



**Social Innovation  
connect**  
UK

## **3.2.2, 3.2.3 Social Innovation Connect Roadmap and Sustainability Plan**



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## **1. Scope and Process of Building this Roadmap**

The scope of this report is to outline a plan for Social Innovation Connect for the next few years, based on the activities and work establishing the UK Social Innovation Centre in the course of the project, the European Social Innovation Alliance. The work of SIC will carry on the aims laid out in the initial project activities in ecosystem mapping, the conceptual framework, theory of change, and initial blueprint. The UK centre will also continue to undertake meetings and events that advocate for the development of a more cohesive social innovation ecosystem in Scotland, and supportive policies and practices to enhance this.

The UK competence centre continues to face unique difficulties due to Brexit arrangements and exit from the EU and associated programmes. This means that the general trajectory anticipated by the European Social Fund for most of the funded and endorsed EU Social Innovation Competence Centres is different to the UK, as well as the anticipated funding sustainability beyond the end of the programme. However, Social Innovation Connect will continue to identify ways to fund and continue its activities, as well as staying connected to the wider network of competence centres across Europe after the project has ended.

This report has been created through discussions with Associate Partners, the wider ecosystem and Social Innovation Exchange; to identify how we can continue to work together and build on the work done in the project thus far. The report builds on reports: 1.1.1, 1.1.2, 1.1.4, 2.1.1, 2.3.1, 3.2.1, 5.1.2 and other associated areas of work throughout the project.

## **2. Aims Beyond the Project**

The main aims beyond the project will not differ from the high level aims that were laid out in 2.1.1 Conceptual Framework, and 3.2.1 Theory of Change, as much of the blueprint and activities of SIC have been built around these high level aims and the trajectory of SIC has been predicated on these.

The key outcomes that were outlined for the work of SIC and the ESIA Project are described below:



- There will be a greater understanding of SI in Scotland, the UK and across the other partners including understanding of social innovation happening in sectors that are under studied.
- There will be the establishment of the Scottish/UK SI Competence Centre: Social Innovation Connect.
- We will produce a definition and evolving model of SI landscape in Scotland and the UK, that will be subject to update on a continuous basis moving forwards.
- There will be greater engagement between policy makers/public sector and elements within SI ecosystem in Scotland and the UK.
- Greater promotion and dissemination of SI and SI initiatives will be achieved and a network for doing this on a continuous basis moving forwards for the UK ecosystem.
- We will have evidence for effectiveness of SI models in a Scottish and UK context, and the evolving nature of social innovation in a localised context.
- We will be able to see key lessons learned from other SI ecosystems in the Community of Practice and the ESIA consortium, as well as sharing our own lessons learned with the wider ecosystem.

Following on from this, the broad impacts were outlined and these is still considered the overarching aim of the work of SIC. These impacts are described below:

### *Impacts*

Lastly, there are a number of high-level impacts that SIC will keep as a key part of our approach and aims moving forwards. These are impacts we aim for in particular in relation to policymakers and influencers; striving for greater system change for the social innovation ecosystem in Scotland and the UK.

SIC's approach to vanguardism in our work, and support a more radical perspective in generating and sustaining ideas in the ecosystem across Scotland and the UK.

We will look at how we use education in the activities of the centre through supporting programmes that are analytical rather than informational.

We will advocate for work that has a public service offer - approaches by which the state can and should engage civil society.



Finally, we will advocate for deepening democracy, promoting systems whereby populations are more directly involved in the democratic process.

### **3. Areas to Harness**

Building on the work undertaken in the initial mapping and analysis (report 1.1.1/1.1.2/2.3.1), there are continued areas of focus for SIC to harness going forwards as areas of need or opportunity.

It is worth noting that this summary of gaps and needs is not exhaustive, and there is scope for the remit of SIC to broaden out and look at other areas of opportunity as they arise over time.

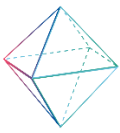
The key areas are outlined below:

#### *Theme of Social Issue*

Environmental focused innovation is a very topical issue, and there is much funding and support available in this area. Strengthening this as a focus strand for the competence centre and ecosystem continues to be a sensible move and provide opportunities. There were a number of other key strands in the mapping that arose such as: poverty, health inequality, homelessness and housing, refugees and marginalized groups, and transport that are worth keeping an eye on as areas of interest. However, for themes on social issues, it is prudent to continue to support a wide range of ideas and areas as potential needs. Categorising projects and organisations by United Nations Sustainable Development Goals is a good method of identifying opportunities of support in a wide range of areas, and encouraging projects in under-represented themes.

#### *Type of Organisations/Sectors*

There were a number of sectors very involved in social innovation activity across Scotland, and it is worth looking at supporting organisations that are less engaged in the ecosystem to



become more involved. Marginalized, minority, community, and grassroots groups are of particular mention to support participation in the social innovation ecosystem, with emphasis on empowering and amplifying these kinds of organisations. Furthermore, arts based organisations and private sector were felt to be under represented or included, and focus on how to bridge that gap should be given in the development of the competence centre.

