



**Social Innovation
connect**
UK

1.1.4 Social Innovation Connect:

UK Competence Centre Blueprint



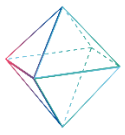
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1. Overview: The Social Innovation Competence Centre in the UK

The UK Centre - **Social Innovation Connect** - is based at Glasgow Caledonian University. It has been conceived as a catalyst for discovery, a forum for research and capacity building and an advocate for policy change. It aspires to 'build a better-connected UK SI ecosystem across regions with stronger transnational ties to Europe and beyond and will develop new ways of working in order to tackle the underlying causes of social problems'. In response to the ambiguities surrounding social innovation processes described above, SIC will be focussing in particular on social innovations that work outside the conventional social enterprise model driving change in other sectors.

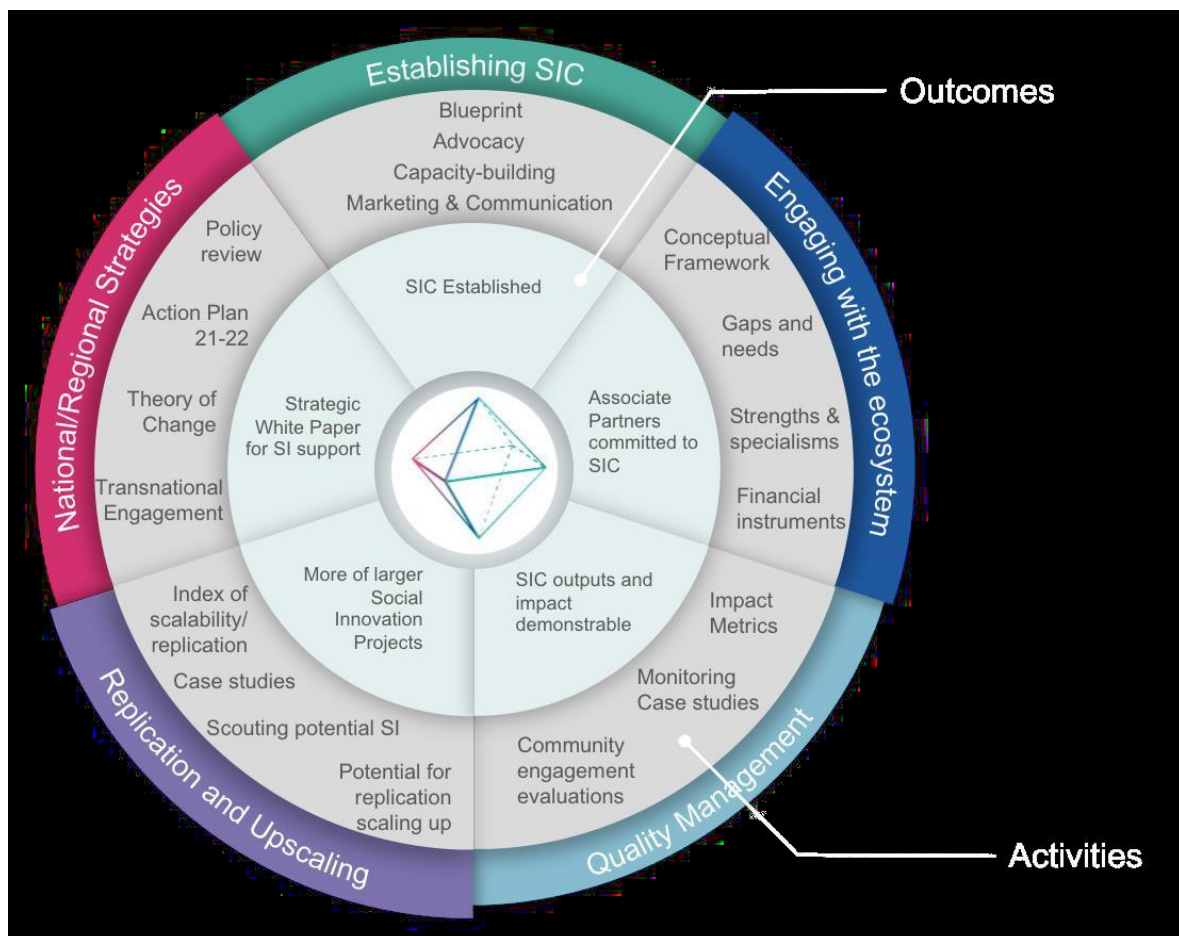


Figure 1 Conceptual Framework for the UK Social Innovation Competence Centre

The Centre will work co-creatively on five strategic priorities:



Establishing SIC – An initial blueprint for social innovation is developed, including a programme of activities to define the concepts and strategic activities of the Centre. This should include:

- Advocacy to bring social innovation to the political agenda of organisations from all sectors to demonstrate how this can be a movement for positive change;
- Training and capacity-building, though workshops and mentoring, raising awareness to the wider public;
- building communication channels between relevant actors and forging links between them through the common thread of social innovation.

Engaging with the Ecosystem – The ecosystem is still nascent and requires a more coherent and cohesive approach in order to work more effectively. This involves:

- Identifying where social innovation is taking place and how it is being applied within the region and the country as a whole, developing a ‘heatmap’ of social innovation practice;
- Working with associate partners in order to explore more deeply the effectiveness and coherence of organisations claiming to apply social innovation and contributions made to the ecosystem by actors who would not ordinarily define themselves as social innovators;
- Defining areas of support, such as financial instruments and other resources that help to drive the social innovation movement;
- Characterising the societal needs and gaps in existing systems providing pipelines for societal change.

National/Regional Strategies – For the ecosystem to thrive there needs to be a clear commitment to social innovation approaches from government, whether that be regional or local. As such we need to work with policymakers to:

- Audit current policy and to determine to what extent they might be improved in order to drive positive societal change;
- Define a theory of change that envisages a step-change in the public sectors approach, by adopting and prioritising social innovation measures;
- To benchmark national policies against their European counterparts;



- To propose an action plan for future policies.

