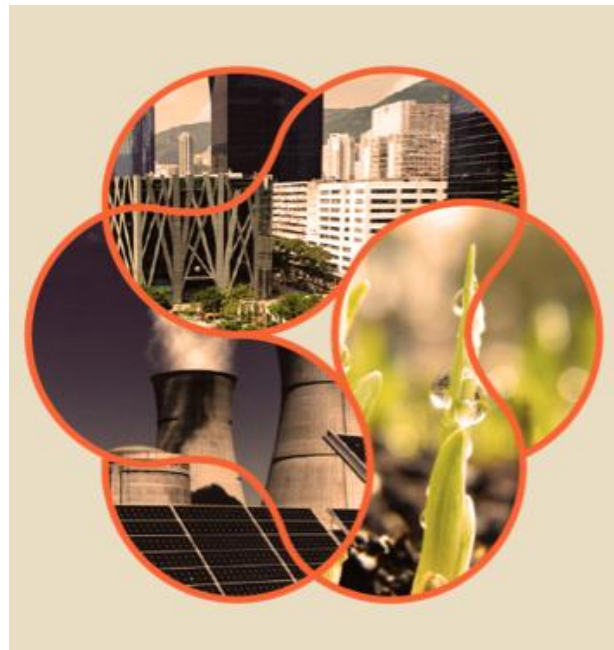


PASSION Social Innovation Workshop



Workshop Overview (Day 1)

PASSION SI Workshop			
Time (British time, GMT+1)	Activity	Learning Points	Lead
Day 1			
0900-1000	Introducing SI	<ul style="list-style-type: none"> Defining social innovation Social construction/embeddedness of SI Role of community engagement in SI 	Richard Hazenberg
1000-1030	Coffee/Tea Break		
1030-1130	Supporting Social Innovation	<ul style="list-style-type: none"> Incubating Social Innovation Scaling Social Innovation Accelerator programmes for SI 	Jay Baughan
1130-1300	Lunch		
1300-1400	Leadership in SI HE	<ul style="list-style-type: none"> Overview of the University's approach to SI thought leadership 	Wray Irwin
1400-1430	Coffee/Tea Break		
1430-1530	Models of SI	<ul style="list-style-type: none"> State-led SI (policy frameworks) Charities, NPOs and Voluntary Orgs Social enterprise/entrepreneurship 	Richard Hazenberg



University of
Northampton



Hello
Waterside

Leadership

Social Innovation

Models

Teaching SI

Creating Impact



Introducing Social Innovation



Overview

- In this seminar we will explore:
 - Definitions of social innovation
 - Social embeddedness of SI
 - Role of community engagement in SI
 - Policy and SI
 - Funding SI

Defining Social Innovation

- Not a singular definition of SI, as it's such a diffuse concept.
 - SI represents new ways of developing/delivering products/services that deliver social impacts and catalyse change in society (Heiscale, 2007).
- Represents the growing focus on hybridity in society.
- 'De-powering' of processes to allow genuine community engagement. Beneficiaries are the experts and should be involved as co-producers.
- Social entrepreneurship is *a type* of social innovation.

Embeddedness & Social Innovation

- Social innovation is a socially embedded construct:
 - Socially constructed with different meanings across different communities.
 - Relates to community-led bottom-up social action.
- Power is central to enabling social innovation, as this inhibits and/or enables social action.
- Power exists in the form of institutions, political power (policy), finance, and social networks

Embeddedness & Social Innovation

- The embedded nature of social innovation allows powerful actors to shape discourse:
 - Use their access to capitals (economic, social, intellectual, political, human etc.) to develop dominant narratives.
- Social innovators can overcome this discourse and reshape societal structures to create value.
- This makes empowerment of those without traditional access to resource central to social innovation.

Role of Community Engagement in Social Innovation

- Community engagement is central to driving the bottom-up social innovation that we have discussed.
- However, this can be difficult to achieve as:
 - Some communities are hard to reach due to:
 - Disadvantage
 - Geography
 - Socio-economic factors
 - Willingness to engage
- However, social innovation involves the restructuring of society, so community voices are essential.

Policy & Social Innovation

- Policy can also be a powerful enabler/inhibitor of SI.
- Policy-makers can through their actions create ‘policy-windows’ for social action.
 - Political, socio-economic, institutional factors within this.
 - Essentially policy-windows can empower social innovators.
- Partnerships and collaborations are also key.

Funding & Social Innovation

- Funding for social innovation can come in many forms:
 - Social investment
 - Public funding
 - Philanthropic funding
 - Private investment
 - Community bootstrapping
- Disadvantaged communities rarely have access to significant financial capital.
 - Therefore, finance can be a key inhibitor of social innovation.

