road map’ to boost social innovation in Northern Ireland, as summarised in the diagram below and described in more detail in the following text.

Throughout this report we have emphasised that social innovation involves collaboration between different types of organisations and individuals from across the economy. As such, no single institution can ‘own’ the social innovation agenda in Northern Ireland. The road map that we outline requires cooperation and partnership. However, leadership is required to drive this process. We believe that The Building Change Trust is in an excellent position to use its resources and influence to play a leading role in building the alliances and partnerships that are required to ensure the development and growth of social innovation in Northern Ireland, ultimately generating new solutions to the complex social challenges communities are facing now and into the future.

**1. Raising the profile of Social Innovation in Northern Ireland**

The first stage of the roadmap is to raise awareness of social innovation in Northern Ireland. As we have already noted, social innovation occurs across the four sectors of the economy: the public sector, in business, in the voluntary and community sector, and with individuals and households. To successfully raise the profile of social innovation, leaders from all of these sectors need to publically demonstrate their commitment to being open and supportive of new ideas and approaches that can help deliver better services and better meet social needs. Leaders from the different sectors need to send out a clear statement to all of those who are thinking of trying something new or different, that they are open to suggestions and will support a new culture of innovation.

**Social Innovation Award Ceremony**

A high profile awards ceremony, showcasing and celebrating social innovation in Northern Ireland should be organised once a year. This ceremony should be hosted by leaders from government and civil service, from businesses and commercial sector and from leaders from charitable foundations and the voluntary community sector. This ceremony would aim to promote awareness of social innovation as well as demonstrate the commitment of sector leaders to encourage a new culture of innovation in the Northern Ireland. The event would help foster a community of social innovators working in different regions and on

---

61 Social Innovation: What is it, why it matters and how it can be accelerated. Mulgan, 2007
62 Prototyping Framework: How to use prototyping to develop better public services. NESTA & Think Public
different policy areas. It is important that the awards recognise success and good practice but are non-financial; they should not be confused with prizes or funding mechanisms.

The road map follows the different stages of social innovation we outlined above. The stages model is not only helpful in terms of understanding innovation, but also offers a useful framework for thinking about the different kinds of support that innovators and innovations need in order to grow.

**Figure 6.: Road Map**

![Road Map](image)

16. **Prompts for generating Social Innovation in Northern Ireland**

There are a number of specific approaches that can help generate new ways of thinking about particular social challenges. Two of these would work well in Northern Ireland, both increasing the awareness of social innovations and helping stimulate new ways of thinking and responding to challenges:

**Thinker in residence**

A ‘thinker in residence’ programme can help governments and other large organisations stimulate cultures of innovation. Thinkers – renowned academics or leading innovation practitioners – are invited by governments or large organisations to stimulate creative thinking and practical innovation. The Thinker in Residence programme in South Australia started in 2003. Each year, up to four internationally renowned experts spend between 2 and 6 months helping the government to identify problems and explore original solutions on issues ranging from climate change to childcare.

**Innovation exchanges**

Visiting other innovative projects which are addressing similar challenges in other contexts (e.g. elsewhere in the UK, Eire or other European Countries) is an effective way of sharing ideas, developing new approaches and building networks. Travel bursaries for exchanges could be part of the innovation awards. The Social Innovation eXchange (SIXi) runs a programme of exchanges.

17. **Proposals**

**Challenge Prize**

A challenge prize is an effective means of uncovering and funding new sources of social innovation. One of the traditional arguments in favour of prizes and competitions is the way in which it provides those giving out the prize a means of finding a solution to a problem without shouldering the burden of risk. In the social economy, however, there are arguments for sharing rather than shifting the risk. This can be achieved through a stage-gate process, where participants increase the level of investment as they pass through the various stages. A specific challenge is set, for example asking for an innovation to reduce isolation among older people in rural areas, and people are asked to submit their ideas. A group of applicants are shortlisted
and are supported to develop their ideas into detailed plans. A small number of finalists are selected and are funded to test their ideas over 6 months. A final prize is awarded for the solution that is judged to most effectively meet the challenge. NESTA's Centre for Challenge Prizesi manages such prizes, building on the expertise gained through its successful Big Green Challenge launched in 2007.

Social Innovation Safari

Social Innovation Safaris bring together different practitioners and thinkers to focus their expertise on developing solutions to complex social problems. The concept was developed by Kennisland in the Netherlands. Their model is a week-long action learning programme that brings up to 30 participants from diverse backgrounds to help a local organisation develop a solution to problem they are struggling with. The participants are a mixture of local and international innovators who act as a ‘solution brigade’ as well as sharing experiences, skills etc.

18. Prototypes

Social Innovation Camp

Social Innovation Camp brings together software developers and designers with people who understand social problems to build web- or mobile phone-based solutions. Over the course of a weekend small groups work together to design and build a working prototype website or application. Examples of successful innovations which have grown out of Social Innovation Camps include GoodGym, which connects runners with isolated elderly people, and MyPolice, an online feedback system for the police service. Northern Ireland’s first Social Innovation Camp is being funded by the Building Change Trust and will take place in June 2013.

19. Sustaining Social Innovation

Innovation Funding

Every innovation process requires some finance. A social innovation fund should be developed based on the innovation spiral model. This could contain different stages, starting with small grants to support the development and prototyping of an idea, then increasing grant size to build up sustain an innovation, and finally loans and/or equity investment to help scaling.

20. Scaling and diffusion

Innovation accelerator

Scaling up successful social innovations is a particular challenge. An accelerator programme can provide established organisations with the support, confidence and expertise to grow and extend their impact. The Young Foundation's Acceleratorii is a six month taught programme that propels and rapidly accelerates small but successful social enterprises through combining expert tuition, business support and advice on social investment.

21. Systemic change

Facilitating systemic change is far from straight forward. By definition, no single organisation or institution can achieve systemic change; it involves the complex interaction between multiple stakeholders from all parts of the economy, resulting in widespread behavioural change across society. Specific recommendations on how to create systemic change are therefore hard to come by. However, systemic innovation requires working in partnership, learning from each other and, ultimately, creating strong relationships between different actors. One way to start building such relationships is through the creation of an innovation hub.
Social Innovation Hub

A social innovation hub brings different groups of people and organisations together with the express purpose of working together to affect change around a group of great ideas, rapidly. An effective hub should enable a mixing of art, technology, private sector, NGOs and public sector, as well as small, mid-size and larger companies) to find innovative social solutions to a variety of specific social challenges. By helping a wide variety of people to work together, either physically (or virtually) closely, this would both build up tacit knowledge and speed up the innovation process around a particular issue, in a particular field. There are currently many models on which this could be based (Living Labs, MIT labs, the HUB, CSI Toronto, or DenokInn in Bilbao).

In addition to these ‘road map’ activities there are a number of other actions which BCT may wish to consider, that could be under taken in parallel to the above:

**Lobbying of Government to create ‘ring fenced’ funding** within Government Departments to support the development of social innovation within and across the sectors they operate. N.B. There is a need for the funding to be flexible enough for an innovative idea to be adjusted during the implementation stages to maximise the potential for success. There is also a need to accept that not the funded innovations will succeed but systems should be in place to learn from all innovations successful and unsuccessful;

**Development/tailoring of monitoring and evaluation methodologies** so that they can be applied to social innovation projects to capture important information relating to impacts (intended and unintended) and learning;

In partnership with other key stakeholders, development of **regular and sustained contact with NESTA**, to increase its profile and activity levels within Northern Ireland.
Appendix A: Rag Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robin Murray</td>
<td>Independent Consultant (Chair)</td>
</tr>
<tr>
<td>Julie Harrison</td>
<td>Julie Harrison Consulting &amp; Director of Building Change Trust</td>
</tr>
<tr>
<td>James Magowan</td>
<td>Independent Consultant</td>
</tr>
<tr>
<td>Niamh Goggin</td>
<td>Small Change (N.I.) Ltd</td>
</tr>
<tr>
<td>John McMullan</td>
<td>Bryson Charitable Group</td>
</tr>
<tr>
<td>Stephen Bloomer</td>
<td>NICVA</td>
</tr>
<tr>
<td>Nigel McKinney</td>
<td>Building Change Trust</td>
</tr>
<tr>
<td>Charlie Fisher</td>
<td>Building Change Trust</td>
</tr>
<tr>
<td>Bill Osborne</td>
<td>Building Change Trust</td>
</tr>
</tbody>
</table>

Appendix B: National and International Case study examples of Social Innovation

1. Cancer patient support

Why does it matter?

More than 1 in 3 people in the UK will develop some form of cancer during their lifetime. Over 800 people are diagnosed each day with cancer in the UK. The disease can develop at any age, but is most common in older people, with more than 3 out of any 5 cancers being diagnosed in people aged 65 and over. The incidence of cancer in the UK continues to rise as the population ages, but death rates are falling with improved diagnosis and treatment, official figures show. This creates a strong argument for increased awareness and diagnosis campaigns.

Awareness and diagnosis campaigns

There is particular need to support men. There is a wealth of information to suggest men are less likely to seek health information, to regularly get check-ups, to ignore symptoms or delay seeking medical attention.\(^6\) Campaigns may be focussed around raising public awareness and changing behaviour, such as Movember. Alternatively, they may be specifically focussed around increased diagnosis rates, for example the Check-it-out bus run by the NHS in North Lancashire.

\(^6\) Time for creative thinking about men’s health. Lancet, 2001:
Movember

Movember runs as a campaign to change men's habits and attitudes around their health, with a particular focus on prostate and testicular cancer. Participants sign up to grow a moustache for a month beginning on the 1st November. There are two principles core to the campaign. Firstly, education and awareness raising. Last year Movember received over 850,000 participants around the globe. This created an enormous visible impact, assisted by social media, and attracted much public and media attention. Over 90% of participants say the experience made them reflect on their own personal health: almost three quarters had visited a GP in the last 12 months, and half cited prostate cancer as one of the most significant issues when thinking about men's health. The second core component to the campaign is fundraising. In 2011, this sat at almost £80m. The funds raised within the UK are used to fund Prostate Cancer UK, the Institute of Cancer Research and global research collaborations.

Check-it-out bus

The ‘Check-it-out’ bus, run by the NHS in North Lancashire Cancer and MOT BUS. Much evidence points to men having concerns regarding their health, but struggle to take action around these. The ‘Check-it-out’ bus visits local employers to offer a lifestyle check and signposting to appropriate services to encourage self-care and preventative care in the target audience, males aged 40-70 years.

Patient empowerment

In 2011 the Department of Health stated a core principle of their cancer strategy as: “to put the patient or service user at the heart of the public services – transforming the relationship between citizen and service through the principle of no decision about me without me.” This theme of patient empowerment, and placing patients at the centre of their condition, is core to many innovations in the field of health, and particularly innovations where technology and online platforms serve as the facilitator.

Patients know best

Patients Know Best is an online platform created as a way to enable such patients to take on a greater role for their treatment. Patients Know Best is built on the exact premise of its name: that patients with long term conditions are the experts on themselves – having been the constant across often a large number of medical professionals providing support. Indeed it often only the patients who have the full possession of all the details of their treatment and history. Patients are treated as a member of the clinical team: able to access their own medical notes, monitor their health and exchange health information with doctors. The scheme operates through a website free of charge to NHS patients and integrated into the NHS secure network. Torbay Hospital has been one of the first to integrate Patients Know Best into its system, and specifically with patients suffering from colorectal cancer. This enables patients to receive test results directly, as well as providing an online communication channel for consultations.

Non-statutory patient support

There are also many initiatives springing up in the non-statutory space, exploring issues such as peer and non-medical support.

Patients like Me

PatientsLikeMe (PLM) is an online platform that facilitates peer support amongst others with the same disease or condition. Patients share information around symptoms, treatments and outcomes – and fellow peers can then view information for specific individuals, or aggregated reports on the conditions. The site facilitates peer support, enabling patients to share their experience and find others similar to them matched to demographic and clinical characteristics. There are also forums for discussion as well as functions for 1:1 interactions. There are currently over 150,000 members and 1,000 conditions registered on the platform.

---

64 http://uk.movember.com/
Similar to other online communities, members of PLM offer one another support based on their own personal experience, and advise each other on how to improve daily life and long term health outcomes. What distinguishes this patient platform from others is that members tailor questions and consult by referring to concrete data displayed for each member. Members of PLM do not simply share their experiences anecdotally; they quantify them, breaking down their symptoms into hard data, inputting their condition and treatment details including dosage, efficacy and side effects, along with information on symptom history, tracking and a variety of biological information.

**Maggie’s Centres**

Maggie Keswick Jencks Cancer Caring Trust centres are a network of drop in centres in the UK, which aim to help anyone who has been affected by cancer. Rather than replace conventional cancer therapy they provide an additional (they are located near NHS hospitals) caring environment that provides support, information and practical advice. Central to these centres is a belief in the ability of buildings to uplift people. The buildings that house the centres have been designed by leading architects, including Frank Gehry, Richard Rogers and Zaha Hadid. Visiting the centre is free of charge for users funding is provided by a number of foundations and trusts. It is an interesting social innovation because it involves a novel range of stakeholders, from leading architects to care specialists. In addition, care is extended beyond simply the person suffering from cancer to friends and family, including during periods of bereavement.

2. Disability

**Why does it matter?**

There are over 11 million disabled people in the UK. Disabled people face multiple challenges. Over a quarter have no formal qualifications, compared to one in ten of the normal population. Half of all disabled people can’t find work – and of those who work one in two are in low-paid, short-term or part time work. Those in work tend to earn considerably less on average than their non-disabled peers. Disabled people have been widely reported to have suffered disproportionately through the public spending cuts. Support levels are inevitably being reduced, and many families, carers and disabled people are being left with less support than was available to them a few years ago. Ultimately this will mean fewer people will be able to access statutory services – and the role of statutory services will change. We are likely to see local authorities rising to this challenge and developing innovative responses.