Quality Management and Monitoring – In order to evaluate and monitor the project, there should be quality management measures introduced at three different levels:

- To work with social innovators to determine the extent to which their activities meet the defined criteria that characterises social innovation;
- To assess the extent to which policy and the ecosystem is helping to nurture and drive social innovation at a regional and national level;
- To ensure the quality of the Centre itself and to measure its effectiveness within the context of the defined programme.

Replication and upscaling – Having identified concrete examples of where social innovation has made significant impact at a local level, there is a need to explore to what extent it might be scaled or replicated:

- At a regional/national level to explore how local social innovation might be transferred to different contexts;
- At a transnational level to identify opportunities for replicating successes, understanding the different contexts and aspects that might need to be adapted within different ecosystems;
- To reverse the process and adapt best practice cases to the local/regional/national context within the UK.



2. Challenges for Social Innovation Connect

The Social Innovation Competence Centre programme has been largely conceived as a way of ensuring the European Social Fund (ESF) can be effective across the Union by learning from and tapping into the most effective social innovation initiatives. From the outset, this presents Social Innovation Connect with a major challenge. Other Centres are intrinsically linked with national and regional policymakers since it will help governments determine how the funding for social innovation is directed. For this reason, ESF Management Authorities were asked to endorse candidate centres in the first instance. In the context of BREXIT, despite endorsement by the Management Authority at the proposal stage, the policymakers within Scotland and the wider UK have absolutely no obligation to work with the Centre. As such it is largely dependent on our own skills in lobbying and the network we are able to build that will determine the success of the project. However, it is also true that the UK and especially Scotland, have a long tradition of social innovation initiatives including historical figures such as the a Welsh textile manufacturer, philanthropist and social reformer based, Robert Owen and his utopian projects in New Lanark, Scotland. More recently, the Scottish Government funded 62 social innovation projects through ESF. It will be important to tap into these kinds of initiatives, to determine how much they have been effective and assess the potential for replication or growth. On the other hand, whilst there are hugely successful public sector social innovation initiatives throughout the UK – e.g. social impact bonds, community share offers etc. – there is a lack of policy cohesion especially in the wake of BREXIT.

But, as described above, the greatest challenge revolves around the ambiguity of the term itself – especially among the general public – and the overlap with other related terms such as social enterprise and social entrepreneurship, that are often applied synonymously, as well as the muddy differentiation between them and more established forms of innovation, entrepreneurship and enterprise. Social enterprise ecosystems have been well established in some countries – e.g. the Scottish Social Enterprise Ecosystem map produced by Scottish Government¹, which defines areas of support for development, financing, learning, networking and policy in social enterprise. In many ways this further demonstrates UK public sector's commitment to social innovation but it may also be a chimera since investment in this ecosystem remains relatively low, as previously explained. Furthermore, the majority of support offered to social enterprises / social entrepreneurs often replicates the approach



taken within more commercial innovation ecosystems, looking at proven models for incubation, ideation, pitching and growth, that would help grow a conventional business. There is nothing inherently wrong with this but, ultimately, it can mean that support is skewed to those well-developed processes for encouraging and evaluating business innovation, but the more problematic area of societal impact and change is largely neglected because methods for empirical evaluation and measurement are still embryonic, as observed by GIIN. In order to tackle this anomaly, the Centre will seek to explore case studies of social innovation from a wide range of sectors and interrogate to what extent they demonstrate the defined characteristics of social innovation according to the literature.

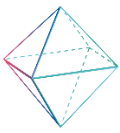
Importantly, the Centre will seek ways to propose alternative approaches to social innovation that are not exclusively predicated on more conventional processes such as enterprise creation and support and will on the other hand develop metrics for impact measurement. Initially this will largely be predicated on a Theory of Change Model (see below) that we have devised for the Centre. Through this we have envisaged a series of outcomes that by nature are deliberately radical in their intentions. In 2013, Roberto Mangabeira Unger² talked about the existence of ‘a vast array of small-scale innovations coming from the grass roots’ which is evidence of the success of social innovation, but that the ‘transformative potential of these small-scale innovations is, however, squandered because they commonly fail to be received and understood.’ Speaking of a more macro approach to social innovation, he proposed a direction consisting of four projects:

- Vanguardism: to take a more radical perspective in generating ideas
- Education: to develop programmes that are analytical rather than informational
- Public Service: to find ways in which the state can and should engage civil society
- Deepening democracy: to develop systems whereby populations are more directly involved in the democratic process.

By framing our Theory of Change model to these four long-term projects – which, nearly a decade later, remain as relevant as they were in 2013 – we hope to ensure that Social Innovation Connect balances its immediate short-term objectives with an overarching awareness of the need for radical experimentation.

¹ www.impactfundingpartners.com/sites/default/files/files/2019-06/SE%20Eco-System%20Interactive%20Map%20Scotland%202019%20final.pdf

² Unger R.M. (2015) Conclusion: The Task of the Social Innovation Movement. In: Nicholls A., Simon J., Gabriel M. (eds) *New Frontiers in Social Innovation Research*. Palgrave Macmillan, London. https://doi.org/10.1057/9781137506801_12



3. Position of Social Innovation Connect in the Ecosystem

Social Innovation Connect is well placed to adopt a prominent role in the social innovation ecosystem at local, national and international levels. The centre will be able to draw on the unique expertise and experience of GCU as the lead endorsed partner for the Competence Centre UK and Social Innovation Exchange's location in London and wealth of experience in building and supporting networks of social innovation across Europe and around the world.

Social Innovation is central to GCU's overarching mission to work 'collaboratively to deliver social benefit to the communities we serve'. The first university in Scotland to be designated a Changemaker Campus by Ashoka U, reflecting its global reputation in promoting social innovation through teaching and research, GCU have recently renewed their commitment, developing an ambitious strategy to become the leading university worldwide for Social Innovation by 2030. Central to this Action Plan is drawing together GCU's social innovation strands and ensuring they are interlinked. The centre will be a catalyst for change, connecting the ecosystem across Scotland and the UK. It will also have a formal presence on campus in Scotland, and in GCU London drawing on university-wide social innovation activities, programmes and initiatives as well as the universities local, national and regional links within the social innovation ecosystem and the exchange of knowledge between stakeholders.