Summary

- Social innovation is a diffuse concept that takes many forms:
 - Multiple models of social innovation.
 - Universities can play a central role in driving social innovation.
 - Different actors/institutions can lead social innovation.
 - Partnerships and collaborations are important.
 - Policy and funding is critical to scaling SI ecosystems.
 - Social networks and embeddedness key to empowering SI.
 - Enabling bottom-up creativity critical to social innovation.

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Models of Social Innovation



Overview

- In this seminar we will explore:
 - Models of social innovation
 - State-led SI (policy frameworks)
 - SI in public service delivery
 - Charities, NPOs and Voluntary Orgs
 - Social enterprise/entrepreneurship
 - Social investment

Models of Social Innovation

- It is important to recognise that models of social innovation come in numerous forms:
 - Social entrepreneurship
 - Social intrapreneurship
 - Policy innovation
 - Public service innovation
 - Citizen innovation
 - Financial innovation
- This is not a hierarchical list, and often the most successful social innovations combine several of these types.

State-led SI

- The state can be a powerful driver of SI, as it can exercise power through funding and policy.
- Policy frameworks can shape the behaviour of the ecosystem:
 - Establishes normative ideas/behaviour through the creation of a dominant discourse.
 - Controls the flow of resources through the ecosystem (financial and non-financial).
- Can fundamentally alter the ecosystem by shaping networks and communication.

SI in Public Services

- Policy can also shape public service delivery, which can drive social innovation:
 - Social Enterprise Investment Fund in the UK:
 - £110m of funding for health and social care ‘spin-outs’ from UK public services.
 - These spin-outs involve staff leading a service out of the public sector and turning it into a social enterprise.
 - Turned the health and social care sector into one of the largest in the UK social enterprise ecosystem.
 - UK Public Services (Social Value) Act 2012:
 - Requires all UK public bodies to ‘consider’ social value when commissioning services.
 - Has led to social value clauses in contracts (not just in public bodies).
 - University of Northampton now utilises social value contracts.

Third Sector & SI

- This is the traditional sector associated with SI:
 - Charities, voluntary organisations, and Foundations.
- Social innovation in this sector has traditionally been bottom-up led through communities:
 - However, a greater focus on hybridity and marketisation is changing this.
 - This is another area being shaped by policy frameworks and dominant discourse.....in other words, *power*.
 - In the UK we are seeing a drive towards making the third sector more business-like.
 - Charities are therefore establishing social enterprises and seeking investment.

Social Entrepreneurship

- Social entrepreneurship “...encompasses the activities and processes undertaken to discover, define and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organisations in an innovative manner” (Zahra et al., 2009:519).
- Crucial to understand the difference between the two:
 - Social entrepreneurship is a form of individual/collective behaviour.
 - Social enterprise is a *type* of organisational form for achieving this.
- Social entrepreneurs can exist in:
 - Private sector, public sector, third sector and civil society.

Social Investment

- Resources are also key in driving social innovation:
 - Investment can form a key part of this, and social investment has grown over the last decade to provide this.
- Social investment can be defined as the provision of finance to social ventures (either debt or equity finance), with an expectation that a social as well as financial return will be generated (Brown and Norman, 2011).
- However, despite the growth in social investment, there remains a lack of innovation in the investment products developed.

SI/SE Ecosystem

- Social innovation ecosystems are therefore heterogeneous:
 - Include multiple models
 - Diverse stakeholder networks/types
 - Multiple relationship types & resource flows
- Dominant actors can use their **power** and **resources** to shape discourse and normalise their visions of social innovation.
- Partnerships and collaborations between non-dominant stakeholders can overcome this.
 - Universities can support this pluralism.

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Pedagogy of Social Innovation



Workshop Overview (Day 2)

Day 2			
0900-1000	Pedagogy of SI	<ul style="list-style-type: none"> Teaching SI Skills of social innovators Practical support 	Richard Hazenberg
1000-1030	Coffee/Tea Break		
1030-1130	Impact of SI	<ul style="list-style-type: none"> Understand social impact measurement (SIM): <ul style="list-style-type: none"> Range of tools available Role in organisational development & SI UN SDGs 	Richard Hazenberg
1130-1300	Lunch		
1300-1400	Ideation	<ul style="list-style-type: none"> Discussion around SI for participants: <ul style="list-style-type: none"> What barriers do you face to engaging in SI in your work/HEI? What enablers exist that you could leverage. 	Group
1400-1430	Coffee/Tea Break		
1430-1530	Sustainability in HE	Overview of the University of Northampton's Strategic Sustainability Plan for 2030/2050	Victoria Blake