**Innovation in austerity: Public sector responses**

Scope recently commissioned the New Economics Foundation to explore how local authorities are responding innovatively to the challenges posed by the cuts. They investigated many areas of public services provision, including integration of those with disabilities into the world of work. One such a project is COASTAL (Creating opportunities and skills teams alliance), a regional collaboration between six local authorities in Wales which exists to support disabled people to find a job. The aim is to promote both choice and independence for people with disabilities within the Labour market. Collaborations between the public and voluntary sector to provide a bespoke programme of support to help those they work with learn, train and engage with the Labour market. Alongside this, support is offered to employers in understanding awareness of disability issues (such as legislation) and assist them in employing individuals with disabilities. Once secured in employment, participants are provided with help through their transition, and may access

---

66 [http://www.maggiescentres.org/about/what_is_maggies.html](http://www.maggiescentres.org/about/what_is_maggies.html)
68 Disability 2012: Facts and figures, Scope
69 For example, Demos: The Disability in Austerity Study; The Young Foundation: An insight into the impacts on some of the most vulnerable in Camden
help from COASTAL for a year after they enter employment. However, in the short-term at least, individuals are likely to become more reliant on non-statutory services, and alternative forms of support, and so we have focussed our attention on these in the examples below.

Support for those with acquired disabilities

iDID: Independence and Diversity in Disability

iDID is a social enterprise that harnesses the adventure sports industry to build resilience within individuals who acquire a disability. The enterprise is user-led, and the model was developed by its founder from her own lived experiences of living with an acquired disability with input from others with different acquired disabilities. iDID's uses adventure sport activities as a way of demonstrating a person's ability to do, rather than no longer do. The outcomes they are aiming for are reduced recovery and adaptation time, as a well as reduction in mental health problems. Income for the project is generated through various means – including membership, sales of adventure breaks, accreditation of adventure sports providers, and website advertising, and plans are underway to introduce a clothing line for disabled people.

Building understanding of disability

Dialogue in the dark

‘Dialogue in the dark’ organises circles of friends for people with every conceivable type of disability or condition. The central tenet of the scheme is that no disability precludes relationships. The concept is simple: visitors are led by blind guides in groups through specially constructed dark rooms in which scents, sounds, wind, temperatures, and textures convey the characteristics of daily environments – for example, a park, a city, or a bar. The daily routine becomes a new experience. A reversal of roles is created: people who can see are taken out of their familiar environments. Blind people provide them with security and a sense of orientation by transmitting to them a world without pictures. Darkness, however, is also an ideal medium for communication. In the darkness, pleasant appearances and status symbols do not count, and this makes room for unprejudiced encounters. Over the last few years, Dialogue in the Dark has been presented in 28 countries throughout Europe, Asia, and America. More than six million visitors have been led through their exhibitions by 6,000 blind staff members.

The opportunity of technology

Enabled By Design

‘Enabled by Design’ is an online platform aiming to create links between those with direct experience of disability, and those who are interested in concepts of universal design. On the site, individuals are invited to share information on products and services – these may be services they wish to recommend, or services they would like to see altered. The online community is able to rate existing products, or to upload ideas or pictures of product design which would enhance their life. The idea was inspired by co-founder Denise Stephens’ experiences following her diagnosis of MS. She was provided with an occupational therapist, and a range of assistive equipment to help her support her independence. Although this equipment made a huge difference to her life, she became frustrated as her home started to look more and more like a hospital. This prompted her to set up the platform as a tool to bring user experience into assistive equipment design. As well as operating online the team also run events such as the ‘Enabled by Design-athon’ which bring together designers, manufactures, and the enabled by design community to practically build and test out new products over a weekend.

71 www.coastalproject.co.uk
73 www.dialogue-in-the-dark.com
74 Creating Change: Innovations in the world of disability. Ashoka, 2009
3. Access to rural services

Why does it matter?

In their charter for rural communities, the Carnegie Trust wrote:

“Those who live in rural areas know all too well the frustrations involved; the inaccessible broadband, the deliveries which never arrive, the lack of affordable houses and the inexorable disappearance of shops, schools, post offices and pubs. The villages where the young people have already left, taking their skills and energy with them. Of course, to many people the attractions of the countryside outweigh these frustrations but for others there is no choice.”

There is much discussion about people living in rural areas being disadvantaged, and this largely relates to geographical location and the availability and cost of goods and services when compared to urban areas. People in rural areas appear to be paying more for goods and services, getting less choice than people in urban areas and, in some cases, are deprived of services as local shops and businesses close.

In the past, innovation policy has tended to concentrate on urban areas. However, 86 per cent of the UK is rural, and those areas are home to almost 20 per cent of the population. With rural communities moving away from traditional industries such as farming, mining and seaside tourism, rural areas are gradually becoming less distinct from their urban counterparts. Innovation strategies developed by national or local agencies must now include specific plans for stimulating rural innovation.

Rural services for older people

Older people in particular face these challenges around rural areas. Nearly a quarter of the rural population are over retirement age compared to 18% in urban areas, and with ageing populations, these proportions will continue to widen.

Village Agents

The Village Agents scheme was first implemented in Gloucestershire and has since been adopted in Wiltshire and Hampshire. The idea is that a team of Agents are trained and paid (10 hours a week but they often carry out extensive unpaid work beyond this) to support the local community, particularly socially isolated older people. The support they provide includes befriending, connecting those in need with a network of services and social activities, and employing basic home fire safety.

Agents can be former health professionals, care workers and Parish clerks. They provide a face-to-face contact point for people who are less likely to use the telephone or internet service to access information. In this respect the agents can be a crucial bridge between those who are socially and rurally isolated and the statutory and charity organisations offering services to older people. While this kind of service requires funding, it has been bolstered through partnerships (with the RCC, Age UK and local councils) and the goodwill of the agents, so it brings considerable dividends.

Integrated Transportation Network

The Integrated Transport Network (ITN) service provides a cheap car transport service for older people in the USA. The idea is that older people trade their own cars to pay for rides when they no longer have a desire to drive themselves. The rides are provided by local volunteers who accrue credits that they can later use for their own future transportation needs. This process is said to empower elderly citizens through enabling them to stay connected to family, friends and the community. In addition, the wider community may benefit as adult children are given relief from care and local businesses retain their valuable customers.

75 A charter for rural communities, Carnegie Trust, 2007
76 Rural consumers in the UK, Consumer Focus 2011.
77 Rural innovation, Nesta 2007.
78 www.bigissue.org.uk
80 The village agents programme: http://www3.hants.gov.uk/ageconcern/ageconcerninformation_advice/ageconcern-villageagent.htm
It is largely self-funding and is based on a reciprocal relationship as oppose to purely goodwill from volunteers.

An independent evaluation estimated that the net impact of ITN affiliates would reach over 20 million dollars in the US by 2010. The ITN model may be incorporated into other social services. An example might be using the credits in a national scheme such as Care4Care or drawing on current volunteering networks such as those affiliated with housing associations.

**Multi-service delivery**

A recurring theme in both the research and media is the role of the post office and its potential to overcome many of the problems that people face with rural isolation. It plays an integral role in assisting communication, shopping (through the diversification of post offices) and banking. There are several examples of stores who have successfully managed to diversify their offering to save elements of village life, amalgamating for example the local shop, post office, or library which might otherwise not survive. These initiatives are often grant-funded initially though become self-sufficient over time.

The ‘Store is the Core’ project was part of Carnegie’s Rural Action Research Programme which aimed to develop models of community-led service provision in rural areas. The aim of the project was to diversify community-owned village shops into multi service village outlets and it ran for three years ending in November 2009. Creating multi-use spaces allowed these local shops to attract new customers in times of economic hardship (as a result of the recession or a new supermarket in the area). Further, it has created new networks of production and formed space for members of the community to interact.

Another example is the ‘Pub is the hub’ scheme, backed by the Prince of Wales, where pubs are encouraged to become multi-service outlets include merging a pub with the local shop, post office or even butchers.

**Technology in rural communities**

Access to a high-speed broadband connection can substantially mitigate the negative impacts of remoteness. Good technological infrastructure is a key enabling factor for allowing local businesses to adopt and pursue innovation. Some research indicates that small firms in peripheral areas are likely to be quicker to adopt technology and access to broadband is not a barrier to most rural businesses in the UK. This follows the observation that rural communities risk marginalisation when they do not have adequate internet access as, increasingly, services are available online – anything from buying car tax to banking, or accessing benefits advice.

**International solutions: India**

More than half of India’s population (600,000 people) live in rural areas and off the map villages and has been said to be at severe risk of ‘digital exclusion’. However, technological innovations are beginning to transform how local populations communicate and conduct business. Villgro is an organisation that supports social-enterprises that impact the lives of India’s rural poor through utilizing a network of investors, technical experts, domain specialists, mentors and marketers. One example of their work is providing

---

82 [www.itnamerica.org/](http://www.itnamerica.org/)
83 Rural consumers in the UK, Consumer Focus 2011
84 Rural consumers in the UK, Consumer Focus 2011
86 Rural Innovation, Nesta 2007.
87 Under the Radar: Tracking and supporting rural home based businesses. Live Network Report to the Commission for Rural Communities. Dwelly, Maguire, Truscott, 2005
89 Rural Innovation, Nesta 2007
91 [http://www.villgro.org/index.php/about](http://www.villgro.org/index.php/about)
rural farmers access to a web kiosk in the local panchayat (council) office. Here they can easily access agricultural data and receive regular updates on market prices to ensure they get a fair price.\textsuperscript{92}

Similarly, the Nokia Progress Project uses mobile technologies to allow rural communities to access language learning programmes via text messages allowing them to participate in the wider community and access to new forms of education.\textsuperscript{93} Moreover, as the language and culture of India changes every few hundred kilometres, technological innovations allow rural communities to transcend barriers to communication and business asymmetries.\textsuperscript{94}

4. Food production

Why does it matter?

Hunger and food are increasingly becoming central political issues. In the past 5 years, over 20 countries around the world have experienced food riots in urban areas. In the UK, this is evidenced in the proliferation of food banks; the Trussell Trust, the UK’s largest network of food banks, reports 3 food banks are currently opening a week across the UK to respond to need.\textsuperscript{95}

There are many different responses to the multi-faceted issue of food. These range from initiatives addressing hunger, to the availability and affordability of good, to lack of transparency in the food chain and the metaphorical and literal distance between producers and consumers. These also vary in scale, ranging from small-scale village based enterprises, through to global movements such as Fairtrade.

Community food banks

Trussell Trust

The Trussell Trust works to empower local communities to combat poverty and exclusion in the UK – primarily through the development of local food banks. Food is gathered from the local community – with volunteers in supermarkets asking shoppers to pick up an extra few items in a weekly shop, or through local schools, churches and businesses.

Frontline care staff (e.g. the CAB, the police, health visitors, social workers) are given vouchers which they can hand out to people in need. A voucher can be redeemed for three days’ worth of food. In addition to this, volunteers meet the service users, and help to signpost them to local services in order to address the more long-term problem. Some food banks also offer a rural delivery service, which takes emergency food boxes to individuals who may not be able to afford to access a food bank.

Urban food production

In the 2008 Comprehensive Framework for Action in response to the global food crisis the United Nations states that future strategies must prioritise reducing the distance for transporting food by encouraging local food production, within city, or even immediate boundaries.\textsuperscript{96} There are now many small scale schemes running across the UK. Many use food production as a hook to also address another social need – be that using wasted space productively, engaging with hard-to-reach young people, creating new links within the community or supporting people to cook and eat more healthily.

\textsuperscript{92} Brining the internet to rural India’s business community. BBC news, 2011. Accessible: http://www.bbc.co.uk/news/business-13414762
\textsuperscript{94} Brining the internet to rural India’s business community. BBC news, 2011. Accessible: http://www.bbc.co.uk/news/business-13414762
\textsuperscript{95} Food banks: a life on hand-outs. The Guardian, 18th July 2012
\textsuperscript{96} Cities, Food and Agriculture: Challenges and the way forward, 2009.
Growing communities

Growing Communities (www.growingcommunities.org) is a community-led organisation based in Hackney, North London, whose aim is to provide a more sustainable, re-localised food system. They provide community support to small-scale farmers and producers who use sustainable agricultural systems. They have grown up from scratch over the past 10 years and now have two community-led trading arms – through a local vegetable box scheme and a stall at Stoke Newington Farmers’ Market. Through their various urban growing sites they provide opportunities for apprentice growers as well as volunteering opportunities, and are developing a ‘patchwork farm’ in Hackney to make use of under-used space, such as church land, or green areas on estates. They are advocates of this method of food production and have recently set up a start-up programme to provide advice and support to others around the country wanting to run similar schemes.

Community Payback gardening scheme

The Greater Manchester Probation Trust has trialled an idea to support offenders on community services to play a constructive role. One such proposal focussed around food production where offenders work to clear the land (of weeds, overgrown trees and rubbish) in the abandoned garden of a local resident. This space is then used to grow vegetables for needy members of the community groups, such as the elderly.

The Golden Company

The Golden Company works to engage young people aged 16 to 21 through urban bee keeping initiatives. Participants are trained in practical bee keeping and also in the development, manufacturing and marketing of bee-based products which they then vend (for a small wage) regularly at Borough Market. Young people receive mentoring and also have the opportunity to work towards qualifications around business, and bee-keeping recognised by ASDAN, and the London Bee Keeper accreditation respectively.

Driven by the young people involved, the Golden Company has evolved into a social enterprise. The young people were keen not to be seen as passive recipients of benefits, and wanted to find ways of generating money. They now have a stall selling bee-based products at Borough Market twice a month – for which the young people receive a small wage.

International movements

There have been many moves, both within the field of food production and beyond to increase transparency and simplify supply chains at a global level. Perhaps the most far reaching of these is the Fair Trade movement – now licensing over 4,500 products, and working with around 7 million farmers and workers.

Fairtrade

The notion of fair trade has been around for over 40 years, but a formal labelling scheme only took off in the late 1980s. The vision is simple – the movement “wants people, through their work, to maintain a dignified and decent livelihood, and be able to develop to their full potential.”