At a national level, GCU have well-established links with the Scottish social innovation ecosystem, including the Scottish government, community groups, local and national organisations and intermediaries engaged with social innovation, other HEIs, and socially innovative practitioners themselves. Internationally, through EU funded social innovation projects, led by GCU, across Latin America³, South Africa⁴, and SE Asia⁵ focused on enabling social innovation and establishing international social innovation networks, GCU have developed and maintained an important role in international eco-systems. Through these national and international links, Social Innovation Connect has the potential to make a real and measurable impact, generating social benefits to our communities across the globe.

³ Latin American Social Innovation Network - www.lasin-eu.org/en

⁴ Common Good First - www.commongoodfirst.com

⁵ South East Asian Social Innovation Network - www.seasin-eu.org



The mobilisation of the Scottish ecosystem will be done initially through the five associate partners involved in the project. These partners are from a range of sectors and act as key anchor organisations in the Scottish social innovation landscape and beyond.

The Melting Pot is one of the first co-working spaces in the UK and one of the first aimed at supporting mission-led organisations. It has grown into a vibrant community of social enterprises and innovators, and offers an award winning incubation programme for social innovations to start up their ideas. The Melting Pot is well established in the Scottish ecosystem, and has been funded by the Scottish Government to offer their flagship incubation and acceleration programmes across Scotland.

Challenges Worldwide were founded in 1999, and are focused on the delivery of innovative, multi-dimensional economic development projects that support mission led businesses in Scotland and beyond. They offer internationalization expertise in particular, to Scottish social enterprises to engage in markets across the world to address social and environmental issues. They take a systems-change approach to try to understand and support sustainable market growth.

Community Enterprise in Scotland (CEIS) delivers a range of services across the ecosystem in Scotland to businesses, communities and individuals through its companies, CEIS, DSL Business Finance (an ethical and microfinance lender), CEIS Ayrshire and joint venture, Social Value Lab (who deliver social impact assessments). They aim tackle inequality, strengthen communities and improve the performance and impact of social businesses, which contribute to our society. They are tackling the new area of Community Wealth Building in their new strategy, looking at how civic services can be made more democratic and deliver local impact – particularly in disadvantaged and remote rural areas.

Firstport are one of the biggest funders in Scotland geared towards helping social entrepreneurs bring forward their ideas. They have supported thousands of individuals and distributed millions of pounds of start-up funding, all with the aim to achieve their vision that social enterprises play a key role in society, transforming lives, communities and the economy across Scotland.

The Centre for Civic Innovation is focused on redesigning the way we engage citizens in the delivery of their city services and addressing city challenges. They develop and inspire a network of designers and solvers across the breadth of Glasgow to enthuse and empower our citizens to co-design the city they want to live in. The CCI combines design thinking, research



and data science to understand and help solve complex societal problems that are difficult to articulate, challenging to solve and have no single or easy answer. Their approach is unique in civic innovation, and although they deliver work locally across Glasgow, they inform policy and action across the UK and Europe.

Beyond Scotland's ecosystem, other wider networks, as well as the vital experience and expertise of Social Innovation Exchange will be mobilised in the same way to encompass the entire UK ecosystem. SIC is approaching the UK first from the context of Scotland as a test bed, as GCU is well connected to this ecosystem. The approach can then be scaled up and across the UK from this point once the approach and methodology has been tested.

It is worth noting that the work of Social Innovation Connect and the unique situation in the UK as a collection of four countries with unique social innovation contexts, identities and differing social issues and trends to address. There are three devolved governments in the UK also in Wales, Northern Ireland and Scotland, and a central government in England. This means that taking a blanket approach to the UK will not be comprehensive, which is why SIC's methodology is to first undertake a deep dive in Scotland's ecosystem, while maintaining broad contacts and engagement across the UK. Once the approach has been developed in Scotland, this same approach can be applied across the other three countries in the UK over time.



4. Position and Governance of Social Innovation Connect within Lead Partner Organisation (GCU)

GCU's commitment to social innovation is reflected in and inspired by its motto, *For the Common Good*, and is shared by its students and staff at all levels and not least by the University's Emeritus Chancellor and Nobel Laureate, Professor Muhammad Yunus, and the current Chancellor, Annie Lennox OBE – a highly-respected social activist and philanthropist.

The establishment of Social Innovation Connect underpins this commitment and aligns with GCU's renewed pledge to promote social innovation through teaching and research as an Ashoka U Changemaker Campus. Given institutional focus and the support of senior management, including the Research and Innovation Office (RIO), Social Innovation Connect will have a prominent and cross-cutting role within the university and beyond in the academic sector - drawing on links with other universities and academic networks for example through mechanisms like the University Innovation Fund (UIF), Interface, and Universities UK. Further to this Social Innovation Connect will draw on relationships with policymakers such as the Scottish Government, and EU facing organisations such as Scotland Europa and UKRO to ensure that the University's maintains its reputation in a burgeoning area of policymaking and investment. This also ensures SIC maintains a key role and visibility in the EU despite the issue of access to ESF and EU programmes for the UK since Brexit.

Social Innovation Connect will be the direct responsibility of the Research and Innovation Office. The operations and activities of Social Innovation Connect are the direct responsibility of the Social Innovation Manager within RIO, GCU, overseen by the Director of Research and Innovation.

There are a number of research centres and units at GCU where research expertise in thematic areas of social innovation will be drawn on and connected to the wider ecosystem where there is interest:

- Yunus Centre for Social Business and Health
- Centre for Living
- Centre for Climate Justice
- Fair Fashion Centre
- NMAHP Research Unit



- Centre for Built Environment Asset Management, and
- Moffat Centre

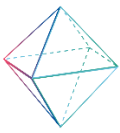
Further to this, SIC will draw on links with other universities to connect and broker relationships where academic expertise can be used to support social innovation practice. Our own research areas will serve as an example pilot of how this will work, but SIC recognises that there is a multitude of expertise in the academic sector and outside and facilitation of knowledge exchange around this expertise will have the greatest impact on the growth of social innovation across Scotland and the UK.

