

HARNESSING PEOPLE POWERED CHANGE

Eudel

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THE PRINCIPLES

“If you work with what you have, you have what you need.”

Edgar Cahn

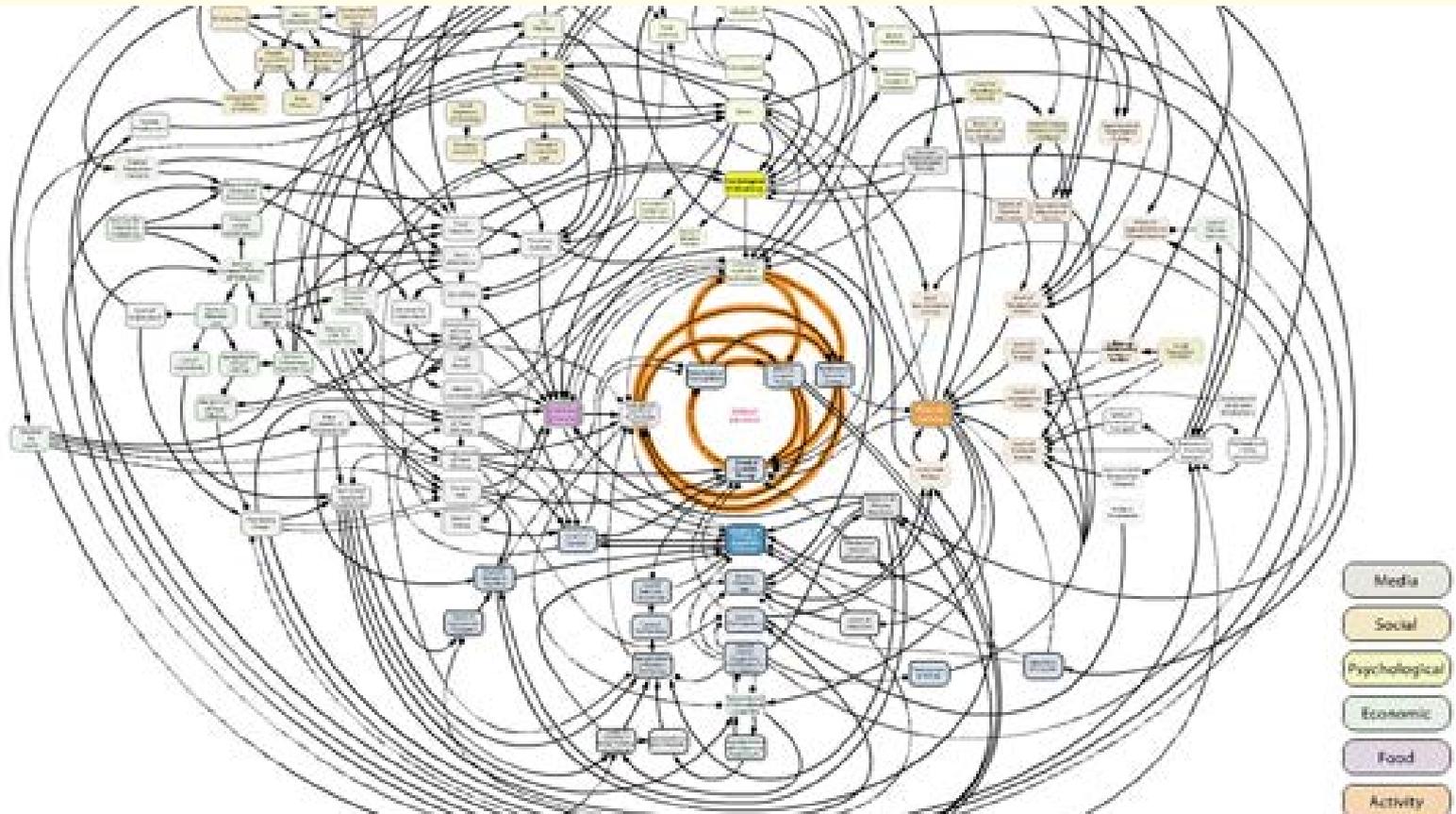
Co-production:

- Is focused on outcomes, on getting results.
- Requires that all the stakeholders of a given problem work together.
- Co-production is asset based.