The movement works on the basis that producers are at all times paid 10% above the global market price. The premium goes to the exporter, often a local co-operative, which is designed to be used for social projects such as education or health. For many farmers, this premium makes the difference in enabling them to continue to compete in global markets.

The movement has gone global, involving major corporations such as Cadbury and Starbucks as well as becoming a household name, with many supermarkets now producing their own ranges of Fairtrade products. Over the last 15 years the number of licensed Fairtrade products has grown from 80 to more than 4,500, enabling about 7 million farmers and workers, as well as their families, across the world to benefit. In 2012 the retail value of Fairtrade products was estimated at £1.57 billion.
5. Making full use of school facilities

Why does it matter?

Increasingly, schools are coming to play a central role in communities, and are being required to help address a wider range of social issues than has traditionally been the case. Their role and purpose go far beyond education alone, extending to support for chaotic families, tackling obesity, and aiding parental learning.

Extended Schools

The model

Extended schools aim to branch out the more traditional remit of schools, to take a more holistic approach to education. Under the initiative schools provide a range of services and activities, beyond the school day, to help meet needs of pupils, their families and the wider communities. Learning from similar schools in the United States coupled with several successful pilot studies in the UK led to the launch of the Full Service Extended Schools (FSES) in 2003. This aimed for all schools to offer a set of extended activities by 2010. The scheme did not involve the growth of a new idea rather the spread of an idea. Individual schools were given flexibility on their offer, along with a set of core components, including:

- High quality childcare;
- A variety of study support e.g. homework clubs, music tuition, volunteering, and language classes;
- Easy referral to specialist support e.g. sexual health services or speech therapy; and
- Access for the wider community for ICT, sports and arts and adult learning.

New links and relationships are formed between schools, families and the wider community, and schools are encouraged to work in partnership with other local agencies, be they voluntary, public or private sector.

Extended schools in action

Old Ford Road Primary School, in Tower Hamlets, London, has a far reaching extended schools programme which includes:

- Engaging pupils in the community: for example through intergenerational activities such as visiting older people's home, spending time at local libraries, and contributing to environmental activities such as planting in the park, and litter picking in the community;
- Engaging parents with the school: through skills development such as ICT training, or supporting parents to learn English. Parents are also engaged through strengthening families workshops and parenting courses; and
- Wider community are engaged in the school: The school run an open toddler group, which all are invited to attend. Local corporate and third sector agencies regularly visit the school to support pupils with their reading, and also host visits for pupils in the city.

Whole neighbourhood approach

Harlem Children's Zone

The Harlem Children's Zone was set up in the early 1990s to help children from disadvantaged backgrounds in Harlem succeed both in school and in life. Schools work alongside a whole range of other agencies to create a holistic approach for both the child and their family. Support ranges from parenting and pre-school programs to an anti-obesity program.

The theory behind the Children's Zone is to create a “tipping point” in the neighbourhood, to counter the effect of negative influences such as anti-social behaviour and crime with an environment intended to inspire and enrich young people – focussing on the positive activities, and aspirations for the future.
Over the past two decades the project has grown to 100 blocks, and now serves around 17,000 children each year. Harlem Children's Zone has received huge amounts of coverage through media and received direct praise from President Obama as a model of best practice. In steps to replicate and build on successes of the program, the Education Department has launched a Promise Neighbourhood program, which will release over 10 million dollars in grants for 20 areas across the States to replicate Harlem's approach.

Schools as a community hub

Schools as buildings and facilities provide a fantastic asset for many communities. There are some fantastic examples of schools being opened up for community use in the evenings, but also many examples of wasted potential. ‘Meanwhile Space’, concerned with using assets to their fullest write that projects concerned with maximising use of assets can be catalysts for innovation and energy, a place to trial and develop ideas and to provide new creative, community uses.97

Walton on the Naze pre-school

Council owned Walton-on-the-Naze pre-school formerly shut its door at lunchtime to the public and remained closed each day until the pre-school the next morning. While the facility stood empty, residents would take buses to neighbouring towns for children's activities, or their own exercise classes.

In response to this a community group was formed locally within the village, consisting of staff and governors from the school and pre-school, along with community representatives such as the police and a local vicar. They have then worked in partnership with Essex County Council to undertake an asset transfer which gives the community the right to use the space of the building as they wish for activities.

Provision of the building will allow improved public service delivery for residents of the area, with plans to bring in various service providers such as council youth services in the evenings. It will also help to cultivate greater levels of community responsibility, through inviting residents to use the space for groups of their choice.

6. Cities as hubs for creativity and Social Innovation

Why it matters

At the turn of the century about half the world’s population lived in cities. By 2050, it is estimated that this figure will stand at 75%.98

Cities simultaneously provide opportunity and potential while also being the hub of intersecting social challenges. Cities have always been centres of learning, the home of libraries, universities, and museums. They provide many of the vital ingredients for cultural creativity: diversity, density and proximity. Arts and culture form a core part of creativity in cities.

However in the 21st century, many have called creativity in cities must no longer be limited to the field of arts and culture. Rather, cities have to be creative about all aspects of city life, not just culture. Truly creative cities are as creative about transport, housing, energy and waste as they are about culture and learning.99

Indeed cities face many pressing challenges: inequality, poverty, crime, violence, environmental degradation to name a few. The recession is building on these pressures through rising unemployment, greater demands on statutory services and ever-tightening reins on public spending. There is an imperative to address these

---

97 No time to waste: the use of assets for community benefit. Meanwhile project, 2010.
98 Social Innovation: What is it, why it matters and how it can be accelerated. Mulgan, 2007
99 Creative Cities Project. Breakthrough cities: How cities can mobilise creativity and knowledge to tackle compelling social solutions. Young Foundation 2009
challenges in creative and non-traditional ways. Indeed, cities encourage mass innovation as people learn new habits from one another, observing what their fellow citizens are doing. Everything propagates faster in cities: disease, fashion, ideas.\textsuperscript{100}

Often the best way to generate innovative solutions is to involve a wide range of people. This will include both traditional actors – public sector and business leaders for example, but also citizens, young people, academics, community workers etc. Creative cities need places in which these creative conversations can take place, and new relations can develop. This might be in universities, coffee shops, community groups and squares.\textsuperscript{101}

**The Urban Ideas Bakery**

The Urban Ideas Bakery formed part of the Creative Cities programme run by the British Council (http://creativecities.britishcouncil.org). The Bakery is a set of methods that are designed to help cities mobilise their creativity to solve problems. These might range from everyday problems, such as littering or congestion, through to crime, education or traffic to better solve – together – the major challenges they face, from recession to crime, high carbon emissions to poor education. Creativity in cities is about every day problem solving as much as it is about long-term visions to get school drop outs into employment or to reduce traffic congestion. The Urban Ideas Bakery engages innovative local community members and international experts to ‘bake urban ideas’ – turn them into practical, deliverable solutions to improve the quality of life in cities. Several ideas are detailed in the Breakthrough Cities report that informed the model.\textsuperscript{102} In addition to this a guide has been produced detailing how to run an Urban Ideas Bakery in an individual city – in terms of resources etc.\textsuperscript{103}

**European Capital of Culture and the UK City of Culture Initiative**

Liverpool was awarded European Capital of Culture (ECoC) for the year 2008. The Liverpool ECoC was a success in terms of raising the profile of the city and its arts and cultural offer, improved the morale and increased the credibility of the creative industries sector, and in bringing visitors and the local population in to enjoy its offer.\textsuperscript{104}

Interestingly, however, one of the main legacies of Liverpool ECoC is not tangible, but rather the legacy of collaboration. Liverpool's success was the result of extensive partnership across public, private and third sectors. Leaders of the major arts organisations meet on a fortnightly basis to talk with the police, the city council and the health sector. Taking a lateral view on who is “making a difference” in the city has allowed new relationship and ways of working to develop, leading to a great increase in civic leadership from within the arts community.\textsuperscript{105} This has contributed to the repositioning of culture as more central to cross-sectoral agendas, and is reflected in a new city-wide cultural strategy for 2008 to 2013.\textsuperscript{106}

The success of Liverpool's year as ECoC inspired the Government to design its own scheme – the UK City of Culture initiative, run by the Department of Culture, Media and Sport, which builds on the idea that “culture and creativity should be viewed as part of the answer to tough economic times - and not as a distraction or a luxury.”\textsuperscript{107} This UK-wide competition aims to build on the lessons learned from Liverpool in putting culture at the heart of city agendas, policies and planning. It will operate on a four-yearly cycle with the first UK City of Culture being awarded in 2013. This will mark a fitting follow-on from Liverpool as well as the Cultural Olympiad taking place in the run up to the 2012 Olympic and Paralympic Games. The inaugural holder of the award will be Derry in 2013.

\textsuperscript{100} Creative Cities Project. Breakthrough cities: How cities can mobilise creativity and knowledge to tackle compelling social solutions. Young Foundation 2009

\textsuperscript{101} Creative Cities Project. Breakthrough cities: How cities can mobilise creativity and knowledge to tackle compelling social solutions. Young Foundation 2009

\textsuperscript{102} Breakthrough Cities, Kahn et al, 2010

\textsuperscript{103} How to run urban ideas bakery: A briefing document. Creative Cities, 2010.

\textsuperscript{104} http://www.liv.ac.uk/impacts08/Papers/Creating_an_Impact_-_web.pdf

\textsuperscript{105} Liverpool's European Capital of Culture: The Legacy. Ideas Tap

\textsuperscript{106} http://www.liv.ac.uk/impacts08/Papers/Creating_an_Impact_-_web.pdf

\textsuperscript{107} http://www.liv.ac.uk/impacts08/Papers/Creating_an_Impact_-_web.pdf
Managing and reducing traffic

Traffic has a huge impact on city life – impacting on many different areas including air pollution, economic efficiency, climate, leisure time, and the activity on streets.

Many cities have implemented innovative measures to managing and reducing traffic. These range from congestion charging, initiated in London, and since taken up by Milan and Stockholm, through to car free days in Seoul, a voluntary programme where people choose one day of the work week as a no-driving day, fuelled by incentives provided by the public and private sector, such as discounted petrol, free parking and car washing. In response to heightened chaos and road rage the mayor of Bogota introduced mime artists to both entertain and control drivers in the city.

Alternative forms of transport are increasingly being promoted – for both congestion, environmental, and quality of life reasons. Promoting cycling is one of the most common. Bogota’s houses CicloRuta (one of the most comprehensive bicycle path networks in the world) or Bicing in Barcelona (a public cycle hire network that is integrated into and complements the existing public transport network of buses, metro, tram and train).\(^{108}\)

Copenhagen was one of the pioneering cities in introducing the Stroget carfree zone is in the center of Copenhagen in 1962. The area is now the longest pedestrian shopping area in Europe.\(^{109}\) Instrumented by architect Jan Gehl, the area was the first pedestrian street in Scandinavia and was met by considerable scepticism based on the observation that using public spaces was contrary to the Scandinavian mentality\(^{110}\). However, Gehl effectively demonstrated a decrease in use of the streets following increases in car traffic. Following the introduction of the care free zone, the first year saw an increase by over a third in the number of pedestrians using the street.

This usage continued, with many more people ‘standing, sitting or lingering’ in the public space – enjoying the space itself as opposed to simply using it to visit shops. New types of street life evolved around the public space: jazz festivals, theatre festivals, concerts and grassroots carnivals.\(^{111}\) This has since been used as a model for pedestrian areas around the world as it has been seen to create new forms of public life.

Schemes tapping into the shared economy have great potential in a city. We are seeing the rise of car clubs which embrace this model, such as WhipCar, a car based rental service (www.whipcar.com). The scheme is based on a neighbour-to-neighbour sharing model. There is no charge to join and allows car owners to rent out their cars to others when they are not using them, without affecting their own insurance. Car rentals may be for an hour or so, up to months. The scheme cleverly taps into the massive under-usage of privately owned cars. “The average car in the UK is only driven for 4.6 hours per week. This means that for 92 per cent of the time, your second-most valuable asset is going unused,” says Vinay Gupta, co-founder of WhipCar.\(^{112}\)

---

108 Creative Cities Project. Breakthrough cities: How cities can mobilise creativity and knowledge to tackle compelling social solutions. Young Foundation 2009
110 A changing street life in a changing society, Places vol. 6 (1) Jan Gehl, 1989
111 A changing street life in a changing society, Places vol. 6 (1) Jan Gehl, 1989
Appendix C: Consultee LIST & consultation findings

<table>
<thead>
<tr>
<th>Consultee</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patrick Minne</td>
<td>Charity Bank</td>
</tr>
<tr>
<td>Avilia Kilmurray</td>
<td>CFNI</td>
</tr>
<tr>
<td>Teresa Canavan</td>
<td>RDC</td>
</tr>
<tr>
<td>Seamus MacAleavey</td>
<td>NICVA</td>
</tr>
<tr>
<td>Majella McCloskey</td>
<td>CO3</td>
</tr>
<tr>
<td>Paul Murray</td>
<td>Atlantic Philanthropies</td>
</tr>
<tr>
<td>Norrie Breslin</td>
<td>Big Lottery Fund</td>
</tr>
<tr>
<td>Roy McGivern</td>
<td>DSD</td>
</tr>
<tr>
<td>Stephen MacDonald</td>
<td>DETI</td>
</tr>
<tr>
<td>Roger Warnock</td>
<td>DETI</td>
</tr>
<tr>
<td>Clare McCafferty</td>
<td>DETI</td>
</tr>
<tr>
<td>Bernard McKeown</td>
<td>DETI</td>
</tr>
<tr>
<td>Brendan Galbraith</td>
<td>University of Ulster</td>
</tr>
</tbody>
</table>

Each consultee was contacted and asked to participate in the research. Consultations took the form of semi-structured interviews which broadly covered the key themes of the terms of reference for the research, mainly:

What is your understanding of the term Social Innovation?;

What frameworks currently exist to support Social Innovation in NI?;

What are the facilitating factors for Social Innovation in NI?;

What barriers currently exist for Social Innovation in NI?;

Have you come across any examples of Social Innovation locally and if so, what has been innovative about them, what were the impacts or, benefits?;

Are you aware of any lessons to be learnt from elsewhere?; and

What recommendations would you make to support and develop Social Innovation in NI?