To best enable maximum impact, meet stakeholder needs and align with wider institutional goals, the management team of the Social Innovation Connect will also connect expertise in start up and growth of social innovation projects and initiatives in Scotland. This will be done through workshops under Group of Actions 1.2.1. These short workshops are designed for cross sector social innovation practitioners (the 'users') of the competence centres, the idea is to have the same core group of people attending and participating each time. The sessions will also draw on the results of the literature review and mapping.

Supplementing these workshops SIC will also provide supplementary support to stakeholders like this including:

- concept oversights
- development of projects
- monitoring
- formal and non-formal educational content
- one on one coaching
- evaluation support
- various learning events
- organisation of workshops
- space for events and incubation
- connection to fellow start-up social innovators and potential partners

Again, at the outset, this will be done at a more local and Scottish level to begin with, but through the growth of SIC and its network, this activity can be broadened out to UK wide level,



or provided through other partners (such as other academic institutions) in SIC's network in other regions who have expertise to offer.

The table below summarises key organisations and stakeholders that SIC will support. This list is by no means exhaustive, but seeks to highlight key beneficiaries and stakeholders that will initially be supported by SIC.

<ul style="list-style-type: none">○ New social enterprises and projects	<ul style="list-style-type: none">○ New social innovations
<ul style="list-style-type: none">○ New organizational models (foundations, cooperatives, not-for-profit)	<ul style="list-style-type: none">○ New models for corporate social responsibility (rethinking the way in which private bodies interact with society)
<ul style="list-style-type: none">○ New business and funding models, including microcredit and crowd funding resources	<ul style="list-style-type: none">○ New products and services (produced as a result of new social processes, social patterns, social interactions or social organisations)
<ul style="list-style-type: none">○ New collaborations between university academics and social programmes	<ul style="list-style-type: none">○ New courses, content or projects that seek for a social change

Figure 2: Social Innovation Connect Key Beneficiaries, Users, and Stakeholders



5. Social Innovation Connect Key personnel

The operations and activities of Social Innovation Connect are the direct responsibility of the Social Innovation Manager within RIO, GCU, overseen by the Director of Research and Innovation. That being said, the management and maintenance of the hub is the responsibility of a number of key personnel:

- Social Innovation Director
Mark Majewsky Anderson, Director, Research and Innovation Office

- Social Innovation Manager/Coordinator
Rose Cawood-Campbell, Research and Innovation Office

- Incubation and Academic Manager
Fiona Henderson, Research and Innovation Office

- International Relations and Senior Project Manager
Natalia Popielska, Research and Innovation Office

- Marketing & Media Officer
Zarina San Jose, Research and Innovation Office

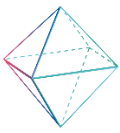


6. Work activities of Social Innovation Connect

The following section outlines the key areas of work and activity descriptions that the project team will undertake over the course of the European Social Innovation Alliance Project duration to establish a blueprint and core activities for SIC. A further roadmap and strategy for sustainability will be laid out in a further report later on. These areas of activity are based around the conceptual framework for the project as outlined in section 1.0 of this document.

Group of Actions 1.1: Generic blueprint - Establishing the SIC

- 1.1.1 A review and update of the ‘mapping’ undertaken from a number of sources, and across a variety of sectors; not limited to social enterprise, arts, community/grassroots, cooperative, development trusts, democracy advocacy, and other networks/reports. The initial high level report will be based on Scottish context, and will grow to feature all four UK nations at a later date.
- 1.1.2 A report on identified gaps and needs across UK will be produced reflecting areas where the support of social innovation ecosystems is lacking/missing; areas that require further funding, research, understanding, and advocacy; gaps in policy and strategies; areas/sectors of social innovation that are not growing/flourishing or existing.
- 1.1.3 Launch of the ecosystem map platform. Translation of mapping review into a literal map or visualisation of the ecosystem. The map will display the different sectors, anchor organisations, support agencies, government and the various links between them at the point in time at which mapping review took place (mapping quickly becomes outdated from the point it is carried out). The map will be integrated into the national SIC website, whether through an integrated link or a visual display/diagram. SIC may undertake periodic exercises going forward to update the mapping. Again, it will begin with Scotland, and branch out into the other UK nations.
- 1.1.4 An initial blueprint for SI Connect UK will be launched following on from initial mapping work that leads to an outline and framework for SIC’s activities and objectives going forward. There may be future versions of the blueprint going forward based on feedback and development in the project as it progresses, but 1.1.4 will serve as the first iteration. The blueprint will outline: aims, objectives, strategic focus of centre, staff associated and their role, stakeholders and associate partners, services



offered, location and equipment if any, any incubation support, briefing and white paper outputs, workshops and training offered, governance structure.

Group of Actions 1.2 Advocacy Work for Social Innovation (at a national level)

- 1.2.1 Meetings and workshops with policymakers - Regular exchanges and talks with political decision-makers on a bilateral level (from all nations of the UK). This occurs 4 times over the course of the project at periodic points. Meetings or workshops will be informal discussions, rather than public events, aimed at policy makers from Scottish, English, Welsh, and Northern Irish policymakers. Discussions will centre around socially innovative activities occurring in different sectors, what SIC can and does do to support this, what gaps/needs are being identified, what policy makers can do to support, and what policy makers need from SIC to foster social innovation at national level.
- 1.2.2 Public events - public events / panel discussions with national and regional policy makers and social innovation actors on better supporting SI in the UK. These will be high level discussions/roundtables where key stakeholders can get involved in the discussion around supporting social innovation in the UK and how SIC is doing this. These events are set to occur periodically through the project, five times; and should include policy makers where possible – this can be from local or national government/supporting agencies. These will be integrated with 1.3.3.
- 1.2.3 Workshops/forum events with ESF managing authorities/similar outwardly focused organisations in the UK (eg British Council, Scotland Europa, etc) on the objectives of the European strategy for social innovation. Presentation of innovative programmes and projects, financing procedures, evaluations, cooperation models, strategies for optimising the use of funding. Where possible these workshops will be integrated into events where there is a transnational presence. These are set to occur 4 times over the course of the project, and will be short, high level workshops/dialogue aimed primarily at showcasing the benefits of ESIA and the benefits brought by transnational relationships, best practice and opportunities it brings, that may benefit UK policy makers and managing authorities.