Open or whole systems approaches to transformation

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| Suited to | Creating a change of direction through complex systems. |
| Traditional approach – and its limitations | Commissioner knows best. Centralisation. Concentrated risk. |
| What's involved? | Collective visioning. Negotiating desired outcomes. Identifying indicators of success. Ideation. Innovation scan/brokerage. Rapid prototyping. Commissioning innovation. |
| Who's involved? | All key actors, from beneficiaries, to policy makers, providers in the private and community sectors, technical specialists, significant institutions/partners, commissioners. |
| Give me an example. | Transforming children and adolescent mental health services. Creating healthy weight societies. |
| What can it achieve? | Ambition for systemic or societal change. Key actors informed and aligned. Facing down impasses/blockages. Shared outcomes/accountabilities. New levels of joint or co-ordinated working. |
| Duration | 1-10yrs. |
| Cost | £75k-£1.2m+ |
| Skillset | Participatory facilitation, ability to re-frame, interpret between different languages, ease with different actors – from beneficiaries to technicians to decision makers. Familiarity with public procurement methods. |
| Issues | How to deal with conflicting visions, incentives? Different standards of evidence. Lack of confidence with non-traditional actors. Continuing role for disruptive innovation. |

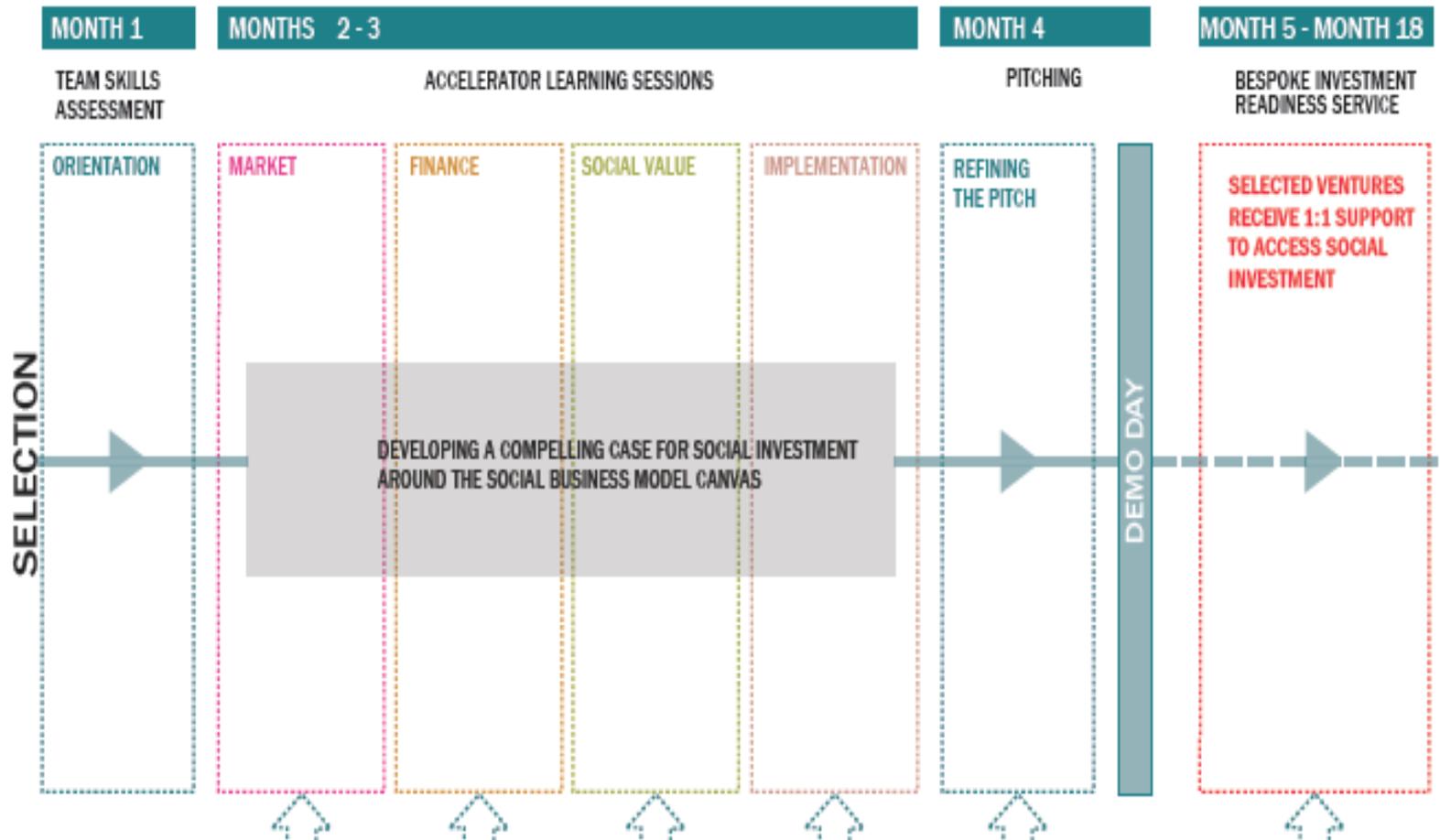
DTI FORESIGHT WHOLESYSTEMS MAP - OBESITY