Consultation Themes

A number of themes emerged from the consultation exercise, as discussed in the following paragraphs.

Understanding the term ‘Social Innovation’

There was a broad consensus amongst those consulted with that the term Social Innovation has a broad definition and refers not only to new approaches and services but also to existing concepts that have been applied in new sectors or areas;

- A number of consultees noted that Social Innovation is driven by a recognised need to address an issue or situation in a community or society;
- A small number of consultees noted that the term ‘Social Innovation’ is not well recognised among the third sector in Northern Ireland and that it is often confused with social economy; and
• It was generally noted that very often those who are social innovators do not recognise themselves as such or may not recognise the terminology.

Support Frameworks
Consultees were asked what frameworks or sources of support currently existed to support and develop Social Innovation in Northern Ireland. The general consensus among consultees was that there was a lack of support for social innovation in Northern Ireland. The key issues that were highlighted include:

• Philanthropy. A few consultees noted that there are a small number of philanthropic organisations who provide funding in Northern Ireland, who are able to fund innovative ideas or practices more readily than that central government or the EU.

• Motivation. One consultee noted that often individuals who are very innovative are those who have identified a particular need and are driven and motivated to address it, these people are often good at getting support from other organisations and funders to implement their ideas.

• Better use of existing resources. There was some consensus among consultees that the sector could make better use of existing resources. It was noted that a number of organisations within the V&C sector in Northern Ireland have their own assets such as property or land and that they could be more innovative about how they access funding using these assets. Whilst using assets to leverage funding is not a new concept it is new to the V&C sector in Northern Ireland. Access to new or additional sources of funding could support the development of innovation;

• Asset Transfer: the upcoming change in policy regarding the transfer of assets from the public sector to the V&C sector has the potential to provide additional resources to the sector and may allow them to think more innovatively about the social need that they are meeting. Also as noted above it may increase the number of organisations who can leverage funds against their assets.

• Public Sector support: A number of consultees from public sector organisations noted that there are a number of support programmes that under-used by the sector, these mainly related to social enterprises. Most forms of support that are available to private sector entrepreneurs through Invest NI are also available to C&V sector bodies. Programmes such as the EU Innovation Competition and Horizon 2020 were all noted as sources of support which are under-used by the sector.

• NESTA, whilst NESTA was recognised as a form of support for innovation, its lack of NI presence was also regarded as a barrier. A number of consultees noted that NESTA has no presence in Northern Ireland and that as a UK wide body it should be promoted more and be more active in Northern Ireland. Public Sector consultees noted that NI Ministers had been in contact with NESTA and were considering plans as to increase the presence of NESTA in Northern Ireland.

Barriers
Consultees were asked what they believed the barriers to Social Innovation in Northern Ireland were. The responses can be summarised as follows:

• Difficult economic climate: many of those consulted with noted that the V&C sector in Northern Ireland was operating in a challenging climate. On one hand they are struggling to operate on cuts to income streams and on the other they are experiencing increased demand for services. It was noted that whilst this is often the climate in which innovation is required, it is very difficult for those who are struggling to meet the demands of clients/communities, funders and committees to have time to step back and review the situation objectively to identify solutions.

• Funding environment. It was also noted that in addition to the current economic pressures, the sector is also faces changes to its funding structures, e.g. the winding down of some of the larger funders such as the Atlantic Philanthropies (AP), IFI and the end of the current round of EU programmes.

• Lack of collaboration. It was generally noted (by V&C and public sector consultees) that over the past decade the funding environment in Northern Ireland and the area, needs based approach to funding
has created competition within the sector and a dependency on external support\textsuperscript{113}, this has impacted on collaboration within the sector. Further collaboration is required within the V&C sector not only to develop social innovation but, also evolve and thrive going forward.

- **Limited support.** Lack of support to those who have innovative ideas was a key issue that was discussed. This wasn’t just restricted to financial support, this included mentoring and training that would allow individuals and organisations to develop the expertise and skills to take an idea through to implementation. A number of those consulted with also noted that they believed that there was a lack of support to help individuals and organisations develop innovation from conception to implementation. A number of consultees noted that whilst there are a number of sources of support for private sector organisations, such as mentoring or business start-up support there is nothing for the V&C sector.

- **Attitude to risk.** Innovation is about taking risks and understanding that not everything will have a positive result. There is a need to allow organisations and individuals to take risks to be innovative on the understanding that not everything will be successful. But in doing so a full and honest evaluation is required to ensure that lessons can be learnt from failure. All of the consultees noted that they believed that funders are often too risk averse and will only consider funding established or ‘proven’ projects.

- **Lack of creativity:** There is a need to encourage those within the third sector to be more innovative about how their idea or project could be funded. As noted by a number of consultees the public sector is not always best placed to fund innovation, at least not within their standard funding streams. However, those within the sector should consider other ways to develop collateral, such leveraging funding against assets or community shares.

**Examples of Good Practice in NI**

Some consultees noted historical examples of social innovation that have had impacts on how society works or, thinks. Often this innovation involved a number of actions or activities from a wide number of individuals or organisations. This included the abolition of the slave trade, the women’s rights movement and disability access. All of which challenged the status quo of the day, but now seem very normal. Other consultees provided details of more local, small scale innovations, as summarised below.

<table>
<thead>
<tr>
<th>Dulra; Carntogher Community Bio-diversity Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carntogher Community Association received funding through the EU Building Sustainable Prosperity Programme, to employ a project co-ordinator to reinforce and extend the bio-diversity of a number of highly valuable natural habitats in the locality and promote an environmentally sensitive and sustainable natural ecosystem.</td>
</tr>
<tr>
<td>The project seeks to encourage environmental sustainability to complement the economic, social and cultural activities promoted by the association. It promotes a sustainable approach to rural development, protects and enhances ecological assets of the area, promotes biodiversity, increases access, provides educational opportunities and increases environmental awareness. The project focuses on the conservation &amp; biodiversity of two valuable natural eco-systems of remnant woodland and bog land and aims, through education and the development of communal responsibility towards the natural archaeological heritage, to increase ecological awareness and volunteering.</td>
</tr>
<tr>
<td>The project was innovative in that it sought to connect local people to their bio-diversity in the local environment and to use local resources to provide environmental education opportunities for local residents and school children.</td>
</tr>
</tbody>
</table>

\textsuperscript{113} this view has also been supported by others see, Murtagh, B., Bennett, E., Copeland, L. and Goggin, N. (2012) Community Asset Transfer in Northern Ireland. Joseph Rowntree Foundation.
### Broughderg Post Office

Broughderg is a remote, rural community with high levels of isolation and lack of essential basic services. With no shop, community facility or, public transport the residents of Broughderg got together in 1997 to look at possible solutions in addressing the service and isolation needs of the community.

With EU and International Fund for Ireland support (managed by RDC) the Group re-developed a derelict church building into a multi-purpose service hub to house a range of activities including the Credit Union, IT training suite and workspace. The existing Post Office in the village was sub-standard and was under threat of closure. Working with the community the Post Mistress re-located the Post Office into the newly renovated church building. With the relocation the Post Office was able to expand the range of services she can offer and now also provides basic groceries and stationary supplies. The Post Office now acts as a cornerstone for further development and has helped breathe new life into this small, remote and isolated community.

### Resurgam Development Trust Ltd

Resurgam is a Development Trust Association that represents communities and youth organisations in disadvantaged areas in the South of Lisburn. It is a community owned and led organisation which uses self-help, trading for social purposes, and ownership of buildings and land, to bring about long-term social, economic and environmental benefits within the Hillhall, Hilden and Old Warren areas of Lisburn. Its Development Trust status is innovative compared to other community and social development organisation structures and models, in that it has established a number of social enterprises to fund its development work.

### LORAG/ Shaftesbury Recreation Centre

Lower Ormeau Residents Action Group (LORAG) was established in 1987 to support the residents of Lower Ormeau and was initially tasked with addressing the many social problems in the area. Since 2000, LORAG has had responsibility for the day-to-day management and development of the Shaftesbury Community and Recreation Centre which is owned, maintained and leased by Belfast City Council. LORAG is implementing a social economy model in a range of projects to support the further development and financial stability of the Centre, staff and projects. This social economy model was further developed in 2010 with the completion of new health and sports facilities (£2.3 million) at Shaftesbury. LORAG has future plans to utilise the river to enhance service provision, with water sports and gateway tourism opportunities.

The consultees who noted these examples of best practice believed that they were innovative either in the approach they had used to develop the service or, in the way in which it was being delivered. For example the inclusion of a Post Office in a community facility was a new concept and special arrangements had to be put in place with the Post Office before the facility could be moved.

**Conclusions**

As would be expected some common themes arose in the consultations, these themes were common to consultees from both the V&C and statutory sectors. These themes were also reflected in the feedback obtained during the workshops and included:

- The term ‘Social Innovation’ is not well defined or well used in Northern Ireland, a lot of what is going on could be innovation but is not labelled as such;
- Social Innovation was regarded as a risk, and that there is a reluctance among funders to support something that may not be successful and there was a reluctance amongst the V&C sector to take the risk in trying something new in case it detracts from current activities and/or gets the organisation poor publicity;
- Not able to learn from mistakes. It was noted that, often funding administrative processes in Northern
Ireland provide little scope to implement new ideas or process. This restricts the learning that can be accumulated and often there is no formal or structured way to share what share the learning with others.

Social innovators may not have sufficient awareness about the availability of relevant innovation funding. In addition to this lack of awareness, it could be argued that there is limited marketing of available supports to the V&C sector.

Appendix D: Workshop Attendees & FINDINGS

Introduction
In order to engage with a wide range of stakeholders and to gather information from stakeholders on social innovation we hosted four participative workshops. The purpose of the workshops was to:

Develop a working understanding of the term ‘social innovation’ in Northern Ireland;

Determine what is understood by social innovation;

Identify any frameworks that exist to support social innovation in Northern Ireland;

Consider any barriers to innovation;

Identify any examples of innovative practice in Northern Ireland;

Consider lessons from elsewhere; and

Make recommendations or suggest actions that should be taken to support and develop social innovation in Northern Ireland.

To ensure that a broad spectrum of organisations attended the workshops they were advertised through a number of sources, including direct emails to interested parties, NICVA, local councils and the BCT website.

In the following table we have provided an overview of when and where the workshops took place and the number of attendees in each workshop.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Date</th>
<th>Venue</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Rural Services</td>
<td>19/11/12</td>
<td>Rural Community Network, Cookstown</td>
<td>11</td>
</tr>
<tr>
<td>Health &amp; Social Care</td>
<td>20/11/12</td>
<td>E3 Centre, Belfast</td>
<td>9</td>
</tr>
<tr>
<td>Culture &amp; Creative Industries</td>
<td>21/11/12</td>
<td>Ebrington Barracks, L'Derry</td>
<td>13</td>
</tr>
<tr>
<td>Food &amp; food Production</td>
<td>22/11/12</td>
<td>E3 Centre, Belfast</td>
<td>6</td>
</tr>
</tbody>
</table>
In the remainder of this section we have provided an overview of the key themes arising from the workshops.

<table>
<thead>
<tr>
<th>Attendee</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workshop 1: Rural Community Network Offices, Cookstown</strong></td>
<td></td>
</tr>
<tr>
<td>Sinead Quinn</td>
<td>Volunteer Now</td>
</tr>
<tr>
<td>Teresa Canavan</td>
<td>Rural Development Council</td>
</tr>
<tr>
<td>Anita Kelly</td>
<td>Citizens Online</td>
</tr>
<tr>
<td>John Waddell</td>
<td>DARD</td>
</tr>
<tr>
<td>Aidan J Bunting</td>
<td>Omagh Forum for Rural Associations</td>
</tr>
<tr>
<td>Wilbert Mayne</td>
<td>Ulster Farmers Union</td>
</tr>
<tr>
<td>Andrew McAlister</td>
<td>NE LEADER Manager</td>
</tr>
<tr>
<td>Diane Boyd</td>
<td>Early Years</td>
</tr>
<tr>
<td>Shauna Kelpie</td>
<td>Community Foundation Northern Ireland</td>
</tr>
<tr>
<td><strong>Workshop 2: E3 Centre, Belfast</strong></td>
<td></td>
</tr>
<tr>
<td>Sharon Didrichsen</td>
<td>Initiating a Social Enterprise for Autism</td>
</tr>
<tr>
<td>Shelia Bailie</td>
<td>SEHSCT</td>
</tr>
<tr>
<td>Marie Grattan</td>
<td>CARE NI</td>
</tr>
<tr>
<td>Denis Paisley</td>
<td>Resurgam Trust</td>
</tr>
<tr>
<td>Pricilla Mkomera</td>
<td>Independent</td>
</tr>
<tr>
<td>Diane Boyd</td>
<td>Early Years</td>
</tr>
<tr>
<td>Fiona Molloy</td>
<td>Contact NI</td>
</tr>
<tr>
<td>Meabh Poacher</td>
<td>Community Development and Health Network</td>
</tr>
<tr>
<td><strong>Workshop 3: The Ebrington Complex, L'Derry</strong></td>
<td></td>
</tr>
<tr>
<td>Sinead Quinn</td>
<td>Volunteer Now</td>
</tr>
<tr>
<td>Eileen Walsh</td>
<td>Independent Artist</td>
</tr>
<tr>
<td>Eamonn Deane</td>
<td>Hollywell Trust</td>
</tr>
<tr>
<td>David Dryden</td>
<td>Nerve Centre</td>
</tr>
<tr>
<td>Fergal Barr</td>
<td>LID Programme</td>
</tr>
<tr>
<td>Andrena Logue</td>
<td>View Magazine</td>
</tr>
<tr>
<td>Una Murphy</td>
<td>View Magazine</td>
</tr>
<tr>
<td>Collett Quigley</td>
<td>Big Telly Theatre Company</td>
</tr>
<tr>
<td>Edel O’Doherty</td>
<td>Health and Social Care Trust</td>
</tr>
<tr>
<td>Paul Halpenny</td>
<td>Inner City Trust</td>
</tr>
<tr>
<td>Fionnuala Deane</td>
<td>Dog Ears</td>
</tr>
<tr>
<td><strong>Workshop 4: E3 Centre, Belfast</strong></td>
<td></td>
</tr>
<tr>
<td>Alison Wilson</td>
<td>Orchardville</td>
</tr>
<tr>
<td>Pricilla Mkomera</td>
<td>Independent</td>
</tr>
<tr>
<td>Veronica McKinley</td>
<td>Northern Ireland Centre For Health Informatics</td>
</tr>
<tr>
<td>Ruth Irvine</td>
<td>Ulster Farmers Union</td>
</tr>
<tr>
<td>Brendan Galbraith</td>
<td>Ulster University Business Centre</td>
</tr>
</tbody>
</table>
Social Innovation Workshops