Group of Actions 1.3 Capacity Building Programme for Relevant Stakeholders (at a national level)



- 1.3.1 Social innovation capacity building workshops for SI stakeholders. These short workshops are designed for cross sector social innovation practitioners (the ‘users’) of the competence centres, the idea is to have the same core group of people attending and participating each time. The sessions will also draw on the results of the literature review and mapping. There are 7 occurrences of these workshops over the course of the project. These sessions aim to barriers to social innovators and organisations that support them, emerging trends and opportunities, chances for collaboration and support, discussion around funding and policy. Their regularity serves as a chance for SIC to keep up to date with changes in the ecosystem in response to external factors.
- 1.3.2 This activity is set to occur just once (according to the Gantt?) where a series of workshops and advisory support for different sectors/actors will be held – including companies and foundations, banks, start up, entrepreneurs to build awareness and skills for social innovation work. This activity will be integrated with 1.3.1. This activity differs in that 1.3.1 will be a smaller core group of regular stakeholders with more practical activities, and 1.3.2 will be for a wider group that may not always attend; and will be a higher level with less practical elements. These will feature a short outline of activities and support of SIC with questions and comments.
- 1.3.3 Annual inspirational events bringing diverse groups together, stakeholders in the UK ecosystem, and consortium partners from other countries where necessary (including all people who interact with the SIC). This can include more ‘high profile’ SI leaders/academics. These events will be integrated with 1.2.2. These events will be a showcase, as well as some networking, and panel debate/discussion on broad issues around social innovation. They are due to occur 4 times over the course of the project.

Group of Actions 1.4 Marketing & Communication Plan (at a national level)

- 1.4.1 Setting up national website focused on the UK Competence centre but linking into the transnational consortium wide strategy. The website will share UK outputs and reports; as well as key events that are coming up. There will be information about ESIA, the services and objectives of SIC, the key partners, and showcasing of case studies and mapping done as a result of the project. The website will link to key resources, as well as the ESIA project website.
- 1.4.2 The Social Media strategy that is focused on the UK Competence centre will also feed into the transnational consortium wide strategy. The project will have a Twitter



account, as well as regular use of hashtags and interaction on other social media sites, including LinkedIn, Facebook, Slack, Instagram and potentially others depending on ESIA overall strategy. The strategy will be a short report outlining the use and plans for social media, protocol to follow, the logo, hashtags and integration with the website.

Group of Actions 2.1. Understand the National Social Innovation Ecosystems

- 2.1.1 A conceptual framework for SIC and its interaction with key ecosystems in UK will be produced. This will be in two parts: a high level infographic depicting the project outline; including key players and stakeholders within that, the core elements of work and outputs of SIC, the dynamics in the ecosystem, the different sectors to engage with. The second part of the framework will be a short report summarising and explaining the framework and its components.
- 2.1.2 National public conversations - Hosting a series of national conversations in the UK to test assumptions and create debate on definitions for SI for the future and understanding critique/criticism. These will occur 5 times over the course of the project, and will take the form of a roundtable where dialogue and discussion can be held on broad and high level themes. They will be integrated with 1.2.2 and 1.3.3 where possible.

Group of Actions 2.3. Identify strengths and specialisms and main thematic areas

- 2.3.1 Analysis of sectors or thematic areas in UK with the most potential to harness the benefits from social innovation initiatives. This area of work is about identifying our strengths or particular areas of need to focus / encourage growth of social innovation activities in. We will not be undertaking the strength mapping, but rather identifying areas at a high level, as a recommendation; it will note areas often overlooked when reviewing social innovation in the UK. This will be a short high level report.

Group of Actions 2.4. Benchmark Analysis on Public / Private Financing Instruments

- 2.4.1 This will be a short summary taking inventory of existing public finance instruments in UK though desk based research. It will firstly look at Scotland and broaden out to UK wide by the end of the project. It will examine other key sources of funding and not just government funding initiatives and include key criteria to be met for different funding streams.



- 2.4.2 We will participate in the benchmark study on criteria of public finance instruments for social innovations across European countries, we will share our results from 2.4.1 and participate in transnational dialogue and discussion about the differences and similarities.
- 2.4.3 A policy paper based on the study advocating for design of instruments based on best practice and a public debate. We will analyse the results and drawing concrete solutions and policy recommendations for the design, implementation and criteria of different social innovation financial mechanisms in the UK.

Group of Actions 3.1. Develop a Transnational Social Innovation Strategy, Roadmap and Action Plan 2022-2026 taking into account gaps and specialisms

- 3.1.1 Desk based review of previous UK strategies/ policies designed to support social innovation -this work will track what existed to date in order to set a future direction. This activity is the research that will go into producing 3.1.2 report.
- 3.1.2 This will be a short report summarising what strategies are in place to support social innovation, limitations, and other policies with themes that fall under social innovation. We will begin with Scotland and then broaden out to UK wide by the end of the project. It will be then shared with associate partners and SIX.
- 3.1.3 Consortium-wide roundtable on each national strategy and roadmap - this will be part of the mid-term consortium meeting. We will take part and contribute our learnings from 3.1.1 and 3.1.2.
- 3.1.4 We will feed into the final version of the Transnational strategy with UK input and context. We will help to disseminate this strategy through our website, and with local partners, plus at the final event.

