



# SOCIAL INNOVATION POLICY TOOLBOX

## Welcome to SIMPACT's Resource Kit for Policy Makers!

Social innovation is emerging in Europe as a growing force in the face of deepening social challenges. It brings diverse actors together to forge unique solutions to unmet, and often deeply intransigent social problems.

This resource was created to help policy makers at local, regional, national and EU levels reflect on their role in the social innovation milieu. It then offers guidance to help establish ***the primary conditions for an eco-system conducive to stimulating, resourcing and sustaining social innovation.***

It does not provide a blueprint. Rather it should be used as a means of stimulating critical reflection within public policy making bodies, and constructive dialogue between policy makers and the wider community of stakeholders in each social policy field. Its 24 components can be used as a marker against which to test the effectiveness of current organisational structures and governance arrangements, the quality of stakeholder relationships, and the alignment of administrative and fiscal procedures.

Its ultimate purpose is to promote fresh thinking that leads to real innovation in the way that social policies are conceived and delivered. Power sharing, inclusion, dialogue and trust are the vital ingredients in helping ensure the capability of European welfare systems to meet the needs of the next generation. But they require structural change at the heart of the policy process to make them happen.

### Marginalising social innovation?

Deep-seated social and economic problems require the long-term commitment of diverse stakeholders, each working to particular strengths within a common framework based on openness, experimentation and shared learning. There are multiple sources and forms of power available in society that can be brought to bear on a public issue or goal. Governments can work to empower and rely on the power of those best-positioned to act on a given public issue. It is about the collective power of society coming together for a shared purpose. The need is to maximise synergies between actors, and to facilitate convergence of effort towards long-term transformation.

In reality, this is far from the way that policy makers work in much of Europe. SIMPACT brought policy makers together from nine European territories in a series of dialogue workshops designed to enable shared learning, and drew on their collective experience of both policy constraints and innovations. From their own experiences, participants validated and amplified conclusions found in our earlier review of the published literature (see SIMPACT Working Paper 3.2, 2017):

## 1. Public policy is excessively focused on:

- **short-term funding**, often reflecting electoral cycles and the perceived need to demonstrate immediate impact;
- **quantifiable outcomes** which are relatively easy to measure in demonstrating impact;
- **political fashion**, distinguishing each administration from its predecessor rather than focusing on evidence-based practice;
- **media reaction**, leading to risk aversion.

## 2. The result is:

- **limited impact on 'landscape change'**, when disadvantaged communities and groups are the recipients of successive short-term initiatives with little cumulative effect;
- **weak core capacity in NGOs and community organisations** because quantifiable deliverables neglect the need to strengthen competencies, governance structures and renewal mechanisms required for sustainability;
- **the suppression of enterprising behaviour by public sector staff**, often linked to a blame culture, and both tacit and explicit incentives to maintain established practices;
- **transactional rather than transformational relationships between public agencies and other key actors** because the funding relationship leads to an unequal distribution of power and the dominance of contract compliance as the principal focus for interaction;
- **few spaces for innovation** because competitive procurement processes encourage bidders to pursue established approaches, resulting in **conservative interventions**.

## Beyond the normal

The scale, effectiveness and sustainability of social innovations are shaped by the institutional arrangements, policy context and framework of relationships within which they take place.

**Public agencies can play a critical role in evaluating and improving the alignment of internal working practices, systems of governance, stakeholder relationships and resourcing mechanisms in ways that enhance the scale, impact and sustainability of social innovation.**

The underpinning principles on which this depends can be defined as:

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**Inclusion:** the creation of organisational and procedural spaces for shared reflection, learning and policy design which involve all the principal stakeholders with an objective interest in a social or economic challenge.

**Dialogue:** a commitment to securing 'the force of the better argument' in both strategic and transactional decision-making through open dialogue to which all stakeholders can bring tacit and strategic knowledge, experience and creative insights.