Understanding Social Innovation in Northern Ireland

There was a broad consensus across the four workshops that social innovation is about doing something in a new way or delivering something new for the good of society or, community. Other commonly identified descriptions/components of social innovation included:

- New ways of doing things;
- Realising spare capacity/making better use of the assets in the community – whether they are buildings, people, skills etc.;
- Finding a creative solution to a community problem.
- New ways of thinking about existing problems and solutions/challenging the status quo.
- The re-interpretation of existing ideas, and applying them in new ways or in a new area;
- “Empowering people”;

It was stated that in social innovation you must look at the group you are working to benefit and use research and empirical evidence to make a strong case for your project. It was highlighted that it is important to look at what has been done to learn from other examples of similar projects elsewhere;

It was also agreed that there is a need to build new relationships between the sectors and to bring new skills into community groups. It was highlighted that many funders needed to be encouraged to take a risk in their funding of new schemes and that the risk averse culture of public bodies is stifling social innovation in Northern Ireland.

Therefore, the workshops highlighted that social innovation does not necessarily need to be completely new, but that it could be new to a sector or, area, and that it should have some sort of common good or benefit for it to be defined as social innovation. Those who attended the workshops also noted that whilst there was a general understanding of the term, it was not one that was widely or commonly used with the V&C or public sectors in Northern Ireland.

Frameworks that support innovation in Northern Ireland

A number of sources of support were noted throughout the workshops, key examples include:

- **MARA**: a DARD/PHA funded programme to Maximise Access in Rural Areas to increase access to community and public services in deprived remote areas;
- **Innovation Vouchers**: in one workshop it was noted that there a number of forms of support provided through Invest NI that can also be accessed by V&C sector organisations. These include Innovation Vouchers which provide funding for organisations to access specialist advice to develop new ideas, services, processes and products;
- **Strong, vibrant V&C sector in Northern Ireland**: Whilst it was recognised that there were some areas for development most of the workshop attendees noted that the V&C sector was experienced and had sufficient capacity to develop and implement many innovative projects;
- **Regional Events**: A number of events such as the City of Culture, the Titanic Festival and the Irish Open has raised the profile of Northern Ireland and created positive energy which could be built upon.

It was also noted during each of the workshops that whilst participants were aware of a number of funding programmes for the V&C sector generally or for support for social enterprises, there appeared to be much less awareness of areas of support specifically for social innovation. There was also some consensus that the economic downturn across the UK has forced people to think more innovatively and this may stimulate social innovation.
Barriers to innovation in Northern Ireland

- **Budget Cuts/funding:** there was extensive discussion in all four workshops regarding the on-going budget cuts and the wider economic environment in which the sector is operating. It was noted that the sector is operating in an increasingly restrictive funding environment and organisations are facing an increased demand for their service. There was a general agreement that whilst this was a time when innovation was urgently required within the sector, these pressures on services and funding made it very difficult to ‘step back’ and think innovatively;

- **Risk Aversity:** a common theme which ran through all of the workshops was that innovation was regarded as a risk. Workshops attendees noted that often those within the sector were reluctant to implement or pilot new ideas because they were often regarded as a risky and it may detract from the day-to-day activities of their organisation. Attendees also noted that funders are also risk averse, and therefore organisations are not inclined to be innovative. It was also highlighted that it is difficult to get funding for pilot projects.

- **Regulation/administration:** a number of attendees at each workshop noted the large levels of administration that the V&C faced in relation to funding packages, with funders requiring different information or, the same information presented different ways. It was generally felt that the time spent undertaking administrative tasks reduced the time and capacity that was available to think about innovative practices;

- **Culture:** It was noted in all four workshops that there isn’t a strong innovation culture in Northern Ireland and that generally speaking, it’s a conservative society. This lack of innovation is also reflected in the number of start-up businesses and entrepreneurs in the private sector, compared to the rest of the UK.

Communication/relationships

Communication was discussed in all of the workshops, from a number of different perspectives. In the health and social care workshop it was noted that those within the sector could improve how they communicate with each other and that this could include sharing of best practice or, show casing good examples of social innovation to inform and inspire others within the sector.

Those who attended the rural services workshop noted that improved communication between sectors and organisations could help develop solutions to local problems and to increase partnership working.

It was agreed that there was a need to build new relationships to encourage collaboration and partnership working between the sectors and to bring new skills into community groups.

Attendees in both the Rural and Heath workshops noted that often the V&C and public sectors do not understand each other or, how they work and that this negatively impacts on communication between the two and the development of projects and processes. Various schemes were discussed to improve communication between the two sectors, such as work placements in the other sector to help staff develop understanding and build networks.

Opportunities

Participants at each of the workshops were asked to identify what opportunities existed to support social innovation in the third sector. These discussions generated a wide range of examples of both sources of support, upcoming events and examples of best practice of where social innovation has been successfully implemented elsewhere and how it could be replicated in Northern Ireland. In the following bullet points we have summarised common themes which arose across all four workshops.

The greatest opportunity that was identified for the arts and cultural sector was the City of Culture (CoC) status for 2013. It was noted that this would put Derry-Londonderry on a world stage and encourage visitors from all over the world. The group stated the importance of the economic benefits from the CoC
year and that it would be important to ensure that some of the inward investment in the City was used to tackle social issues;

It was suggested that a new platform could be set up so that community groups and other interested parties could avail of the learning from other people. The concept of the platform would be to share information and knowledge to allow community and voluntary groups to learn from other projects across NI and indeed wider a field. One group suggested that a ‘Wiki’ type site could be created for social innovation;

There was a general agreement that many communities already had facilities that were underutilised, this included community assets (such as community centres and halls) and statutory sector assets (such as schools). Several participants noted that there could be opportunities to work with schools, Education and Library Boards or other organisations to develop classes in food preparation, baking or cooking that could be held in community centres or schools in the local area;

At one workshop it was also noted that there was an opportunity to use the human assets in the community, whether that is older people teaching baking or young people helping in community gardens. There are an abundance of opportunities to get more people involved and to use their skills.

Using human assets in the form of volunteering and incentivising volunteering in local communities was a key theme that ran through the workshops. Timebanking, local pounds were suggested a potential opportunities that could be developed in local areas to boost volunteering.

New technology and social media was noted in all the workshops as having a key role in the social innovation and that it is an area that could be exploited further. It was noted that social media, including Facebook and twitter could be used to create networks to share ideas and best practice and to provide mentoring support. In the Health workshop it was noted that many statutory bodies could make better use of technology and social media, in order to connect better with the V&C sector and to share information about the services that are being provided.

Practical examples of Social Innovation in NI

Participants were asked to provide practical examples of social innovation in Northern Ireland. Almost all of the participants initially suggested that there was very little social innovation in Northern Ireland, as the discussions developed lots of example of projects and organisations were discussed. The general feedback from the workshops was that a lot of innovative work in Northern Ireland that was not generally labelled as social innovation as the term is not commonly used. Cited examples of local social innovation included:

- Time Banking: during each of the workshops the concept of time banking was noted. Time banking is where people are rewarded in points or credits for donating their time. They can spend their ‘credit on a range of different activities or services in organisation which participate in the scheme (e.g. local leisure centres). During the Culture workshop one example of this noted was a timebanking project in Derry City called the Derry Pound, where volunteers built up “pounds” to spend locally. Volunteer Now also noted that they are in the process of developing a timebanking programme.

- Transition Omagh: during the rural services workshops participants noted the Transition Town project that has been developed in Omagh. Transition Omagh aims support local people to become more resilient and to develop more sustainable lifestyles, they have implemented a number of projects in the area, including an energy efficiency programme, a grow it yourself project and a community café. Transition Omagh is part of a Transition Network that includes towns across Ireland and the UK.

- Healthwise: is a scheme in registered Leisure Centres and Healthy Living Centres in Belfast, which provides a 12 week health and fitness course to those who have referred by their GP or nurse. It is specifically designed for those with specific conditions, such as high blood pressure, obesity, COPD, diabetes and depression;

- Incredible Edibles (Cloughmills): based on a model of an English project, this project in County Antrim has used derelict land beside a local pub to re-develop and grow vegetables. In doing so it has made aesthetic improvements to the area, grown vegetables for the local community and provide youth diversionary activities for local young people.
Conclusions

Almost all of the participants had a clear understanding that social innovation is about implementing something that is new for the benefit of a community or area, although there was a general consensus that the term is not frequently used in Northern Ireland. There were a number of common themes that arose during the four workshops, as summarised below:

Participants believed that innovation is regarded as risky by funders and there are very few sources of support or funding for new or innovative projects;

There is an information gap, organisations are not aware of the support that does exist. There was a general perception that the support available from Invest NI is only available for private sector companies. A list or compendium of all types of support that is available would help those in the sector when they are developing their idea.

Social Innovation isn’t always about funding, sometimes it is about using existing resources more effectively or efficiently. Time banking for volunteers was noted in three of the four workshops as one example where volunteers could provide the required resources to a community or organisation and get rewarded in various ways, such as being able to use local leisure centres at no cost during off peak times.

Social innovation often stems from the leadership given by key people. Where Social Innovation happens it is usually driven by one or two individuals. There should be some form of support mechanism to ensure that these people have the support they require to implement and scale up their project. This support is not always funding but having access to mentors or advisors in the relevant sectors or, industries is also important. Equally those who have successfully implemented Social Innovation projects could also train or mentor others who are struggling to address problems or, issues in their own communities.

There is a lack of collaboration within the V&C sector and with other sectors. There was a general recognition within the workshops that the current budgetary constraints within the V&C sector and the potential further cuts to funding programmes mean that greater collaboration within the V&C sector is required in order to make best use of existing resources and to secure funding in the future. This economic environment may mean that in the future the V&C sector may be forced to be more innovative about how they use existing resources and bid for new ones.

Recommendations suggested by workshop participants

At each workshop participants were asked what would they do to develop and support social innovation in Northern Ireland, the key suggested recommendations were:

- The development of a fund or funding programme that would allow organisations to develop proposals/project. If funded projects fail then the learning must be taken from this and shared with others to ensure that there is some benefit derived from the funding;

- It was noted that the implementation of social innovation is often dependent on individuals and their capacity and drive to deliver social innovation. Support should be made available to develop the capacity of individuals and organisations to take innovative ideas from concept to implementation. This could be in the form of training, study visits or mentoring support from others who have successfully implemented social innovation projects;

- Networking and sharing knowledge: there was a general consensus across the workshops that information and knowledge sharing could be shared better. This includes signposting to sources of support and funding, as well as examples of best practice and practical knowledge. It was noted that if a hub or central source of social innovation knowledge was developed it could also be used as a networking facility;

- Collaboration within and across sectors: a number of workshop participants noted that collaboration between local groups, statutory bodies and funders is often required to address local issues, however, organisations within the V&C sector needed support and advice that would allow them to collaborate...
with other organisations. It was noted that often organisations within the V&C sector would see themselves as being in competition with other, particularly in relation to funding and that some organisations would require support to allow them to collaborate effectively with each other. It was also noted that often the public sector and the V&C sector do not fully understand each other and that better collaboration between sectors could help to reduce the amount of administration that is required;

- **Job Exchange:** A number of participants suggested that a job exchange programme, that would allow staff from the V&C sector the opportunity to participate in a work placement in the public sector and vice versa would help to develop a better understanding across sectors and facilitate collaboration. A number of people suggested that these placements should be made available for people who have a reasonable level of influence within their own organisation in order to be most effective.

- **Better mapping/sign posting to existing support:** Whilst the consensus amongst workshop participants was that there is a generally a lack of support for social innovation in Northern Ireland it was also noted that the V&C sector is not aware of existing support mechanisms, such as Innovation Vouchers and NESTA.