Group of Actions 3.2 Develop an Action Plan for the 2021-2022

- 3.2.1 Create a Theory of Change Approach table/infographic that defines SIC long-term goals and then mapping backward to identify necessary preconditions for action, it will take into consideration the mapping and the conceptual framework already done. This ToC will feature in 3.2.2 as part of the action plan.
- 3.2.2 We will create a draft action plan/roadmap for the UK with clear goals, targets and roles. This will be done for all of the UK at once, drawing on the work done in Scotland, with further actions added as needed based on research in the other nations. This will

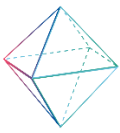


form a short report outlining high level key actions for short term, medium term and a section forward looking to the long term. Targets will be set for each action to make it achievable and measureable, and these targets will integrate with the impact metrics developed. Roles will be assigned based on any stakeholders or associate partners involved, and with GCU staff.

- 3.2.3 Development of a Sustainability plan, based on roadmap, this will be a high level plan that outlines the key actions of SIC, as well as future forecast activities and objectives; outlining how this will continue beyond the lifecycle of the project. This will be based on funding, skills, events, and research outputs. It will outline any commitment made by associate partners or stakeholders to be involved in activities going forward.
- 3.2.4 Development of Contingency Plan, which will be developed in two parts. Firstly, a risk assessment of the key risks for SIC and the project activities will be developed in a table. It will be ranked in terms of likelihood and impact for each identified risk. Based on this risk assessment, mitigating actions will then be outlined in the table to counter any risks occurring. It will also outline what action the team will take if these actions occur. This will be a live document and will be continually reviewed and updated throughout the course of the project.

Group of Actions 4.4 Monitoring and quality assurance at a national level

- 4.1.1 Defining index with impact metrics will be developed. This will be done in an excel document where a list of key metrics is outlined, with KPIs or similar to quantify activities in the project. These will be based on the components of the Theory of Change to ensure all elements are covered in measurement. The tool will have a dual function, where some of the key metrics can be applied to social innovation case studies as well.
- 4.1.2 Monitoring of case studies will occur throughout the project through collection of a number of high level case studies to showcase, and apply the impact metrics from 4.1.1 to. SIC will continue to support and connect the case studies with the wider ESIA project and SIC's network where there is potential to replicate or scale up. The case studies will be compiled into a report summarising their history, measurement with the metrics and potential to be scaled up. SIC will support the scaling of these case studies – whether they grow in the time period in terms of size, work, activities, support/service provision, people engaged, or others that will be defined in the impact metrics. These case studies will be engaged in 1.3.1 and 1.3.2 events.



- 4.1.3 We will conduct three community evaluations on our work in SIC, with a minimum of 20 UK representatives of the social innovation ecosystem involved. This will be done through events undertaken towards the end of the project in a focus group setting at a wider SIC event. A short summary of our work and activities will be shared and then feedback will be collected through a survey from the community to assess our work and make recommendations. The evaluations will be based on 4.1.1 metrics.
- 4.1.4 The feedback collected will form the basis of a final report. The report will analyse the feedback, summarise and discuss the key findings, SIC progress, and impact of the case studies.

Group of Actions 5.1 Collecting and Sharing Social Innovation Across a Newly Combined Transnational Network

- 5.1.2 We will set up a sharing and brokerage initiative/exchange for practitioners to engage/share/scout/replicate best practices/examples between themselves. This will be done through Glocal, and will be set up in such a way (with projects/tabs/message boards) in order that practitioners can interact under certain core themes and share experiences.
- 5.1.3 We will work with social innovators in 5.1.2, and 4.1.2 to look at potential to scale or replicate their innovation in one of the other ESIA partner countries. This might be gaining customers in one of these countries, or operating activities there, or branching out workshops to one of the ESIA countries. Where this is not possible, we will work with other partners to support their implementation of SI in other countries, including in the UK. We will work closely with associate partners to develop this. All of this will be undertaken as a recommendation or viability/potential to replicate assessment.

Group of Actions 7.1 Transnational Knowledge Exchange, Mentoring and Support and Capacity building

- 7.1.1 GCU will take part in an initial transnational workshop with all consortium partners to share and compare national social innovation ecosystem analysis, after national analysis. We will share our own analysis.
- 7.1.2 Site visits between competence centres within the consortium - all consortium partners visit each other. We will host one visit and showcase local innovators, and we will attend and engage with all the other events.



- 7.1.3 We will take part in a transnational action learning group on a particular theme (working online) to learn from and share best practice with our partners.
- 7.1.4 We will participate in a mentoring relationship with another partner to develop activities around supporting social innovation.
- 7.1.5 We will take part in regular online coffee mornings/learning exchanges between consortium members transnationally focussing on sharing (internal) as well as with other consortiums (external).
- 7.1.6 We will take part in 2 x Special transnational policy meeting/workshops for Members of Parliament (national and European level), policy makers and ESF authorities (for a half or 1 day), where we integrate with a number of other areas of work: 1.2.1, 1.2.2, 1.2.3, 1.3.3, 2.1.2.

Group of Actions 8.1 Networking and learning between and beyond the consortium

- 8.1.1 We will take part in networking with super connectors and any events planned with them.
- 8.1.2 We will take part and attend regular online talk series from global social innovation leaders. We will suggest any key contacts that may wish to be speakers.
- 8.1.3 We will attend and take part in mid-term event (in person) – we will showcase our work so far.
- 8.1.4 We will attend and take part in the Final event - (in person) – we will showcase our work on SIC and outline our future plans.

Group of Actions 8.2 Communication and Dissemination

- 8.2.1 We will link our SIC webpage to the transnational web portal and share any useful resources to be included on the portal.
- 8.2.2 We will create a social media strategy for SIC/UK based on the ESIA strategy. We will share and interact with our partners and the project consortium.
- 8.2.3 We will take part in when asked and/or suggest relevant speakers for the EU Social Innovation Podcast.



7. SIC Operational functions

A list of the Operational functions available at SIC GCU are listed below, further to and complementing the activities of SIC in the ESIA Project. These are subject to change and be added to over time and will form the basis of SIC activities going forwards after ESIA ends.

Training (informal)

- Knowledge exchange workshops and brokerage
- Knowledge Exchange events such as the Professorial Lecture Series;
- Extra-curricular activities and programmes are also available, and through collaboration with Associate Partners where they deliver programmes (eg the Melting Pot's Good Ideas Programme);
- Conference outreach with scholarships for interested organisations e.g. the International Social Innovation Research Conference.