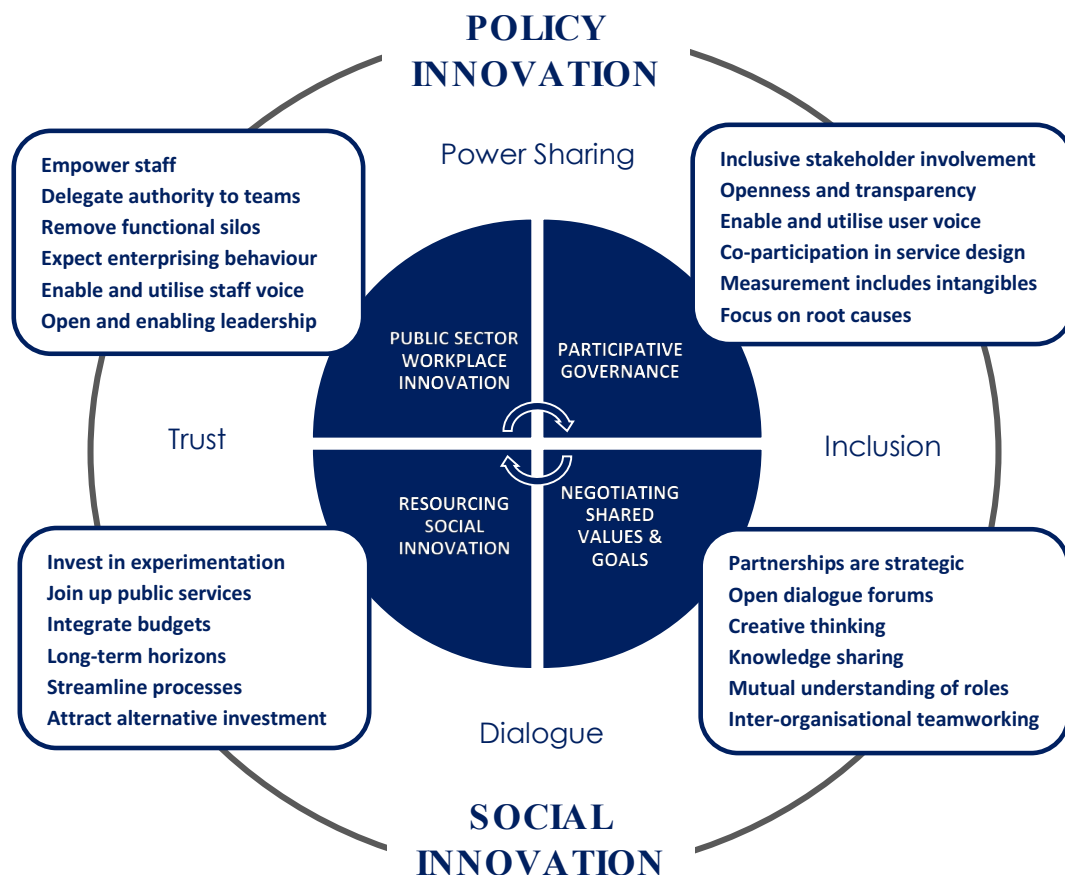
**Power sharing:** innovative means of breaking the monopoly of state control over finance and other public resources while maintaining accountability for their use.

**Trust:** shared understanding of each actor's competencies and obligations based on openness, transparency and proximity.

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To be of any practical use in creating a positive eco system for social innovation, generic values such as these must be embedded into the specific bundles of working practices, procedures and relationships that shape practice on the ground.

After examining a wide range of articles and reports, and talking to policy makers at every spatial level to discover 'what works' in stimulating, resourcing and sustaining high-impact social innovation, we identified four 'Enablers':



**Figure 1: The Four Enablers: a collaborative framework for social innovation.**

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1. **Public Sector Workplace Innovation.** *Innovative public sector organisations, with empowered and enterprising staff who use their knowledge and experience to engage stakeholders in critical thinking, root cause analysis and the identification of creative solutions.*
  2. **Participative Governance.** *Enabling disempowered communities and groups to find a voice and to share their knowledge and experience in service (re)design.*
  3. **Negotiating Shared Values and Goals.** *Partnerships between public agencies and other stakeholders with a strategic focus, and based on open dialogue, shared understanding and inter-organisational teamwork.*
  4. **Resourcing Social Innovation.** *Ensuring that the process of public resource allocation is fully aligned with the other three Enablers, focused on supporting 'the force of the better argument' as it emerges from stakeholder dialogue, including budget integration, long-term funding horizons and double loop learning.*
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To realise the full enabling potential of their role, public bodies need to adopt a systemic approach to transformation based on long-term commitment extending well beyond normal electoral cycles.

We offer the Four Enablers as a radical approach to public policy making and its relationship to social innovation. They are described in more detail in the following section, which also includes a framework to enable policy makers to evaluate current practices within their own organisations.

## The Four Enablers

How policymakers can stimulate, resource and sustain social innovation by creating a collaborative environment based on power sharing, inclusion, dialogue and trust.

### 1. PUBLIC SECTOR WORKPLACE INNOVATION

Creating workplaces in which public sector staff at all levels use and develop their full range of knowledge, skills, experience and creativity, both in delivering their functional tasks and in improving the organisation and the services it provides. This is widely known as 'workplace innovation' or 'social innovation in the workplace'.