**Appendix E: Departmental policy reflecting elements of social innovation**

Examples of key policies which have the potential to contribute towards social innovation in Northern Ireland

<table>
<thead>
<tr>
<th>Department / Agency</th>
<th>Examples of Relevant Policy/Strategy</th>
<th>Relevance to social innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI Executive</td>
<td>Programme for Government (PfG 2011 – 2015)</td>
<td>The PfG has placed ‘growing a dynamic, innovative economy’ as its top priority and recognises that this will increase prosperity and help tackle disadvantage and poverty.</td>
</tr>
<tr>
<td>OFMDFM</td>
<td>Delivering Social Change Framework (DSCF, 2012)</td>
<td>The DSCF aims to “deliver a sustained reduction in poverty and associated issues across all ages” and to secure an “improvement in children and young people’s health, well-being and life opportunities”. This framework is consistent with social innovation in that it is being delivered on a cross-departmental basis and has established local steering groups to identify needs and actions required at a local level.</td>
</tr>
<tr>
<td>OFMDFM</td>
<td>‘Lifetime Opportunities’/Anti-Poverty and Social Inclusion Strategy;</td>
<td>Whilst this strategy does not make reference to innovation it sets out the Executives strategic direction to tackle poverty and social exclusion. It has set policy direction and informed departmental spending plans. Each department is committed to a number of targets to enable the goals within the strategy to be met.</td>
</tr>
<tr>
<td>DETI</td>
<td>Regional Innovation Strategy for Northern Ireland. Action Plan 2008-2011</td>
<td>One of the key objectives of this strategy is to “Enhance and promote the development of an innovation culture in Northern Ireland”. It notes that £170m is available from Invest NI to encourage businesses to adopt more innovative practice (this includes social enterprises).</td>
</tr>
<tr>
<td></td>
<td>Economic Strategy (2012)</td>
<td>The overarching goal of the strategy is to improve economic competitiveness. The strategy also notes the need to prioritise innovation and that the V&amp;C sector are also important to delivering the priorities set out in the strategy.</td>
</tr>
<tr>
<td>Department / Agency</td>
<td>Examples of Relevant Policy/Strategy</td>
<td>Relevance to social innovation</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Social Economy Enterprise Strategy 2010-2011</td>
<td>This is the latest published strategy for the social economy its focus is “on developing the business strength of SEEs to reach a scale and capability which will enable them to contribute to the overall viability and sustainability of the sector and the economy”. Whilst there is no specific reference to social innovation, social enterprises are clearly one element of social innovation. It notes that local government economic development should concentrate on innovation, research and development, and entrepreneurship.</td>
<td></td>
</tr>
<tr>
<td>DSD</td>
<td>Modernisation Fund (2008)</td>
<td>The objective of the Fund is to support voluntary and community organisations to modernise so as to allow them to become more sustainable and deliver new and better services in an era of change. DSD note that they have funded new and innovative projects to improve the delivery of services to communities through the fund.</td>
</tr>
<tr>
<td>DSD Community Asset Transfer Policy Framework (expected 2013)</td>
<td>It is expected that this new policy will provide a “coherent policy context and inform practice”. The policy has been developed in response to a PfG objective to “invest in social enterprise growth to increase sustainability in the broad community sector.”</td>
<td></td>
</tr>
<tr>
<td>DSD Innovation Fund 2011 (Support re Benefit Uptake)</td>
<td>This funds provides support to V&amp;C sector groups to take “forward, innovative ideas to reach members of the public who are not receiving all the social security benefits they are entitled to”. This partnership approach with the V&amp;C sector was a new approach for government in encouraging benefit uptake.</td>
<td></td>
</tr>
<tr>
<td>HSCB &amp; PHA</td>
<td>Community Development Strategy for Health and Wellbeing (2012)</td>
<td>“The aim of this strategy is to strengthen communities and improve health and social wellbeing by placing an increasing emphasis on community development”. The strategy notes that there is a need to empower individuals and communities to “address inequalities and promote equity by providing new ways of working”. It also notes that meaningful co-operation with the community sector is required to improve health and well-being.</td>
</tr>
<tr>
<td>DARD</td>
<td>Northern Ireland Rural Development Programme 2007-13; Rural Poverty and Social Isolation Framework (2008 – 2015)</td>
<td>The Programme was “established to help rural communities meet the needs of a changing economic environment”. Specifically the Programme documents notes the need for innovation in farm diversification, food production and access to broadband. Axis 3 of the programme aims to “stimulates entrepreneurship and innovation while increasing the organisational capacity within the local communities involved”. This framework is a suite of measures aimed at addressing poverty and social isolation in rural areas. One of its key goals is to Develop programmes/interventions to help alleviate poverty/social isolation amongst vulnerable people/groups in rural areas. This document recognises the importance of pilot projects and innovative programmes and develop them for implementation at regional level.</td>
</tr>
<tr>
<td>Department / Agency</td>
<td>Examples of Relevant Policy/Strategy</td>
<td>Relevance to Social Innovation</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td><strong>Maximising Access in Rural Areas (MARA)</strong></td>
<td>MARA aims to improve the health and well being of people in rural areas living in, or at risk of, poverty or social isolation by putting them in touch with the grants and benefits they are entitled to and services they could avail of.</td>
<td></td>
</tr>
<tr>
<td><strong>DCAL</strong></td>
<td>Strategic Action Plan for the Creative Industries</td>
<td>This Action Plan guided the priorities for action of the Creative Industries Innovation Fund (CIIF) which, through the Arts Council, provided funding over 2008-2011 to creative enterprises and sectoral development bodies. Both DCAL and Invest NI have highlighted the importance of building capacity in the local music industry and reinforces the vital role of talent development, innovation, entrepreneurship and the opportunities offered by diverse digital platforms.</td>
</tr>
</tbody>
</table>
Appendix F: Social Innovation support in Northern Ireland

Introduction

During the desk research, the workshops and the consultations we examined what sources of support that exist in Northern Ireland develop social innovation. Initially, almost all of those consulted with (workshop participants and one to one interviews) noted that there was very little specific support for social innovation. When probed further, most respondents identified a range of wider, universal forms of support that those in the V&C sector could avail of. These support programmes may not necessarily be labelled in terms of social innovation, but could support the development of new or innovative projects.

In the following paragraphs we have provided an overview of sources of support on a sectoral basis.

NI Public Sector Support

As noted previously there is no specific policy or support strategy for social innovation in Northern Ireland. There are however, a number of sector specific policies, strategies and funding programmes that are relevant to Social Innovation and where support could potentially be provided. The key areas of support from the public sector are summarised in the following table.

Examples of sources of public sector support

<table>
<thead>
<tr>
<th>Source</th>
<th>Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invest NI</td>
<td>Innovation Vouchers</td>
<td>Innovation Vouchers programme aims to increase the level of innovation in small enterprises in Northern Ireland. It provides up to £4,000 funding to Small and Medium sized Enterprises (SMEs) to access specialist knowledge to develop ideas or create new products, services or processes. Social Enterprises are eligible to access Innovation Vouchers. The voucher purchases a knowledge provider to bring expertise to find a solution to the problem. These vouchers are available to most legally constituted organisations in NI.</td>
</tr>
<tr>
<td>OFMDFM</td>
<td>Delivering Social Change Framework (2012)</td>
<td>Comprehensive delivery framework designed to tackle multi-generational poverty and social exclusion. Under the DSCF £80m has been made available for the Social Investment Fund which aims to reduce poverty and its associated issues and improve children’s health and well-being and lifetime opportunities and thereby break the cycle of multi-generational problems. The DSCF encourages new collaborative approaches to address local need.</td>
</tr>
<tr>
<td>DARD</td>
<td>Rural Development Programme (RDP, 2007 – 2013)</td>
<td>The aim of the RDP is to protect and enhance our rural environment and contributes to the development of competitive and sustainable rural businesses, and thriving rural communities. There are four key themes to the RDP: Improving the competitiveness of agriculture and forestry by supporting restructuring, development and innovation Improving the environment and countryside by supporting land management Improving the quality of life in rural areas and encouraging diversification of economic activity. Using a LEADER-type approach. Over £500 million of funding was made available through the RDP.</td>
</tr>
<tr>
<td>Source</td>
<td>Name</td>
<td>Description</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>DARD</td>
<td>Tackling Rural Poverty and Social Isolation (2011 – 2015)</td>
<td>A total of £16m is available under this programme, which aims to support vulnerable people in rural areas. DARD noted the need to pilot and implement innovative programmes to tackle the root causes of social isolation and help those in poverty in rural areas.</td>
</tr>
<tr>
<td>DARD / PHA</td>
<td>Maximising Access in Rural Areas 2012 (MARA)</td>
<td>MARA aims to improve the health and well-being of people in rural areas living in, or at risk of, poverty or social isolation by putting them in touch with the grants and benefits they are entitled to and services they could avail of. £3m of funding is available through PHA and DARD’s Tackling Rural Poverty and Social Isolation. Government departments, statutory agencies and local community and voluntary sector organisations will work together to identify 12,000 vulnerable households which will all received a visit from a trained enabler.</td>
</tr>
<tr>
<td>DCAL</td>
<td>Creative Industries Innovation Fund (CIIF)</td>
<td>A £5m fund was created under the Strategic Action Plan for the Creative Industries (2008) and is administered by the Arts Council. The CIIF provides seed funding to encourage innovation and entrepreneurship; to expand the skills and knowledge base; to help develop new markets; and to support existing and emerging creative enterprises to expand their businesses, particularly into global markets, thereby increasing both turnover and job creation. Any creative business (sole traders, partnerships, businesses incorporated as companies or sectoral bodies) can apply to the CIIF. There are three levels of funding for different types of project: up to £10,000, up to £50,000 and up to £75,000.</td>
</tr>
<tr>
<td>DSD</td>
<td>Regional Infrastructure Programme</td>
<td>This programme supports core costs of regional infrastructure organisations involved in playing a supporting, co-ordinating or development role in relation to voluntary and community sector organisations. Support is available to organisations who meet the following criteria: Representation and participation on behalf of their membership or sector; Advice, information (e.g., face-to-face, mentoring, support for submitting funding applications) and signposting; Public policy - consultation, influencing and changing public policy; Support for the community development process to enable people to contribute to issues, which affect their lives, and the communities in which they live through empowerment, inclusion, equity, partnership and collective action; Encourage collaboration between voluntary and community sector organisations; and Service delivery for member organisation across Northern Ireland.</td>
</tr>
</tbody>
</table>
Therefore, as noted above there are a number of policies and funding programmes that do provide an environment in which social innovation could be developed. In addition to those noted above there have been a few other funded policies, such as the DSD Modernisation Fund which have recently closed, which also provided opportunities to support innovation within the sector.

**NI V&C/Philanthropic Sector Support**

During the workshops and through consultations with key stakeholders a number of sources of support from within the sector and philanthropic organisations were also identified, as summarised in the following table.

Examples of support from within the V&C sector and philanthropic organisations

<table>
<thead>
<tr>
<th>Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Development Council</td>
<td>RDC is a council of rural stakeholders who promote rural development and sustainable change. Their aim is to promote rural development, share best practice and provide support and advice. RDC is also an intermediary funding body and distributes funding to organisations in rural areas for capacity building, rural regeneration and social enterprises in rural areas. RDC notes that it takes forward programmes and projects that benefit rural people.</td>
</tr>
<tr>
<td>Development Trust NI</td>
<td>Aims to encourage, support and empower local communities to develop new and inspiring projects, thus enabling them to become independent and sustainable. DTNI can provide support and information to community wishing to establish a Community Development Trust and support existing Trusts through training programmes, information sharing and networking events. Development trusts are community owned and led organisations. They use self-help, trading for social purpose, and ownership of buildings and land, to bring about long-term social, economic and environmental benefits in their community. They often operate, in neighbourhoods which have experienced the worst economic decline. They are independent, but work with the public sector, private businesses, and with other community groups. They are community ‘anchor’ organisations, delivering services and facilities, finding solutions to local problems, and helping other organisations and initiatives succeed.</td>
</tr>
<tr>
<td>Third Sector Membership organisations</td>
<td>There are a number of membership organisations within Northern Ireland that provide a range of support and advice to their members, these include, NICVA, RCN and CO3. Whilst the services provided are universal and not specifically aimed at support for social innovation projects, they do provide member organisations support and advice implementing new services and projects. For example NICVA provides a wide range of training opportunities to members in a range of topics that could support organisations develop new services or expand, such as finance, governance and developing partnership working.</td>
</tr>
<tr>
<td>Collaboration NI</td>
<td>Collaboration NI is a sector support programme from a partnership between NICVA, CO3 and Stellar Leadership, commissioned by the Building Change Trust. Collaboration NI provides support to V&amp;C sector organisations to develop collaborative working arrangements, such as shared services, shared resources, joint training and mergers. Building Change Trust has made funding available to support organisations to develop and implement collaborative activity.</td>
</tr>
<tr>
<td>Source</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>NESTA</strong></td>
<td>A UK based independent charity and an innovation foundation, which was established via a National Lottery endowment. It aims to support and develop innovation in the UK, by providing funding resources, skills and networks. Nesta works with individuals and organisations across a range of sectors including the community and voluntary sector. Nesta also provides platforms which allows people to share their knowledge of innovation. It was noted during the consultations that whilst NESTA has a UK wide remit it has very little presence or activity in Northern Ireland.</td>
</tr>
<tr>
<td><strong>Unltd</strong></td>
<td>GB based organisation with an office in Northern Ireland provides supports to organisations and individuals to develop social enterprises and to implement social change. It offers a number of levels of support, including finance and advice for start-up and established projects</td>
</tr>
<tr>
<td><strong>Big Lottery Fund</strong></td>
<td>Big Lottery Fund offer a number of funding programmes in Northern Ireland with a focus on health, education and the environment. Big award grants from £300 to £500,000. Consultations with BIG staff noted that they provide various forms of support to organisations to develop capacity and implement projects.</td>
</tr>
<tr>
<td><strong>Atlantic Philanthropies</strong></td>
<td>AP is a life limited grant making foundation which aims to advance opportunity and lasting change for those who are unfairly disadvantaged. In Northern Ireland AP focuses on three key areas, ageing, children and youth and reconciliation and human rights. They will conclude their grant making programmes in Northern Ireland by 2016 and conclude all operations by 2020. AP have funded a wide range of projects in Northern Ireland, many of which have been innovative either in their approach or delivery. In 2011 grants totally $19.6m were awarded in Northern Ireland.</td>
</tr>
<tr>
<td><strong>Lloyds TSB Foundation (NI)</strong></td>
<td>The Lloyds TSB Foundations are committed to supporting underfunded, grassroots charities that enable people, especially disabled and disadvantaged people, to play a fuller role in society. They current have 3 grant programmes. The Standard Grant Programme focuses on social and community welfare and education and training (applicant organisations must have less than £1m income per annum).The average grant is £3,000 - £4,000. Creating Change (currently closed to applications. The aim of this programme is to help small charities and community organisations work towards sustainability Matched Giving Scheme is open to Lloyds TSB employees, to claim up to £1,000 of matched funding for registered charities.</td>
</tr>
<tr>
<td><strong>Charity Bank</strong></td>
<td>Finances social enterprises, charities and community organisations to support them to deliver social change whilst earning a financial return. Charity Bank is a community of depositors, investors, borrowers, and employees, who share the view that it is worthwhile to support small and medium charities on capital projects on a sustainable basis. The goal of Charity Bank is to create positive social change to maximise the impact on society</td>
</tr>
<tr>
<td><strong>UCIT</strong></td>
<td>The organisation is key provider of social finance, free advice, business support and mentoring to the social economy sector in Northern Ireland and the Republic of Ireland. As a registered charity, all profits generated by UCIT are recycled for reinvestment into the community and social enterprise sector. UCIT’s mission is “To develop and provide competitive, flexible and tailored lending, investment and business support to the Third sector throughout Ireland”.</td>
</tr>
</tbody>
</table>
Building Change Trust

BCT was established in 2008 with a £10m grant from Big Lottery. The Trust anticipates that, depending on investment returns it will have £10.5 million to support the V&C sector. The strategic objectives are:
- To identify community assets and needs
- To design and target interventions
- To build / strengthen / utilise capacity and assets
- To capture positive change and replicate success

Emee Fairbairn Foundation

The Esmee Fairbairn Foundation is a large independent grant making UK Trust. In Northern Ireland the Foundation provided over £380,000 of funding in Northern Ireland, or 21p per capita. The Foundation has noted that it particularly welcomes applications from projects that demonstrate innovation.