Incubators and accelerators

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| Suited to | Developing new innovations, ventures; speeding their development to be market ready or accelerating their growth. |
| Traditional approach – and its limitations | Paternalistic public services. Seeking incremental change from incumbent providers. Open calls – grants or investments. 'Increase the supply of capital and new ventures will come.' 'Let a thousand flowers bloom.' |
| What's involved? | Options – ideation/thematic screens/challenges. Strengthening social value proposition. Service innovation and design. Market assessment. Routes to market/selling. Operations. Business modelling. Pitch practice. Fund brokerage. Option – seed grants, investment. |
| Who's involved? | Social and/or commercial entrepreneurs or entrepreneurial teams. Financial coaches. Sectoral mentors. Funders and investors. |
| Give me an example. | Accelerator. Young Academy. |
| What can it achieve? | Higher impact/more efficient services. High growth potential. Community owned/led solutions. |
| Duration | 3mths-6mths, plus follow-on support. |
| Cost | Circa £150k/up to 22 ventures; funds – various. £1-5m for pilot investment funds. |
| Skillset | Innovation facilitation. Venture development. Granting/investment. (Market-making?) |
| Issues | Quality of ideas? Takes time to see results – typically not in-year. But mature model. YF 80%+ business survival rate. Accepted cost. |

THE ACCELERATOR PROGRAMME - OVERVIEW



THE YOUNG ACADEMY PORTFOLIO OF VENTURES



| OFFER | INVESTMENT | IMPACT on Structural inequality? |
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| <p>The founder of Right to Succeed aims to harness a range of evidence based interventions to tackle educational disadvantage from multiple angles in specific schools. The proposed mechanism in this approach is a social impact bond.</p> | <p>Right to Succeed requested £25k in order fund running costs to December 2014. The YA investment committee felt that the venture was not currently suitable for investment, given the reliance of its model on a social impact bond contract being issued and the lack of evidence for commissioners' (i.e. DfE) support for this.</p> | <p>A new, more holistic, approach for schools to address social mobility</p> <p>Unlock new source of revenue for financing social sector support in schools</p> |
| <p>Edukit is an online Trip-Advisor style platform that helps schools locate voluntary organisations for young people that are able to provide appropriate personal-development support.</p> | <p>Edukit requested £120k in order fund sales and marketing expertise and continuing software development. The YA investment committee approved a £60k investment, with the specific structure to be agreed upon.</p> | <p>Removes access barrier that prevents schools finding the appropriate support for pupils</p> <p>Provides data to evaluate impact of programmes on pupils – should lead to more effective use of pupil premium, enables ventures to demonstrate impact</p> |
| <p>Proversity develops online courses with employers that broaden access to job opportunities for people regardless of their background. The courses aim to improve the technical and commercial skills and employability of young people.</p> | <p>Proversity requested £140k in order to provide working capital as they build their dataset for impact evaluation and develop traction in sales to corporate clients. The YA investment committee declined the proposal as the impact on disadvantaged young people wasn't clear enough.</p> | <p>Creates a level playing field for recruitment – job aptitude prioritised over background and education</p> <p>Challenges employer / recruiter perceptions of who are the 'best candidates'</p> |





Surf and Turf Camp



| OFFER | INVESTMENT | IMPACT on Structural inequality? |