<b>Driver</b>	<p>The idea that user-centred and collaborative public services can be introduced successfully without changing the structure and culture of the host organisation is fraught with difficulties, despite its apparent widespread acceptance in practice.</p> <p>To fulfil its role as an effective partner for external stakeholders in stimulating, resourcing and sustaining social innovation, a public agency must ensure that its internal culture, processes and work organisation are fit for purpose. Staff at every level of public sector organisations accumulate tacit knowledge of 'what works' and gain clear insights into what can be improved. Frontline staff in day-to-day contact with the public may well share frustrations with their clients about the obstacles that get in the way of doing a good job, and can be powerful enablers of collaborative improvement and innovation when empowered.</p> <p>There is an extensive body of evidence to demonstrate that workplace innovation improves productivity, efficiency and the health and well-being of employees in all organisations.</p>
<b>Obstacles</b>	<p>Workplace innovation challenges hierarchical power structures typical of many public authorities, and weakens departmental and professional demarcations, thereby undermining the structures on which the careers and vested interests of senior leaders have been constructed. It is highly contextual and requires a sustained process of trial, error and shared learning.</p>
<b>Key resource</b>	<p>The European Commission adopted workplace innovation as a strategic policy goal and established EUWIN (the European Workplace Innovation Network) to spread good practice. EUWIN's Knowledge Bank contains free articles, case studies and tools (<a href="http://uk.ukwon.eu/euwin-resources-new">http://uk.ukwon.eu/euwin-resources-new</a>). Fresh Thinking Labs provides facilitated online and in person opportunities to share knowledge and experience (<a href="http://www.freshthinkinglabs.com">www.freshthinkinglabs.com</a>).</p>

### 1.1 Public Sector Workplace Innovation – Empower Staff

Public sector staff are better able to work with partners in finding innovative solutions when trusted to use discretion and judgement in their roles.

<b>Scope</b>	Well-designed jobs that provide constructive challenges, opportunities for day-to-day problem solving, variety and collaboration help public sector staff perform well because they are empowered to make on-the-spot decisions based on background knowledge and experience of 'what works'. They avoid delays caused by unnecessary referral to managers or manuals, making time to learn and reflect on what works well and what should be changed. This generates steady flows of ideas for improvement and innovation.	
<b>Assessing Current Practice</b> 1 = Strongly Disagree 10 = Strongly Agree	<b>A. Over the past 12 months most employees have:</b>	
	<b>Figured out solutions for improving aspects of their own work</b>	Score 1 - 10
	<b>Been involved in thinking up new or improved products or services</b>	Score 1 - 10
	<b>Persuaded supervisors or line managers to explore new ideas</b>	Score 1 - 10
	<b>Raised their skill levels through routine problem solving</b>	Score 1 - 10
	<b>B. Staff are encouraged to make improvements as part of their everyday work, not as one-off events</b>	Score 1 - 10

### 1.2 Public Sector Workplace Innovation – Delegate Authority to Teams

Hierarchical structures distance decision-making from day-to-day operations, leading to inertia. Self-managed teams are more responsive and innovative.

<b>Scope</b>	Individual jobs cannot just be examined in isolation. The ability to share problems and solutions with colleagues, to learn and reflect together, to be supported in challenging times, and to celebrate successes plays a vital role in performance. The key concept is teamworking, a defining characteristic of workplace innovation. Extensive research shows that self-managed teams empowered to plan, organise, review and improve their own work are more productive, provide better customer service, and can become fountains of innovation. They also offer better places to work, enhancing workforce health, engagement and retention.
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<b>Assessing Current Practice</b> 1 = Strongly Disagree 10 = Strongly Agree	<b>C. Most employees work in teams where the members jointly decide how work is done</b>	Score 1 - 10
	<b>D. Team members meet as a group to discuss different ways in which they can reach their objectives</b>	Score 1 - 10
<b>1.3 Public Sector Workplace Innovation – Remove <i>Functional Silos</i></b> Disadvantaged citizens and communities require a systemic, joined up approach to tackling poor housing, health, education and employment opportunities.		
<b>Scope</b>	Designing organisational structures and teams around workflow rather than functional demarcations enables staff to play a more integrated and complete role in service delivery, providing clients with seamless support and experience. Multi-functional teams can move fluidly between interdependent policy fields, supported by integrated budgets and permeable organisational structures.	
<b>Assessing Current Practice</b> 1 = Strongly Disagree 10 = Strongly Agree	<b>E. Departmental or divisional boundaries are no obstacle to improving products, services and processes</b>	Score 1 - 10
	<b>F. The organisational structure reflects workflow rather than functional demarcations</b>	Score 1 - 10
<b>1.4 Public Sector Workplace Innovation – Expect <i>Enterprising Behaviour</i></b> Enabling public sector staff at all levels to use their full range of skill, knowledge, experience and creativity in their day-to-day roles.		
<b>Scope</b>	Innovation requires innovators, people who feel able and empowered to ask difficult questions, viewing intractable problems from different angles and sharing diverse perspectives and bodies of experience. Entrepreneurial behaviour (or 'intrapreneurship') by individual public officials and teams can actively support and even stimulate social innovation. Public sector staff need to become more like social entrepreneurs, working in the spaces between formal structures and creating new partnerships around creative and inclusive ways of working.	
<b>Assessing Current Practice</b> 1 = Strongly Disagree 10 = Strongly Agree	<b>G. The organisation identifies employee involvement in improvement and innovation as a core value</b>	Score 1 - 10
	<b>H. Any employee with an idea for improvement or innovation will be provided with the support they need to test and develop it</b>	Score 1 - 10