Larger charitable organisations and philanthropic foundations to innovation within the V&C sector was noted during the consultation process. It was widely regarded that these organisations had the most scope to fund social innovation and to support organisations through the projects. Consultations with a number of these organisations highlighted that they encourage innovation and can provide flexible funding options to work with organisations as their project develops.

The type and range of support provided through the sector itself tends to focus more the provision of training to development capacity within the sector generally.

European Union Government Support

A number of consultees also noted that there is support available for social innovation from the EU and that this support is often under-utilised within the third sector in Northern Ireland. An overview of some of the key sources of support for social innovation in Northern Ireland is provided in the following table.

**Summary of European Commission Support**

<table>
<thead>
<tr>
<th>Source</th>
<th>Name of programme / scheme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU Commission for Research and Innovation</td>
<td>Horizon 2020</td>
<td>Horizon 2020 is an EU Framework Programme for Research and Innovation, it combines all research and innovation funding previously provided through other programmes. In addition to industrial and medical sciences innovation funding will be made available to address other issues such as environmentally friendly energy production and social issues such as homelessness. Horizon 2020 will not be formally adopted until the end of 2013 and the first calls will be made in 2014.</td>
</tr>
<tr>
<td>Competitiveness and Innovation Framework Programmes</td>
<td>Seventh Framework Programme for Research and Technological Development. (FP7)</td>
<td>FP7 (2007 -2013) has a total budget of €50 billion and its two main objectives are to: strengthen the scientific and technological base of European industry; to encourage its international competitiveness, while promoting research that supports EU policies. For demonstration activities, the reimbursement rate may reach 50%. For other activities (consortium management, networking, training, coordination, dissemination etc.), the reimbursement can be up to 100% of the eligible costs. It open to applications from a wide range of organisations, including: small or medium-sized enterprises (SMEs) SME associations or groupings ; and civil society organisations. Each member state has a National Contact Point to provide support in the application process.</td>
</tr>
</tbody>
</table>
The aim of the competition is to find the best social innovation solutions to help people move towards work or into new types of work. This Competition invites any European to come up with new solutions to create new opportunities for work, and for better work. The Competition, launched on 1 October 2012, includes a strong mentoring component for shortlisted entries. Eventually the three best proposals (indicative maximum) will each be awarded with a prize of 20,000 euros in May 2013. A second prize competition will be launched in 2014.

The European Commission’s recent “Guide to Social Innovation”114 details how the European Social Fund (ESF) and the European Regional Development Fund (ERDF) can fund Social Innovation. Social Innovation is highlight as a priority for the EC and an extra 10% of co-financing from Brussels can come to initiatives identified by the UK as social innovation.

It is also anticipated that the European Investment Fund is about to launch funds to experiment in the field and another potential source of funding is the ‘Programme for Social Change and Innovation’ – a €95m fund for social entrepreneurship (c€87m microfinance facility and c€9m for capacity building), managed by the EC.

Conclusions

As noted above, there are a range of support mechanisms for social innovation in Northern Ireland from local, UK and EU based organisations. A number of the local organisations are specifically focused on social enterprises (e.g. Invest NI, UCIT, UnLtd) or on larger organisations who have the capacity to make use of other forms of support such as alternative financing approaches (e.g. Asset Transfer). Feedback from consultees would suggest that a number of other sources of support appear to be underused, for example: Nesta, and the EU innovation programmes.

There is some support available for V&C sector to develop capacity through training and mentoring. Although this support is not specifically labelled social innovation, it is possible that this support could meet some of the training needs that were identified by consultees such as project management, piloting and evaluation.

It was notable during the workshops and the consultations that there is relatively little awareness of the support that is available for social innovation through the EU. Whilst much of the focus of the EU innovation programmes are on large scale, highly technical research and development projects, there is provision within the EU programmes for smaller innovation projects that address social needs and importantly these funds are not just available to private sector organisations but open to a wide range of formally constituted groups.

---

114 The European Commission’s “Guide to Social Innovation”, Regional and Urban Policy, EC, February 2013,
Appendix G: CASE studies

Introduction
RSM McClure Watters conducted four case studies based on the key themes and issues identified in consultation with the project's RAG. The case studies were used to profile examples of innovative practice and explore lessons learned, whilst reflecting on issues and context that is relevant to Northern Ireland.

1. Case Study 1: Community Restorative Justice Ireland (CRJI)

Introduction and Background
CRJI was established in 1983, in recognition of the need to provide non-violent alternatives to the informal policing that was being conducted by paramilitary organisations in Nationalist/Republican areas. This informal policing system had been developing since 1969, as a result of the on-going community conflict in Northern Ireland. At the sharpest end of the informal system was the use of violent methods when dealing with criminal and anti-social activity.

After five years of development work CJRI established its first pilot projects Belfast and Derry in 1988. CRJI had anticipated that these projects would mainly deal with youth and anti-social crime issues however, they found themselves dealing with adult issues and neighbourhood disputes ranging from parking, pet and noise issues, through to violent crimes against the person.

Aims and Objectives
CRJI noted a number of clear aims in relation to working with the Criminal Justice System, they are:

Empowering the community within the Criminal Justice System;
Developing restorative approaches within the Criminal Justice System;
Looking for restorative solutions rather than retributive outcomes and

To impact and inform the debate within the Criminal Justice System on how best to tackle the causes of crime as opposed to the outworkings of crime.

Piloting
Whilst there was an identifiable need for the work of CRJI in 1988, the processes and model it adopted were completely new and their early projects were their pilot. CRJI noted that they learned as they went along and developed new skills in this context. They also noted that they were very reliant on the commitment from staff and our pool of volunteer practitioners. CRJI was not piloted but has evolved overtime to meet community needs.

Partnerships and Networks
CRJI has developed many partnerships across the community sector, with offices in Belfast, Derry and Newry/South Armagh and they are aligned to the Neighbourhood Renewal Partnerships in those areas.

CRJI also has on-going partnership arrangements with the Police Service Northern Ireland (PSNI), Northern Ireland Housing Executive (NIHE), Probation Board NI (PBN), Youth Justice Agency (YJA), Belfast Health and Social Care Trust, NI Fire and Rescue Service and Department of Social Development (DSD). These agencies support a number of significant projects such as; Mediation and Community Support (MACS), Community re-integration of offenders and working with vulnerable young people and adults.

Clients are made aware of CRJI services through their website, and their hotline. They also have their own public literature and have an organisational media strategy in place, i.e. twitter and social media. They also engage with the print and television media.
Funding and Support

CRJI receives funding from a number of bodies including:

Their funding is usually project funding which is specifically aimed at particular issues or areas of activity. For example, DSD is funding preventative work and community cohesion, PBNI provides funding for the reintegration of offenders while other funding goes toward core & management costs. Other funders include:

- The Department of Justice;
- Police Service of Northern Ireland;
- Belfast Health and Social Care Trust;
- Atlantic Philanthropies;
- Lottery “Awards for all” Programme; and
- NIACRO.

Outputs and Impacts

CRJI deals with family disputes, intergenerational disputes, neighbour disputes, business disputes, parading and contracting claims. As a result cases can take place before or during court. Average time per case for mediation is quoted as 12 hours whereas restorative justice varies from one hour to over a year depending on the case. CRJI receives referrals from a range of organisations including, PSNI, NIHE & Housing Providers, PBNI, Belfast Trust, Political Parties, Resident Groups to name a few. From January 2011 to December CRJI have dealt with 1,717 cases with an average of 6 people per case. CRJI development and their community roots have always appealed to local people to use the services provided. Clearly, CRJI operate within a context related context, the large number of referrals and the range of referral sources would indicate the respect and trust that the organisation has developed with community and statutory bodies.

The level of demand is variable however they peak and trough around certain occurrences such as, availability of illegal drugs, car crime, youth interventions and resources for interventions. Despite the extensive case load, CRJI will respond to a case as soon as the client approaches them and cases are monitored to establish whether it is necessary to re-engage in the same dispute to re-look at the initial outcome.

Lessons Learnt

One of the key lessons that CRJI have learnt in the development of their projects is the importance of creating a networks of contacts and relationships across a range of sector. When CRJI was first established it was not well received by those outside of Republican/Nationalists neighbourhoods. A number of reports from the Criminal Justice Inspectorate and the Independent Monitoring Commission questioned the independence of the organisation from paramilitary organisations. In particular, the Criminal Justice Inspectorate Report 2006 noted:

“Community based restorative justice schemes in Northern Ireland have been criticised on the grounds that:

- They are a front for paramilitary organisations, which they help to maintain control over their communities;
- They rely on coercion (actual or implied) to force clients to take part in restorative justice;
- They infringe the rights of the client by denying him or her due process; and
- They expose the client to double jeopardy, since the state may still be obliged to take the offender to court.”

115 Community Restorative Justice Ireland Report of a pre-inspection of schemes in Belfast and in the NorthWest with a view to accreditation under the Government’s Protocol for Community Based Restorative Justice October 2007
This perception of CRJI impacted on the extent to which they were able to gain accreditation for their work and to access funding from government organisations and therefore sustain and scale up their activities.

In 2007 a pre-inspection report by the Criminal Justice Inspectorate noted that the level of contact with the police was unsatisfactory. CRJI recognised the importance (and difficulty) of developing relationships with key figures within the Criminal Justice System, both at a senior and operational level. Whilst it was noted that the development of these relationships has supported the achievement of many goals it was a very difficult task for the individuals and CRJI as an organisation. Professional relationships with staff and senior management of the PSNI, PBNI, PPS, Youth Justice Agency, Social Services and NIHE are now well established. By 2008, their first official evaluation concluded that the necessary progress had been made and that the schemes were suitable for accreditation. In particular, this report noted that they were operating lawfully and non-coercively and were beginning to develop a constructive relationship with the Police Service of Northern Ireland (PSNI).

In 2008 CRJI signed up to the government protocol on guidelines covering Community based Restorative Justice Schemes and since then the Derry, Newry/South Armagh regions have also gained accreditation. The 2011 evaluation report concluded that the schemes adhered to all regulations set in place by The Government’s Protocol for Community Based Restorative Justice, specifically 117:

In summary after their successful pilot stage CRJI faced difficulties sustaining and scaling up their activities due to difficulties accessing funding. For them the key to accessing funding and was the development of meaningful engagement and partnership working with stakeholders from a range of sectors. Once these working relationships had been established CRJI were able to access funding and expand their activities to Derry and Newry/South Armagh.

2. Case Study 2: The Now Project

Background

The Now Project works with people with learning disabilities, difficulties and those on the Autistic Spectrum to help them gain qualifications and life/work experience and support them move into jobs with a future. Their work is about social inclusion and leads to the people they work with having better health, a better education and a brighter future. They have received a number of awards for training programmes which help people tackle the barrier to work such as money management, independent travel and interview skills etc.

NOW have stated that they place collaboration at the heart of their delivery working closely with public, private and 3rd sector organisations and employers to bring a wealth of resources to their working relationships.

In 2011, NOW became aware that paper based training was somewhat out-dated and they wanted to look at ways to future proof their products and ensure that they were relevant for the new generation of students with learning difficulties, who like everyone else are very familiar with digital media. Being a social enterprise they also recognised that if done correctly there might be an opportunity to sell these products to other like-minded organisations. On this basis, NOW developed an online training solutions package called Training @ NOW. It provides innovative training solutions to busy trainers and teachers with a series of complete on-line training packages covering Money Management, Job Preparation and Diversity Training. They have created packages which are designed to cut down on preparation time, which are backed-up with comprehensive Trainers Support. Each Training Packages provides:

Printable Workbooks
On-line Activities
Training Videos
Awarding Body Accreditation

**Piloting**

A number of different options and processes were considered, it was decided that all the options that could be developed internally were limited by a lack of knowledge of digital media and that even with all the best efforts, it was recognised that NOW would have to try something different.

Some initial testing and piloting was done with small pots of funding and pro bono support from some experts. A train the trainer website is now developed and 2 in-house training programmes (MoneyPlus and JobPlus) have been developed into online training packages. In late 2012 NOW decided to take control of this process and invest time and resources in bringing it to the best possible conclusion. Although there have been many successes along the way this part of the process has been the most exciting.