In particular it was felt that social and mission led businesses had access to much of the support, policy and funding in Scotland, and this should continue to be supported – but with greater attention to supporting other types of organisations. In particular, it was apparent that the metrics and parameters for accessing support and funding were business focused and variation in this might enable other sectors to become more involved.

### *Geography*

Geographically, the decline in rural areas and dense population in urban areas has led to many issues around poverty, provision of welfare and services, crime, and economic decline. Some urban areas such as Glasgow and Dundee, have high disparity in health and mortality outcomes, and high levels of child poverty. The geographical needs of Scotland are complex and consideration must be given to how to approach rural and urban areas differently in the scope of the UK Competence Centre. In order to support the ecosystem with these particular needs, it is worthwhile working with localised organisations and communities to understand their own complex contexts and meet gaps and needs appropriately – but care must be given to the different issues faced rurally and in urban areas.

It is worth mentioning that this may be a particular difficulty for the competence centre in the UK as it broadens its work to include the other countries in the UK, as all have varying levels of urban or rural populations, which presents different issues in each region.

### *Culture*

The culture around social innovation in Scotland is another area of need. Particular issues that were raised were around the lack of definition and understanding of the terminology of social innovation, in particular, it is often linked with social enterprise and other sectors are



left out of this association. This means that support may often be focused towards the social enterprise sector.

Many organisations felt that a more connected ecosystem would be beneficial, with greater links and connections between sectors. This is a key need for the ecosystem, and could be facilitated by a national entity such as the UK Social Innovation Competence Centre. Further to this there was appetite for more collaborative partnerships and organisations working in consortia that could be an area for development.

Greater opportunity for experimentation is a gap. There is much support for developed ideas to go through a business development and launch process, but innovative and radical new ideas need the chance to test and experiment but this is not a widely available option due to expense and risk of failure.

#### *Funding and Policy*

In terms of funding and policy – smaller organisations and non-business entities often felt there was less scope to engage in social innovation. This is particularly linked to where there is current funding and support available across Scotland. As already noted, the social enterprise sector and support is very strong, but this sometimes leaves other organisations out of eligibility for funding and further help.

More specifically, it is noted that this also applies thematically, where areas of available resources are dictated by top down policy, leaving some areas better supported and incentivized than others.

#### *Other Areas of Priority*

Further to these areas of opportunity there were a number of themes that were discussed in subsequent interviews and events that are worth factoring in to the future work of Social Innovation Connect.

One theme was around place-based and place-making activities such as Community Wealth Building, which is supported by the Scottish Government and is closely related to some areas



of need and opportunity already outlined in this report and 1.1.2. Although the UK Competence Centre has to work at a national level, the value of local context and empowering of local communities is acknowledged as an essential approach to adequately address local issues with local knowledge. This approach supports working in collaboration and across sectors which further backs up the mapping and key areas of opportunity emerging.

Another key area of growth noted was around the wellbeing economy. The civic engagement and democratic empowerment of communities was a strong theme for many organisations interviewed and engaged. This is an area that the UK Competence Centre can advocate for, particularly around the different funding and resources available to communities and innovators but also in relation to a culture across the social innovation ecosystem in Scotland.

Lastly, a just and green transition came up as a particular trend when discussing climate action and emergency for Scotland. Again, this follows on from the wellbeing economy where communities across Scotland want ethical practices and a holistic approach to social change and action from all sectors and organisations.

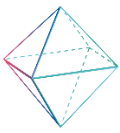
#### **4. Work Activities, Space, Personnel**

The activities of SIC going forward remain similar to those laid out in the Blueprint for SIC (Report 1.1.4). These arrangements are outlined in the next section, with specific activities and work plan based around the activities laid out in the project plan and Gantt chart. In this document annex there is a Gantt chart outlining the work plan for SIC over the two years preceding the ESIA project end date. These activities are designed to build on the aims and high level impacts SIC aims to have.

##### *Position and Governance of Social Innovation Connect within Lead Partner Organisation (GCU)*

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.

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.

Supplementing the workshops and events put on by SIC, the centre will also continue to provide supplementary support to stakeholders like this including:

- concept oversight
- development of projects
- monitoring
- formal and non-formal educational content
- one on one coaching



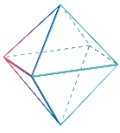
- evaluation support
- various learning events
- organisation of workshops
- space for events and incubation
- connection to fellow start-up social innovators and potential partners

SIC will continue to support the broadening of these activities across the other UK nations and UK wide organisations moving forwards by seeking further partners to collaborate and partner with on shared aims and activities.