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| <p>A new further-education college specialising in computing that aims to help students develop the skills that industry demands and be an example of best practice in the FE sector</p> | <p>Code College requested £100k in order to bridge to receipt of funding from the Department of Business, Innovation and Skills, in the event that it was approved as a FE college. The YA investment committee approved £100k as an unsecured loan, at 7% interest, conditional on receiving adequate assurances from BIS in relation use of funding.</p> | <p>Change perception of FE colleges as a respected alternative to HE</p> <p>Raise the bar for quality of vocational education – ripple down effect</p> |
| <p>Surf and Turf aims to help young people develop their digital technology skills through intensive holiday camps that combine tech with science, engineering, maths and sport.</p> | <p>Surf and Turf has not yet approached YF for investment</p> | |
| <p>Class Careers offers a platform to bridge the gap between school and work by linking school leavers up with employers via live, online workshops. It aims to use this to reach disadvantaged students</p> | <p>Class Careers requested £40k in order fund salaries for new employees and marketing activities, allowing the CEO to focus on business development. The YA investment committee approved a £20k revenue participation right, 3.4% over 5 years, conditional on securing further significant size contracts, putting in place procedures to protect social mission, improve governance and social impact monitoring.</p> | <p>Students, particularly in disadvantaged backgrounds, are more informed of their employment choices#</p> <p>Employers recruit from a wider and more representative pool of candidates</p> |



| OFFER | INVESTMENT | IMPACT on Structural inequality? |
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| <p>Box Up Crime offers boxing, education, support for start-ups and mentoring for young people who are involved, or at risk of becoming involved, in crime. Through the YA programme, it has developed a specific 6-week intervention aimed at students at risk of becoming excluded.</p> | <p>Box Up Crime requested £20k in order fund salaries for new employees, so that the CEO can focus on business development. The YA investment committee approved a £20k revenue participation right, 2.5% over 5 years, with draw down conditional on the development of a clear sales strategy.</p> | <p>Vulnerable young people are more engaged with education, less likely to be involved in crime and have better life chances</p> |
| <p>Spire Hub enables retired teachers to make use of their expertise to tutor and mentor targeted pupils, to improve their attainment and life choices.</p> | <p>Spire Hub is currently undergoing a period of CEO transition and developing its sales pipeline. We approved a £10k investment to support their expansion into the South East coastal region. This is on hold until the CEO transition is complete.</p> | <p>Improving education attainment and life chances in geographic areas of systemic and multi generational deprivation.</p> |
| <p>The Lesson Wire is an online platform providing best-practice materials for teachers to help them plan excellent lessons and boost efficiency</p> | <p>The Lesson Wire platform is still in development and YF has not yet been approached for investment.</p> | <p>Improves teaching quality – widely believed the no. 1 way to raise attainment, disproportionately impacting the most disadvantaged</p> |
| <p>StaffRm is an online community that helps teachers share their professional learning and practice to improve pupils' experiences.</p> | <p>StaffRm approached YF for investment of £150k to fund salaries of staff developing the platform. The YF investment team did not take a proposal to the investment committee because the social impact of StaffRm is currently unclear and the growth projections key to generating revenue are currently unproven.</p> | <p>Improves teaching quality – widely believed the no. 1 way to raise attainment, disproportionately impacting the most disadvantaged</p> |