Staff at the NOW project looked at the development of social innovation projects in the UK and Europe over the past 12-18 months and could see the potential to scale up their work by leveraging the expertise of people working in areas we NOW staff had little knowledge or expertise. They already knew that their product needed to be more professional, engaging, user friendly and much more fun. They were fortunate to be able to bring together a group of eager volunteers with expertise in design, videography, app development, web-development, gamification, sales/marketing and export to help build the product and take it to market.

Social innovation planning sessions will take place in early 2013 and the group will be helped through the process using E3's FRESH\(^{118}\) method of innovation facilitation.

**Funding and Support**

Initial support was provided by Lloyd’s TSB Foundation NI which helped build the training packages and pilot the prototypes to people with learning difficulties and disabilities. Once this was completed NOW applied for support though Invest NI's Social Enterprise Programme enabling them to build the online component and develop a promotional video and fund the social innovation sessions. The next step will be to pitch their product to potential investors.

**Impacts and Outputs**

As the training package has not yet 'gone live', no impacts have been achieved to date. However, NOW stated that they have never experienced difficulties delivering outputs and continued delivering training packages to people with learning disabilities and difficulties throughout the development of the on-line packages and in 2011-12 78 people gained skills qualification. They are currently piloting training in other areas of NI and are in the process of measuring the outcomes / social impact of this work and plan to have a final report completed by 2014. They plan to develop a product which can be sold across UK and Ireland and beyond. If all goes to plan the potential for people with learning disabilities and difficulties to avail of these products who would not have done so otherwise is vast.

**Lessons Learned**

NOW noted that a critical factor associated with the success of the project was its ability to obtain support from people with the right skills at the right time. They recognised that to get their project fully developed they required skills that did not exist within their organisation. They were able to search around and make use of appropriately skilled people on a pro-bono and volunteer basis and without this support the project would not have got the stage of development that it at now.

---

\(^{118}\) FRESH is a programme, exclusive to Belfast Metropolitan College which aims to broadens participant’s enterprise and employability skills by exposing them to creative processes, through a combination of design thinking processes and skills development. Participants acquire new attitudes to assessing, challenging and shaping innovation.
3. Case Study 3: Dog Ears

Background

Dog Ears is a children’s media company based in Derry, established in 2010. It was established by employees of Yes Publications, which is a social enterprise based in Derry. Dog Ears creates children stories using a wide range of media, including books, apps and television cartoons.

The creators of Dog Ears recognised the lack of major children’s publishers in Northern Ireland, as the industry is centred in London and Dublin. On recognising this gap and potential market, they were provided with support from Yes publications to develop their idea further and research what support would be available to them. They initially approached the Arts Council Northern Ireland for support in the development of a project to create children’s media, who noted that they were unable to sign post them to anywhere, due to a lack of training and support in Northern Ireland for individuals who are interested, in this area (including authors and illustrators). They then developed courses in children’s media and brought in experts to deliver them.

A number of business models were proposed for Dog Ears and whilst the creators were keen that the community would benefit from any profits that would be generated they were aware that the publishing industry may not take a social economy business as seriously as a private sector firm. They also wanted to ensure that they could access all the support that was available to private businesses in Northern Ireland. Therefore, they decided to adopt a hybrid model and Dog Ears was established as a company limited by shares with the creators as Directors. Yes Publications is a major shareholder meaning that the social economy business would benefit from any profits that are generated by Dog Ears.

Piloting

It was not possible to pilot or trial any of the products that have been developed, so in that sense there was no up-scaling or testing before full implementation. However, the training courses that were held prior to the development of Dog Ears allowed the Directors to scope out the level of talent that existed in Northern Ireland in the sector (particularly in relation to authors and illustrators).

Funding and support

The first funding that dog Ears received was project development funding from NI Screen. This helped to focus ideas and to create the digital books and app. They also received set-up funding from Arts Council NI. After writing a business plan, Dog Ears was accepted as an Invest NI Client and received funding and business development support, including advice on Intellectual Property (IP) protection and exporting.

Dog Ears have also received funding from the Art Council’s Creative Industries Innovation Fund, which was used to develop the ‘Miss Rosie Red’ and ‘Puffin Rock’ books.

Dog Ears also received significant support from the Yes Publications committee, in relation to use of premises, guidance and support. Also, as Yes Publications is part of the wider Walled City Community Partnership (a partnership of 11 community organisations in Derry City which aims to develop new models of partnership working). Dog Ears was able to access support and advice from this wider group. This support was particularly valuable during the incubation period and it helped to work alongside people from other sectors.

Impacts and outputs

To date Dog Ears has two main products, Miss Rosie Red and Puffin Rock. A Miss Rosie Red book has been produced in both English and Irish and it is also available as an app. In addition to this, Dog Ears are in the final stages of securing finance to create the Miss Rosie Red TV series. A UK broadcaster is interested in showing 39 episodes and the rights have also been sold internationally.

In co-operation with King Rollo films Dog Ears have established an animation studio in Derry to train 28 animators in an animation software package (CelAction 2d), the training will begin in (January 2013). It is anticipated that from this 14 of the trained animators will work on the Miss Rosie Red cartoon, all trainees are from the North West. Therefore, once production has started Dog Ears will have created 14 jobs in the
North West. It is anticipated that the cartoon will be aired in 2014.

Dog Ears have also won a contract from Penguin Children’s (publishing company) for Puffin Rock to produce a TV series (39 x 7-minute episodes), books (digital and physical forma), and apps. It is anticipated that work on the TV series will start when the Miss Rosie Red TV series is completed.

In addition to the products developed by Dog Ears they have also hosted children’s events, such as:

- Brought Children’s Laureate and Gruffalo author Julia Donaldson over to Derry for her stage show and a chat with Irish Children’s Laureate Siobhán Parkinson (2012)
- Launched Miss Rosie Red App - the first children’s book app in Ireland - which made it to number 1 in the iTunes What’s Hot section, staying in the top 100 for 10 months pop pickers
- Danced and rapped with Michael De Souza and Genevieve Webster, the creators of Rastamouse, in schools all around Derry (2012); and
- They will also be hosting a children’s book festival in March 2013.

The Arts Council NI are also using Puffin Rock to showcase creative arts in Northern Ireland and Eric Huang, Director of New Business and IP Acquisitions from Penguin Publications, will be presenting at an Arts Council event in March, because of Penguin’s partnership with Dog Ears.

It was noted that it was a risk for Yes Publications to support the project, but it was done in a controlled way, where activities were documented and if things didn’t turn out as expected lessons were learnt.

**Lessons learned**

The key lesson that the Dog Ears project promoters noted was that while people might have a good idea, it takes time and space to hone the idea, and build it up to the stage where it is ready for piloting or implementation. They believed that they were lucky because the organisation that they worked in provided them with the right environment to support them during the development stage and that they also had support from their wider community and voluntary sector network during the project development and implementation stages.

The project promoters also noted that they had to be creative when developing an appropriate model for Dog Ears, it had to be commercially viable but it was rooted in community interest. In developing the model they took advice from a number of sources including a solicitor and Invest NI. Getting the right model was very important as it could not only impact upon the viability and sustainability of the project but also on how the community benefitted.

---

**4. Case study 4: Incredible Edibles, Cloughmills**

**Background**

Incredible Edibles is an English based community growers group that encourages locally grown produce. Initially established in Todmorden in West Yorkshire, the campaign was brought to Cloughmills (near Ballymoney) by the Cloughmills Community Action Team and supported by the Ballymoney Community & Safety Partnership. The Cloughmills Community Action Team was established 13 years ago by a group of volunteers focusing on social, environmental and economic projects. The initial prompt for the development of Incredible Edibles Cloughmills (IEC) was the need to re-development derelict land around the village of Cloughmills. The project now aims to provide young people in the area with activities and to address anti-social behaviour in the village by offering young people a range of activities in growing and maintaining produce. Through a number of partnerships, a suitable area for growing was identified and cultivated in August 2009. The project aims to instil a sense of hard work and cooperation in its participants as well as making the growing and maintaining of the produce a fun experience.
In addition, the project now aims to benefit the wider community through free food provision, offering doorstep allotments to the elderly and vulnerable in the Cloughmills area. Collaboration with local primary schools has also allowed the scope of the project to be widened.

At the first growing site there are 12 young people aged 14-18 are involved in the cooperative growing element, supported by 3 adult mentors. This growing site consists of 12 raised beds. On the second growing site there are 25 dedicated volunteers of all ages, supported by 3 mentors. IEC has also hosted special events such as open days on growing food, which have involved 40 volunteers and 400 attendees.

Some of the food that is produced has been delivered to the elderly and vulnerable in the area, used in promotional events and given to local retailers.

As of 2011, the project has made a number of expansions since its inception. The main area of cultivation has grown significantly, the variety of produce has increased and a community orchard has been planted.

**Piloting**

The Cloughmills Community Action team didn’t pilot the project, as the model had been developed and implemented successfully in England, they simply adopted the concept. Although, after the initial set up, IEC considered using their site solely as a biodiversity project with a focus on wildlife. As a youth engagement project, this would have remained very small; however, the growing food element was introduced along with the promotion of biodiversity. Training and awareness courses on both biodiversity and food production are now its main focus as well as broader courses on sustainable lifestyles. Therefore, whilst the project was not piloted it has been expanded as it developed.

**Partnerships and Networks**

IEC was established through a number of partnerships facilitating the voluntary nature of the work. The concept was taken from the original Incredible Edibles in Todmorden, Yorkshire, of which the project remains closely tied. It is delivered through the Cloughmills Community Action Team with local council support through the Ballymoney Community & Safety Partnership. Furthermore, the small area of land used for the project was provided by the Cornerhouse Bar in Cloughmills and the project works with local primary schools to provide both a day trip destination and to make more children aware of the project.

**Funding and support**

In addition to the volunteer time, almost all of IEC’s funding is through voluntary donations and grant applications. Awareness of the project has increased through exposure on local TV and radio.

**Impacts and Outcomes**

IEC noted a range of impacts, particularly in relation to the children and young people involved, they include:

- Increased community cohesion;
- Better understanding of biodiversity and the rural environment;
- Skills in growing and maintaining produce have increased in the local community; and
- Teamwork and better appreciation of patience and hard work.

IEC also noted that there has been an increased interest from across Northern Ireland and the Republic of Ireland and this too has been positive for the local community. For example, 400 people have visited Cloughmills in 2012 to see IEC and over 300 took lunch in a local restaurant, putting more money in to the local economy. The project continues to work with local suppliers and contractors to maintain rural
business growth. The volunteer base has increased, which has allowed for new ideas on the direction of the project to be brought forward to the Community Action Team. Children within Cloughmills benefit, young people are more engaged with their community and relationships within and between generations and communities are improving.

**Lessons Learned**

IEC noted a number of key issues in relation to the Social Innovation processes, including the following:

**Need:** The initial need for the project was centred around revitalising derelict spaces within the community and involving local people, specifically young people in this process. As the project developed it became clear that IEC had the potential to address more than one local need. IEC then expanded its focus and now an important element of the project to reconnect people with each other, their community and the natural environment using food as the mechanism. Therefore, the project adopted a flexible approach to accommodate the additional needs that were identified as the project developed.

**Sustainability:** IEC and it is managed entirely by volunteers. It uses derelict space within the community and maximises other public and private green spaces. The success and the sustainability of the project lies in the volunteer input and the relationships with private and public bodies which when combined has a much higher ‘monetary value’ than the actual grants. The project seeks to identify people with appropriate and relevant skills all the time and this has been an added bonus. In addition, IEC are also starting to attract funding from bodies focused on longer term sustainability of groups and their ability to be self-financing. Future sustainability will depend on access to information and guidance on sound business development. Therefore, sustainability is not just about funding it is about the resource of volunteers and working with the wider community to access skills and space.

**5. Conclusions to Case Studies**

Whilst four case studies cannot be representative of all social innovation in Northern Ireland they provide an insight into a range of needs that were identified and the innovation that was put in place to address these needs. A number of common themes ran across each of the case studies:

- Support and investment were important to all the projects during the early, developmental stages. This support did not always related to funding, although funding was often an important factor in piloting and testing. For example, Dogs Ears received support and advice from Invest NI, but also from the wider community and voluntary sector organisations that they were close to. The NOW project received support in developing their online training package through volunteer time (pro bono work) from experts. Incredible Edibles also received advice from the Incredible Edibles support network in England;

- Each of the projects involved the development of inter-disciplinary, cross sectoral working and interactions. This cross sectoral approach has been more significant to some of the projects than others. For example, it was critical to the further development of CRJI that they had demonstrable networks and relationships with public sector bodies such as the police, in order to gain accreditation and access funding. For the NOW project the inter-disciplinary work meant working with those with specialist, technical skills to develop their training product, without which the project may not have developed any further;

- Whilst volunteer time or other similar forms of resource were important to all the projects, particularly when moving from the prototype to sustaining stage of the project, access to funding was also an important factor in developing the projects further. All of the projects have received some form of funding, through various government agencies (e.g. Invest NI and Youth Justice Agency) or charitable foundations (e.g. TSB Lloyds);

- Each of the four projects have applied different delivered models and have different constitutions, based on local needs and the issues they are addressing. This is a clear example of the need to investigate what is right for local organisations and that there is no single preferred approach.
Both CRJI and Dogs Ears noted that funding was an initial barrier. For CRJI they had to increase their partnership working with statutory bodies in order to give the accreditation required to access funding and for Dogs Ears they had to be established as a private sector entity to access the small business support they required.

Flexibility was a key issue for most of the projects. They needed to be flexible to adapt to new challenges as they emerged or to change their plans if the project was not progressing as intended;

Whilst each of the projects are happy to share their experience of developing and implementing social innovation projects and some have done so many times, there is no formal process by which these projects (and other social innovation projects) can share their learning with others and to develop an understanding of the critical success factors of social innovation in Northern Ireland.
The Building Change Trust
Community House
Citylink Business Park
Albert Street
Belfast
BT12 4HQ

T: 028 90245927
F:028 90329839
E: info@buildingchangetrust.org
W: www.buildingchangetrust.org
T: @changetrust