#### *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



### *SIC Operational functions*

A list of the Operational functions available at SIC GCU are listed below, further to and complementing the activities of SIC.

#### ***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***

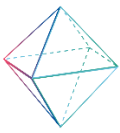
- GCU UHatch co-working incubator space;
- Undergraduate and postgraduate Business degrees;
- Graduate Apprenticeship support;
- Professional doctorates;
- Knowledge Transfer Partnerships;
- Expert Consultancy;
- Knowledge support from within the University – research expertise and professional support

### ***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 includes:

- 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.

### **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.

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#### **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

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#### **Static Equipment:**

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

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**Portable Equipment:**

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

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**Planned Equipment:**

- 3D Printer – 2 x anticipated
  - MAC Book with Design software suite – 2 x anticipated
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## **5. Challenges moving forwards**

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 Social Innovation Connect. However, the Scottish Government funded has regularly engaged in supportive action towards social innovation, such as the funding of 62 social innovation projects through ESF. 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 Government, 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. 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.

To combat some of these challenges, SIC has identified high level focus areas in our Theory of Change model, and these will continue to be our overarching focus in order to combat some of the challenges the centre faces as the project ends and the funding stops.





These high level impact areas are summarised again below:

- 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.

## 6. Partners moving forwards

The mobilisation of the Scottish ecosystem will continue to be done 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 continue to then be scaled up and across the UK.

All of the Associate Partners involved in the project have indicated a commitment to moving forwards with the established relationship, and continue to look for areas of shared objective and collaboration to grow and support the social innovation ecosystem in Scotland and the UK.

## **7. Our Sustainability Plan**

The development of this Sustainability plan is based on the roadmap and SIC blueprint. The sustainability plan aims to build on the outlined blueprint, future challenges, and the work already defined and undertaken by Social Innovation Connect as we move beyond the end of the



ESIA project. The actions in the sustainability plan specifically relate to the actions of the project, to ensure continuity and an established basis of engagement.

There are a number of barriers to be considered to sustainability and it is worth highlighting these before addressing the actions to be taken for sustainability of SIC. These are summarised in the table below, and then discussed further in the paragraphs after the table.

Finance/Funding	Ensuring that the other elements of the sustainability plan (Network and exchange; Communication channels; and University activities) are financially feasible for SIC going forwards, particularly as there is no further EU or ESF funding avenue available to the UK.
Network, events and exchange	Ensuring that the network that has been established by this project continues to exist and promotes meaningful exchanges between stakeholders via events and activities.
External communication channels	Ensuring that there are clear guidelines around how communication channels (website, social media etc) will continue, and what kinds of studies/reports will be generated and shared going forwards.
Activities	Establishing which elements of the main activities of SIC will be sustained, and how GCU will continue to collaborate with associate partners to carry this out.

### *Funding*

While there is a strong commitment to carry on the work of SIC after ESIA ends, there exists a real issue of the funding of these activities going forwards. One area of possibility is around the Scottish Government Innovation Strategy, especially as the Scottish Government endorsed SIC for their role in the project. This could be a key area of support and visibility going forwards but remains at this point still uncertain. Glasgow Caledonian University has a core mission to support social innovation, and sustainability around funding will come from strong stakeholder



and partner relationships where work can be shared and co-delivered in pursuit of common goals.

### *Network, Events and Exchange*

This area of work is another key challenge as other work commitments and activities arise, the managing SIC team may struggle to implement the same level of networking, events and exchange that have been on offer throughout the project. Realistically, and as the UK team do not have the same availability of ESF funding, activities going forwards may have to be reduced to a more manageable level, and partnerships with other stakeholders utilised to jointly deliver events and objectives in this area. Developing a network of stakeholders that meet infrequently but are engaged in SIC's objectives may be another way to further exchange in a non-onerous manner.

Further to this, undertaking activities online instead of in person regularly may reduce some of the extra workload created by in person events, and enable more frequent activities and engagement to be undertaken. Then face-to-face events can be less frequent but reserved for larger cohorts to keep the network of stakeholders engaged.

### *External Presence and Communication*

The SIC website and social media will continue to periodically disseminate activities, events and outputs from Social Innovation Connect. This area is often one that is at risk of decline after a project ends and dries up, but as the team running SIC regularly organise and engage in actions supportive to social innovation, this can be disseminated through these channels, as well as the SIC brand included on any events and activities promoting social innovation.

Partners and stakeholders can also use SIC branding when co-organising events for the SIC team, and this also will help further the external presence and continuation of SIC after the project ends.

### *Work activities of Social Innovation Connect*

The following section outlines the key areas of work and activities that SIC will carry on undertaking after the end of ESIA. These areas of work are given targets and will be assessed against the Impact Metrics developed for SIC. These activities are plotted out on the Gantt in the



annex of this document. These actions were built with key areas discussed with Social Innovation Exchange, about how Glasgow Caledonian University and Social Innovation Exchange can continue to collaborate on areas of work together after ESIA ends.