Overview

- In this seminar we will explore:
 - Universities & social innovation
 - Teaching SI
 - Skills of social innovators
 - Practical support
 - Beneficiary/social value focus

SI/SE Impact Hexagon



*HEIs should achieve **ALL** of these six outcome pillars where possible*

Teaching SI

- Need for 'place-based' learning in the teaching of social innovation (Elmes et al. 2019).
- Having curricula that can deliver place-based learning & the networks to enable this is critical (Alden-Rivers et al., 2015):
 - Students are enabled to achieve learning outcomes through experiential work in the community (ibid).
- Lecturers need the requisite skills to be able to effectively teach in this manner (Cederquist and Golücke, 2016).
- Enabling a nexus of theory, policy and practice (bringing academics down from ivory towers, whilst retaining theory and credibility).

Teaching SI

- Curriculum embedding:
 - You don't need to throw the baby out with the bath water. There will often be significant elements of SI already present in curricula.
 - Language is critical here and needs to be flexible to appeal to different fields/faculties.
 - Assessments and the need to move away from traditional models (I.e. Exams) - how do these impact the way that students approach problems?

Skills of Social Innovators

- In developing social innovators you are encouraging:
 - employability;
 - creativity;
 - self-efficacy;
 - empathy;
 - and ensuring that they are socially aware and that they can become Changemakers.
- This enables them to think laterally and approach societal problems from new perspectives (e.g. UoN hospital choir).
- Creating the global citizens of tomorrow, who can think idealistically, but engage in the realities of the world.

Practical Support

- It is also crucial that the teaching of social innovation involves learning by doing.
 - Social innovators are encouraged to apply their learning in practical settings.
 - That mistakes are encouraged, as we learn more from these than we do from successes.
 - That practical learning is brought back to the classroom for reflection (nexus of theory of practice).
- Universities can also support social innovators to navigate barriers:
 - Overcoming power and resource deficiencies.
 - Universities are powerful institutions with significant resources (financial, intellectual, human, social).

Social Value Focus

- Ensure that you are engaged with your local communities:
 - What are their social problems/priorities?
 - In what areas do they want to see social innovation?
 - How can universities support them to achieve these?
- Communities and social innovators are the experts:
 - We are there to support them with our knowledge and skills.
- We can use our power and networks, to drive collaborations and support social innovators to develop social value.

Graduate Employability

- Graduate employability is a **cornerstone** of UoN's student journey:
 - Need to bolster student's **entrepreneurship, self-efficacy & leadership**
 - Prepare them for a highly **competitive graduate marketplace**
 - Embodies by our **Employment Promise & alumni follow-up**
 - If no graduate job @ **12 months**, **guaranteed internship** with a partner organisation
 - **20% discount** on PG degree fees
- Two core offers: **Changemaker Gold & Employability+ Gold**.
 - Delivered through our Changemaker Hub
 - Changemaker Certificates: **Bronze, Silver & Gold**:
 - Ultimately, students are supported to **create their own SI/SE**
 - Employability+ Certificate: Self-development journey with **work placements/volunteering**:
 - These are provided with **local employers** including **large corporates**.
- Destination of Leavers of Higher Education (DLHE) data shows:
 - UoN has a **90.3% graduate employment** rate @ **6 months** post-graduation.
- Our **Changemaker values** mean that we are committed to developing the **leaders of tomorrow!**

Summary

- The 5 key areas for driving SI in HEIs are:
 1. Defining what social innovation means to your institution.
 - a. Applying this flexibly.
 2. Becoming genuine community hubs.
 - a. De-powering processes.
 3. Embedding SI effectively in the curriculum, through academic, policy and practical methods.
 4. Empowering students to become creative Changemakers.
 5. Investing in SI strategically across the institution:
 - a. Multiple resources.
 - b. Measuring your impact.
 - c. Maintaining momentum through leadership.

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Impact of Social Innovation



Overview

- In this seminar we will explore:
 - Understand social impact measurement (SIM):
 - Definitions
 - Range of tools available
 - Role in organisational development & SI
 - European Commission's GECES framework
 - Global rankings and frameworks for impact
 - Times Higher Impact
 - UN SDGs

Defining Social Impact Measurement

- no single universally accepted definition (Sairinen and Kumpulainen, 2005).
- SI measurement can be defined as:
 - *“The measurement of the impact of changes (outcomes) intentionally achieved in the lives of beneficiaries as a result of services and products, delivered by an organisation, for which the beneficiary does not give full economic value”*
(Clifford et al., 2014)
- Effectively measuring the ‘good stuff’ that we are doing.
 - Over and above mere economic transactions.
 - Social/environmental focus.

So Why Measure Social Impact?