The Lesson Wire

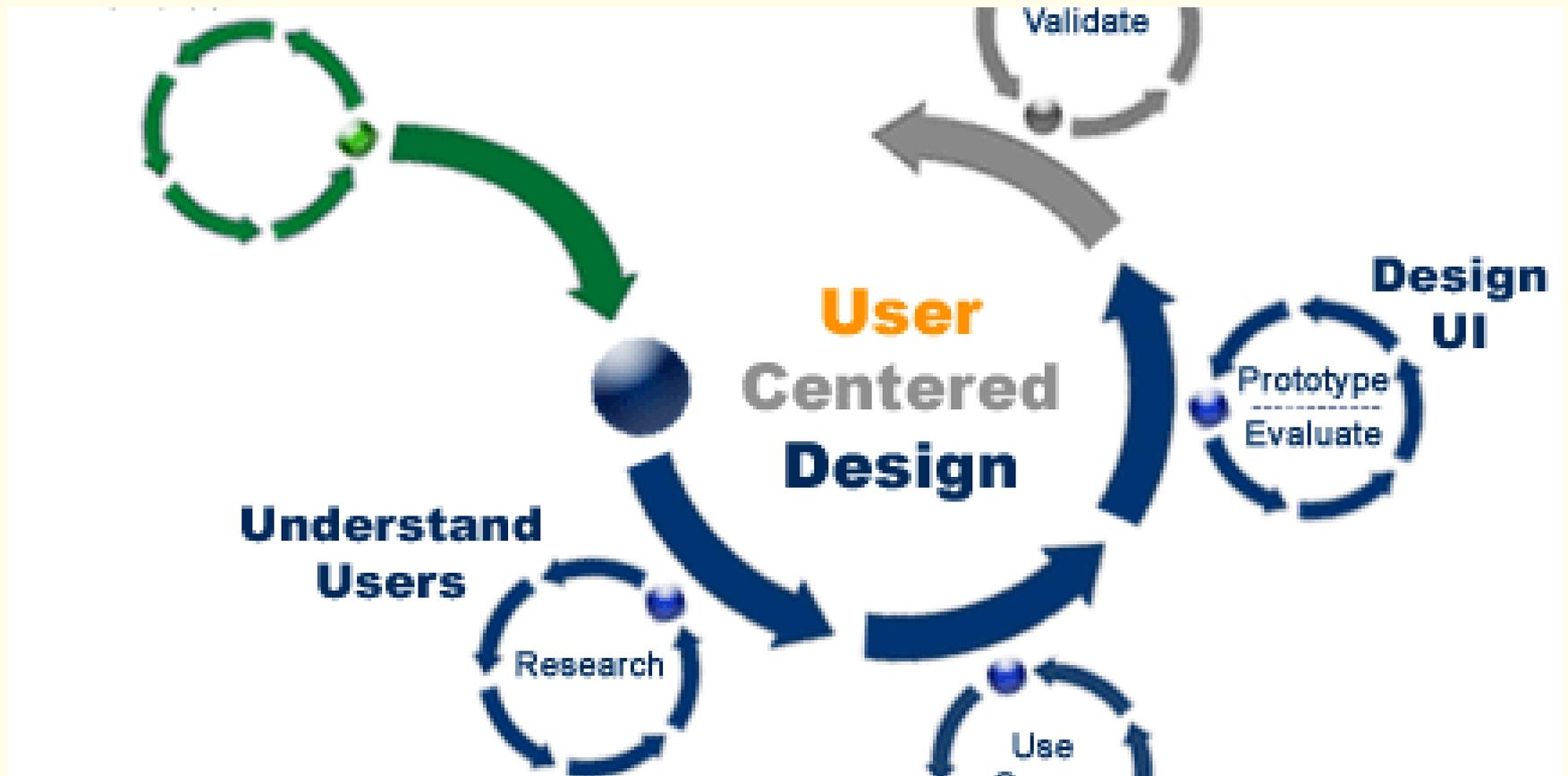
StaffRm



User centred service design

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| Suited to | Improvement in impact, coherence, quality of experience - and testing viability of new ideas. |
| Traditional approach – and its limitations | Commissioner/professional knows best. |
| What's involved? | <p>Mindset as much as method?</p> <p>Understanding your customers – personas, storyboards.</p> <p>Mapping customers journeys, identifying 'touch points' – information, environment, staff interactions, technology use etc.</p> <p>Multiple and contingent ideas.</p> <p>Rapid prototyping eg mock artefacts, table top scenarios, role play, forum theatre.</p> <p>Design choices – standardisation/personalisation, levels of impact, simplicity, efficiency.</p> <p>Iteration and improvement of the service.</p> <p>Piloting, gathering and evaluating evidence.</p> |
| Who's involved? | Current or prospective service users. Individuals or organisations from analagous fields? Providers. Sometimes – professional service designers. Commissioners. |
| Give me an example. | <p>Citizen Driven Health.</p> <p>Health Pledge.</p> <p>NB WSA to children and adolescent mental health.</p> |
| What can it achieve? | Ambition for systemic or societal change. Key actors informed and aligned. Facing down impasses/blockages. Shared outcomes/accountabilities. New levels of joint or co-ordinated working. |
| Duration | 3-18mths |
| Cost | £3k-£250k; plus technology development If relevant. |
| Skillset | Contingent attitude towards ideas. Imagination. Empathy with beneficiaries, keen observation. Judgment. |
| Issues | Incremental improvement. Commissioners persist in requiring level of proof only available from mature services. |

THE USER CENTRED DESIGN PROCESS



Social supply chains