### 1.5 Public Sector Workplace Innovation – *Enable and Utilise Staff Voice*

Strategic decisions in public organisations are more robust and effectively implemented when they make full use of the tacit knowledge of frontline staff.

<b>Scope</b>	<p>There are many reasons why employee knowledge, insight and opinion from every level of the organisation should be heard by senior management teams and in boardrooms, not least because this leads to better decision making.</p> <p>Above all, employee voice always requires openness, transparency and structures for two-way communication.</p>	
<b>Assessing Current Practice</b> 1 = Strongly Disagree 10 = Strongly Agree	<b>I. Frontline staff are involved in decisions that affect their work</b>	Score 1 - 10
	<b>J. Staff are represented on a forum at which major decisions affecting the future of the organisation are openly discussed</b>	Score 1 - 10

### 1.6 Public Sector Workplace Innovation – *Open and Enabling Leadership*

Effective public sector leaders are visible and stay close to the ground; they empower others, value dialogue and stimulate workplace innovation.

<b>Scope</b>	<p>Leaders need to empower others to take the initiative, coaching and supporting them towards successful outcomes. Empowering leaders avoid an excessive focus on targets and seek to learn rather than to blame others when things go wrong.</p>	
<b>Assessing Current Practice</b> 1 = Strongly Disagree 10 = Strongly Agree	<b>K. Senior managers avoid micromanagement by empowering their managers to take responsibility for decisions</b>	Score 1 - 10
	<b>L. Our leaders are champions of high-involvement improvement and innovation</b>	Score 1 - 10
<b>Total score for Public Sector Workplace Innovation:</b>		<b>/60</b>

## 2. PARTICIPATIVE GOVERNANCE

Defining processes of governance that maximise synergies between actors and facilitate convergence of effort towards shared, long-term transformation.

<b>Driver</b>	<p>Governments can work to empower and rely on the power of those best-positioned to act on a given public issue, recognising that there are multiple sources and forms of power already available in society that can be brought to bear on a public issue or goal. It is about the collective power of society coming together for a shared purpose.</p> <p>The state has to deal with the great complexity of actors and levels; its actions must embrace this diversity rather than macro-level policy uniformity. Participative governance means operating within and across myriad interfaces, networks and micro groupings rather than seeing them as challenges and distractions. One central issue is finding ways of <i>sharing</i> control within that diverse arena so as to enable social innovation and change and thereby make real gains. This is the opposite of a zero-sum game where one party gains control as one party loses: sharing control can maximise gains for all parties.</p>
<b>Obstacles</b>	<p>In pluralistic democracies, such governance arrangements are likely to be the product of conscious effort rather than natural inclination. Overcoming constrained and often mistrustful relationships between public actors and other stakeholders may require a gradual process of trust-building and experimentation.</p> <p>Qualitative approaches to impact measurement are resource intensive and require new, multi-dimensional approaches to democratic accountability for public expenditure.</p>
<b>Key resources</b>	<p>Useful additional sources include:</p> <p><b>Bourgon, J. (2011)</b> <i>A New Synthesis of Public Administration: Serving the 21<sup>st</sup> Century</i>. Kingston: McGill-Queens University Press.</p> <p><b>Breckon, J. (2015)</b> <i>Better Public Services Through Experimental Government</i>. London: Alliance for Useful Evidence.</p>