- Provides evidence of the impact that you are having.
 - Good evidence for stakeholders, funders & beneficiaries.
- Allows for organisational learning.
 - Are you always having a positive impact?
- Can help secure contracts/investment.
- Transition in third sector relationship with the state/NGOs/investors:
 - Desire for evidenced-based policy-making.
 - Austerity & scarce resources.



GECES Sub-committee on Social Impact Measurement

GECES 5 Stages of SIM

1. **Identify objectives:** What are the objectives of the impact measurement (i.e. organisation and partners)?
2. **Identify stakeholders:** Who are the beneficiaries and who provide resources?
3. **Relevant measurement:** Understand the theory of change and then utilise relevant indicators to capture this.
4. **Measure, validate and value:** Assess whether outcomes are achieved and whether they are relevant/recognised by the various stakeholders.
5. **Report, learn and improve:** Ensure the dissemination of and meaningful use of the data gathered and findings produced to internal and external stakeholders/audiences.

- In addition, it also recommended the inclusion of:
 - ***Deadweight:*** What changes would have happened anyway, regardless of the intervention?
 - ***Alternative attribution:*** Deducting the effect achieved by the contribution of others (i.e. partner organisations).
 - ***Drop-off:*** Allowing for the decreasing effect of an intervention over time.

Choosing an approach?

- There is no right or wrong answer...
- 3 main influencing factors are:
 - **Motivation**
 - Why are you engaging in SI measurement?
 - What do you want to get out of it?
 - What impact do you want it to have?
 - **Readiness**
 - How soon can you engage in SI measurement?
 - **Capacity**
 - Staff expertise & time.
 - Financial resources.
 - External contacts/networks.

Which Social Impact Method or Tool?

- Eco Management & Audit Scheme (EMAS)
- Local Multiplier 3 (LM3)
- Prove it!
- The Social Impact Measurement for local Economies (SIMPLE)
- Social Accounting and Audit (SAA)
- Social Return on Investment (SROI)
- Volunteering Impact Assessment Toolkit
- Social Impact Matrix.
- Customer Service Excellence (previously Charter-mark)
- European Foundation for Quality Management (EFQM)
- Fit for Purpose
- Practical Quality Assurance System for Small Organisations (PQASSO)
- Social Enterprise Balanced Scorecard
- 3rd Sector Performance Dashboard
- Quality First
- Outcomes Star
- SOUL Record

Measuring Social Impact

- McLoughlin et al. (2009) developed the SIMPLE methodology that seeks to measure:
 - *Outputs*: Direct and easily identifiable (i.e. jobs created).
 - *Outcomes*: Individual beneficiary benefits (i.e. increased confidence).
 - *Impact*: Wider benefit to society (i.e. reduced social security payments).

Examples in Practice

- For example, in a labour market integration social enterprise one of the *economic* benefits would be employment. This would have:
 - **Output:** No. of jobs created.
 - **Outcome:** Psychological benefits of employment (i.e. increased confidence).
 - **Impact:** Reduced job-seekers allowance payments.



Global Rankings & Frameworks

SDGs Overview

- The Sustainable Development Goals provide 17 impact areas of focus to run to 2030.
 - They provide a “...a shared blueprint for peace and prosperity for people and the planet, now and into the future” (UN 2021).
 - Build upon the Millennium Development Goals that preceded them and Agenda 21 before that.
 - 17 SDGs, 169 targets, one holistic pathway to sustainability.



Times Higher Impact

- Times Higher Impact Rankings
 - Globally, we don't sit inside the **top 1,000 HEIs** on traditional rankings.
 - With the Impact Rankings we can.
- UoN made its first THE Impact submission in December 2020, covering:
 - SDG3: Good Health & Wellbeing
 - SDG4: Quality Education
 - SDG5: Gender Equality
 - SDG7: Affordable & Clean Energy
 - SDG10: Reduced Inequalities
 - SDG11: Sustainable Cities & Communities
 - SDG12: Responsible Consumption & Production
 - SDG13: Climate Change
 - SDG15: Life on Land
 - **SDG17: Partnerships for the Goals (compulsory)**
- Selection made based upon an analysis of our relative **distance to the top** of each SDG based upon key metrics within each SDG.



Summary

- There is no perfect measure of SI measurement.
- Organisations need to find the approach that works best for them and aligns with their strategic aims.
- The key messages are to:
 - Understand your theory of change.
 - When measuring SI understand the:
 - Why?
 - How?
 - Who for?
- Impact offers global differentiation for HEIs.

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Ideation Session

- **Key questions to consider in relation to your roles & universities:**
 - What value do you see for social innovation in your area of work?
 - What barriers do you face to engaging in SI in your work/HEI?
 - What enablers exist that you could leverage?