There is of course a risk of the capacity of the team to carry out these actions, but as it aligns closely with the work of Glasgow Caledonian University in social innovation, this is not perceived to be a huge risk. SIC activities will be able to streamline closely with activities engaged in partnership with SIC and local stakeholders as well, to make efficient use of resources.

Below is an outline of the activities from the project that Social Innovation Connect has determined are feasible to continue to carry out after the project has ended.

### **Development of a Blueprint (Group of Actions 1.1)**

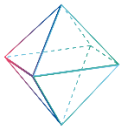
- A high level review of gaps, needs and areas of opportunity within the next two years, and updates provided for any new developments. This will be issued as an addendum to the existing report, and include a new high level literature review.
- Continued development and engagement with the ecosystem map platform; Glocal.

### **Advocacy Work (Group of Actions 1.2)**

- Continued meetings with 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. This will occur four times over the two year period.
- Public events / panel discussions with 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. This will occur once on an annual basis.

### **Capacity Building Programme for Relevant Stakeholders (Group of Actions 1.3)**

- 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. These will be held three times annually over the course of the two years (eight times in total).

### **Marketing & Communication Plan (Group of Actions 1.4)**

- Maintaining the SIC website and social media.

### **Develop an Action Plan (Group of Actions 3.2)**

- At the end of the two years post ESIA we will create another forward action plan for SIC
- A review of the sustainability plan at the end of the two years post ESIA
- Regular review of the contingency plan and risks, at least every six months

### **Monitoring and quality assurance at a national level (Group of Actions 4.4)**

- We will conduct one community evaluation on our work in SIC annually with a minimum of 20 UK representatives of the social innovation ecosystem involved for feedback on SIC based on the Impact Metrics and aims of SIC.

### **Collecting and Sharing Social Innovation Across a Newly Combined Transnational Network (Group of Actions 5.1)**

- We will continue to engage with ESIA and the EU Competence Centre after the project ends, and we will engage national stakeholders and ecosystem players in regular activities and via our ecosystem map platform workspace (Glocal).

### **Networking and learning between and beyond the consortium (Group of Actions 8.1)**

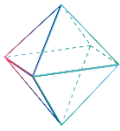
- Wherever possibly we will take part in networking with the ESIA consortium and other social innovation competence centres across the EU.



The consideration of risk in this sustainability plan needs to be included as well. Going forwards, Social Innovation Connect will continue to review risks based on the contingency plan, and update this in order with new risks as they develop. In particular, consideration needs to be given in advance to future funding and sources where this can be secured before it affects the activities and objectives of SIC.

Institutional buy-in from Glasgow Caledonian University executive staff, as well as national policymakers will be key in defining the future of SIC, as well as future sources of investment and funding.

Social Innovation Connect will be to be adaptive to changes in the ecosystem and policy landscape, and willing to update objectives and aims where it may further the work of the centre and enable resources that ensure sustainability.



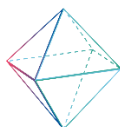
## 8. Annex – Gantt Workplan for two years post ESIA

	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	
<b>Blueprint</b>																									
A high level review of gaps, needs and areas of opportunity within the next two years, and updates provided for any new developments. This will be issued as an addendum to the existing report, and include a new high level literature review.																									
Continued development and engagement with the ecosystem map platform; Glocal.																									
<b>Advocacy Work</b>																									
Continued meetings with 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. This will occur four times over the two year period.																									
Public events / panel discussions with social innovation actors on better supporting SI in the UK. These will be high level discussion roundtables where key stakeholders can get involved in the discussion around supporting social innovation in the UK and how SIC is doing this. This will occur once on an annual basis.																									
<b>Capacity Building Programme</b>																									
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. These will be held three times annually over the course of the two years (eight times in total).																									
<b>Marketing &amp; Communication</b>																									
Maintaining the SIC website and social media																									
<b>Develop an Action Plan</b>																									
At the end of the two years post ESIA we will create another forward action plan for SIC																									
A review of the sustainability plan at the end of the two years post ESIA																									
Regular review of the contingency plan and risks, at least every six months																									
<b>Monitoring and quality assurance</b>																									
We will conduct one community evaluation on our work in SIC annually with a minimum of 20 UK representatives of the social innovation ecosystem involved for feedback on SIC based on the Impact Metrics and aims of SIC.																									
<b>Collecting and sharing</b>																									
We will continue to engage with ESIA and the EU Competence Centre after the project ends, and we will engage national stakeholders and ecosystem players in regular activities and via our ecosystem map platform workspace (Glocal).																									
<b>Networking</b>																									
Wherever possible we will take part in networking with the ESIA consortium and other social innovation competence centres across the EU.																									





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	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
<b>Blueprint</b>								
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