Research – Theoretical and Practical (measuring impact)

- GCU has established a rich social innovation culture across all three Academic Schools focusing on cutting-edge research in civic participation, social policy, health, the environment and more;
- GCU researchers are engaged in a variety of local, national and international research projects investigating social innovation funded by a range of stakeholders including UK Funding Councils and the European Union;
- GCU has access to a variety of academic networks where other universities and institutions can be engaged to share practice and research with the wider ecosystem or stakeholders where necessary;
- Publications on social innovation by GCU staff across a range of disciplines are available on request.

Ecosystem – Network, signposting, promotion, internationalisation

- Local, and national networks through a number of local or national organisations that co-host events with GCU –SENScot; Social enterprise Academy; Third sector First Interfaces; Glasgow Social Enterprise Network, the Melting Pot, Social Enterprise World Forum etc.;



- Internationalisation through networks and knowledge exchange including Challenges Worldwide; the British Academy and the creation of a Global Social Innovation Unit Network;
- Promotion internationally through knowledge exchange within and across projects including SEASIN, LASIN, CGF; ENPRENDIA, NEXUS, INDOEDU4ALL, FREE NETWORK – focussed on different elements but forging a link and information in Social Innovation;
- Signposting through our knowledge exchange activities, and academic partnerships.

Incubation – Spaces

- UHatch incubation space at GCU;
- Links to external incubators and co-working spaces in other geographic locations e.g. The Melting Pot (Edinburgh)

Specialist technical knowledge

- Academic expertise in social innovation across disciplines and contexts including Business, Society, Engineering, the Built Environment, Health and Life Sciences;
- Networking and workshop planning;
- Social entrepreneurship;
- Partnership funding expertise - social innovation research, specific research applied to social issues.

Financial support

- Pump priming funding/capacity building funding/leveraging funding sources;
- Free information sharing and skills/training from across University and skill set.

Public communication and engagement

- Local and international social innovation networks;
- Open source information and resources;
- Representation of staff as trustees and Board Members within numerous third sector organisations;
- Partnerships between GCU and a range of external organisations including the National Health Service and the Poverty Alliance.

Business support



- GCU UHatch co-working incubator space;
- Undergraduate and postgraduate Business degrees;
- Graduate Apprenticeship support;
- Professional doctorates;
- Knowledge Transfer Partnerships;
- Expert Consultancy;
- Knowledge support from within the University – research expertise and professional support



8. Physical Space and Location

Although the Social Innovation Connect is much more about the cultivation of relationships and engagement with the ecosystem, the business incubator space at GCU will be made available to SIC as a strategic priority, so that key social innovation stakeholders and partners can use the space for various purposes in support of social innovation activities. It will operate as a multi-function space that key stakeholders engaged with SIC will have access to. The London GCU campus will also be available as a point of contact for stakeholders based in the south of the UK, and for events and meetings where appropriate and pre-arranged.

The space at GCU in Glasgow will include:

- The development of a converted co-working space, whereby users can book and use space as and when required. We intend to invest in the space, updating resources and assets to appeal to users. Investment will be made in new signage and branding as well as user equipment. The current layout is shown in Fig. 3.
- The development of Maker and Green Screen Spaces in a neighbouring building. It has been well established that an essential element of the social innovation process is to allow communities a way to experiment and engage with each other. In order to enhance this dynamic, we propose that existing spaces within the Charles Oakley building be kitted out with the means to become publicly accessible workshops for sharing and developing knowledge, ideas and designs, equipped with suitable tools (e.g. 3d printing, virtual reality, laser cutters, green screen videos).

Overall, it will be a space for dialogue, a space for innovation and co-design and a hub for connecting people: a physical place where people can gather together and will be used for stakeholder workshops and ecosystem events where possible. We hope to target academics, students, representatives from private and public bodies, experts and members of the wider community interested in social innovation and knowledge exchange in order to best enable a collaborative approach to social innovation.