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| Suited to | Optimising social value creation, benefits to local communities or communities of interest. |
| Traditional approach – and its limitations | Value only sought through service or product delivery. |
| What's involved? | Developing a social value creation framework/innovation scanning. Auditing supply chains. Planning the change strategy – from investing in training beneficiary group to developing new ventures. Monitoring social value creation. Incorporating results into competition strategy. |
| Who's involved? | Senior and middle managers, chief finance officer in the organisation. |
| Give me an example. | Housing associations: Taking on apprentices from beneficiary communities during construction of new builds; Incorporating social clauses in contracts for suppliers, or better – developing and investing in new social enterprises creating work and sharing profits with beneficiary communities, eg care and repair services; Innovative new tenant-led services eg arrears collection. |
| What can it achieve? | Higher SROI for publically funded services. Can harness private resources for social gain if undertaken by commercial enterprises. Can circulate funds in local economies. |
| Duration | 6-24mths. |
| Cost | £10k-£250k. |
| Skillset | Tolerance for change. Belief in beneficiary capacity for change. Risk reduction. Organisational development planning and implementation. Understanding of markets/clients, metrics and impact measurement. |
| Issues | Conservatism in larger organisations. |

SOCIAL SUPPLY CHAINS



OVER TO YOU...

- What are your biggest challenges, concerns?
- What change in outcome would you like to see – be bold?
- Who can contribute to finding solutions?
- What's stopped them?
- How could you bring them together to develop solutions – do some of these approaches help you, have you got other ideas?

What clarifications, suggestions, queries does that prompt,
of me or each other?