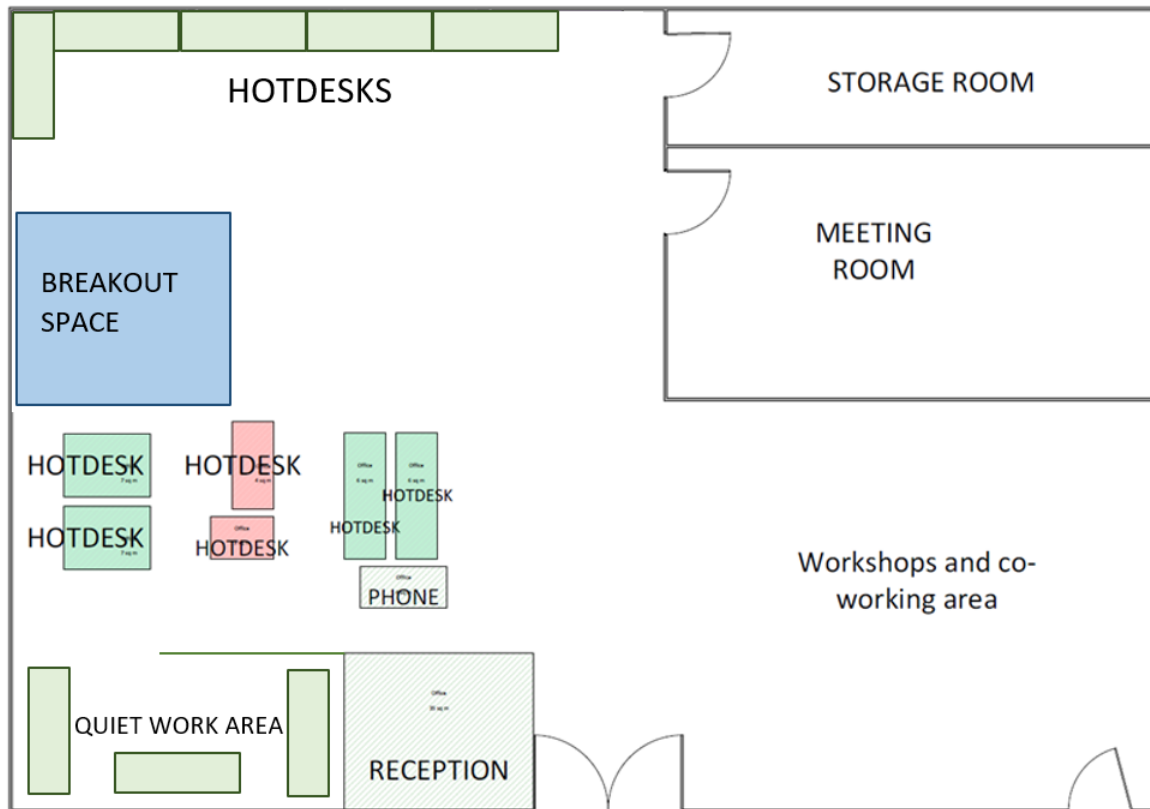


Figure 3 Current Co-working Space Layout

Equipment

There are a number of tools and equipment available to users of this space at GCU. These include things like IT, project management software; as well as physical equipment. Some of this equipment is planned but not yet bought. All equipment must be booked in advance.

Virtual Tools for Training, Project Management:

- Basecamp Project Management Space – Unlimited spaces
- Zoom Access for Meetings, workshop, training – 6 x accounts available to be booked

Static Equipment:

- Static Desktop HP Computers – 4 x Computers
- 3D Scanner – 1 x available
- Printer and Scanner – 1 x available

Portable Equipment:

- Laptops for short term or long term loan (free but booking required) – x 5
 - Green Screen – x 2 available
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- Voice Recorder – x 5 available (booking required)
 - Camera and tripod – x 3 available (booking required)

Planned Equipment:

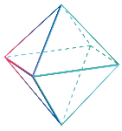
- 3D Printer – 2 x anticipated
 - MAC Book with Design software suite – 2 x anticipated
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9. Key Workshops and Events Offered through SIC

This section summarises the key workshops and meetings that will take place via SIC throughout the duration of the ESIA Project. These events span different sectors, and they range from small focused meetings with key personnel, stakeholder specific workshops, to open and larger events that are public and open to all.

- 1.2.1 Meetings and workshops with policymakers - Regular exchanges and talks with political decision-makers on a bilateral level (from all nations of the UK). This occurs 4 times over the course of the project at periodic points. Meetings or workshops will be informal discussions, rather than public events, aimed at policy makers from Scottish, English, Welsh, and Northern Irish policymakers. Discussions will centre around socially innovative activities occurring in different sectors, what SIC can and does do to support this, what gaps/needs are being identified, what policy makers can do to support, and what policy makers need from SIC to foster social innovation at national level.
- 1.2.2 Public events - public events / panel discussions with national and regional policy makers and social innovation actors on better supporting SI in the UK. These will be high level discussions/roundtables where key stakeholders can get involved in the discussion around supporting social innovation in the UK and how SIC is doing this. These events are set to occur periodically through the project, five times; and should include policy makers where possible – this can be from local or national government/supporting agencies. These will be integrated with 1.3.3.
- 1.2.3 Workshops/forum events with ESF managing authorities/similar outwardly focused organisations in the UK (eg British Council, Scotland Europa, etc) on the objectives of the European strategy for social innovation. Presentation of innovative programmes and projects, financing procedures, evaluations, cooperation models, strategies for optimising the use of funding. Where possible these workshops will be integrated into events where there is a transnational presence. These are set to occur 4 times over the course of the project, and will be short, high level workshops/dialogue aimed primarily at showcasing the benefits of ESIA and the benefits brought by transnational relationships, best practice and opportunities it brings, that may benefit UK policy makers and managing authorities.



- 1.3.1 Social innovation capacity building workshops for SI stakeholders. These short workshops are designed for cross sector social innovation practitioners (the 'users') of the competence centres, the idea is to have the same core group of people attending and participating each time. The sessions will also draw on the results of the literature review and mapping. There are 7 occurrences of these workshops over the course of the project. These sessions aim to barriers to social innovators and organisations that support them, emerging trends and opportunities, chances for collaboration and support, discussion around funding and policy. Their regularity serves as a chance for SIC to keep up to date with changes in the ecosystem in response to external factors.
- 1.3.2 This activity is set to occur just once where a series of workshops and advisory support for different sectors/actors will be held – including companies and foundations, banks, start up, entrepreneurs to build awareness and skills for social innovation work. This activity will be integrated with 1.3.1. This activity differs in that 1.3.1 will be a smaller core group of regular stakeholders with more practical activities, and 1.3.2 will be for a wider group that may not always attend; and will be a higher level with less practical elements. These will feature a short outline of activities and support of SIC with questions and comments.
- 1.3.3 Annual inspirational events bringing diverse groups together, stakeholders in the UK ecosystem, and consortium partners from other countries where necessary (including all people who interact with the SIC). This can include more 'high profile' SI leaders/academics. These events will be integrated with 1.2.2. These events will be a showcase, as well as some networking, and panel debate/discussion on broad issues around social innovation. They are due to occur 4 times over the course of the project.
- 2.1.2 National public conversations - Hosting a series of national conversations in the UK to test assumptions and create debate on definitions for SI for the future and understanding critique/criticism. These will occur 5 times over the course of the project, and will take the form of a roundtable where dialogue and discussion can be held on broad and high level themes. They will be integrated with 1.2.2 and 1.3.3 where possible.
- 3.1.3 Consortium-wide roundtable on each national strategy and roadmap - this will be part of the mid-term consortium meeting. We will take part and contribute our learnings from 3.1.1 and 3.1.2.
- 4.1.3 We will conduct three community evaluations on our work in SIC, with a minimum of 20 UK representatives of the social innovation ecosystem involved. This will be done



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through events undertaken towards the end of the project in a focus group setting at a wider SIC event. A short summary of our work and activities will be shared and then feedback will be collected through a survey from the community to assess our work and make recommendations. The evaluations will be based on 4.1.1 metrics.