<b>2.1 Participative Governance - Inclusive Stakeholder Involvement</b> Creating mechanisms which ensure that the views and experiences of all stakeholders and citizens are represented in policy making and implementation.		
<b>Scope</b>	Inclusivity in stakeholder involvement is only possible when both visible and concealed barriers to participation are addressed, enabling disadvantaged communities and groups to find their voice.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>M. Policy makers understand the barriers to participation and consistently attempt to overcome them</b>	Score 1 - 10
	<b>N. We use diverse methods and approaches to ensure that all groups are represented</b>	Score 1 - 10
<b>2.2 Participative Governance - Openness and Transparency</b> Empowering stakeholders with full information regarding policy choices and resources builds trust and a solid basis for collaborative action.		
<b>Scope</b>	Inclusive stakeholder involvement requires the willingness of public authorities to open the books to other stakeholders, and to disclose influences from external sources.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>O. Stakeholders enjoy open access to relevant information</b>	Score 1 - 10
	<b>P. Our decision-making processes, and the influences on our decisions, are transparent</b>	Score 1 - 10
<b>2.3 Participative Governance - Enable and utilise user voice</b> Policy making is more robust and effectively implemented when it makes full use of the tacit knowledge, experience and ideas of all stakeholders.		
<b>Scope</b>	Service users can become active citizens who co-create innovative solutions to social and economic problems rather than being treated as passive recipients of uniform policies.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>Q. We invest in building the active, independent 'voice' of community organisations and NGOs</b>	Score 1 - 10
	<b>R. We actively facilitate the pooling of public and private knowledge and resources to build collaboration between stakeholders</b>	Score 1 - 10

<b>2.4 Participative Governance - Co-Participation in Service Design</b> Improving service design and delivery by enabling active citizens and frontline staff to make full use of their tacit knowledge and experiences.		
<b>Scope</b>	Service users and frontline public employees can work together, sharing essential knowledge and experiences in facilitated settings to improve services and social environments in ways that lead to win-win outcomes.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>S. Participation is a guiding principle in service planning and design</b>	Score 1 - 10
	<b>T. We actively create collaborative, empowered relationships between citizens and frontline staff to stimulate improvement and innovation</b>	Score 1 - 10
<b>2.5 Participative Governance – Measuring Intangible Outcomes</b> Valuing solidarity, community, cohesion, shared knowledge and sustainability in policy design, and evaluating the impact of interventions on such intangibles.		
<b>Scope</b>	Measurement for social utility cannot easily be quantified. Solidarity, community, cohesion and sustainability are key tests for public policy intervention relating to social innovation.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>U. Intangibles are well represented when policy objectives are set</b>	Score 1 - 10
	<b>V. We make full use of methodologies capable of measuring intangible outcomes</b>	Score 1 - 10
<b>2.6 Participative Governance – Focus on Root Causes</b> Engaging all stakeholders in looking beyond symptoms to a critical analysis of the structural factors underpinning disadvantage and disempowerment.		
<b>Scope</b>	Participative Governance must be supported by tools and resources that enable participants to focus on root causes and structural solutions. A sustained approach to transformation relies on shared understanding, the economic and political leverage required for structural change, and a commitment to building the capacity required to achieve it.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>W. We focus on long-term structural solutions, not short-term fixes</b>	Score 1 - 10
	<b>X. Analysis of root causes is an important part of the way we work with stakeholders</b>	Score 1 - 10
<b>Total score for Participative Governance:</b>		<b>/60</b>

### 3. NEGOTIATING SHARED VALUES & GOALS

Partnerships between public agencies and other stakeholders with a strategic focus, based on values and goals defined through open dialogue.

<b>Driver</b>	Social innovation is stimulated when policy makers seek to construct relationships with NGOs, user groups and other stakeholders which are long-term and trust-based rather than focused solely on the delivery of short-term outcomes. Trust-based relationships must be built on more than the short-term transactional and contractual concerns associated with outsourcing. Partners need the opportunity to forge a common vision and a sense of mutual interdependence in securing a successful future. These relationships should involve staff at all levels of each partner organisation – not just the senior teams.
<b>Obstacles</b>	There is no doubt that establishing such partnerships creates real challenges for policy makers in terms of time, resources and competencies. It also challenges the concentration of power and organisational prerogatives in public sector organisations.
<b>Key resources</b>	<b>Social Enterprise UK (2012)</b> The Social Enterprise Guide for People in Local Government. Available online: <a href="http://www.socialenterprise.org.uk/uploads/files/2012/05/local_authority_guide_online.pdf">http://www.socialenterprise.org.uk/uploads/files/2012/05/local_authority_guide_online.pdf</a>

#### 3.1 Negotiating Shared Values and Goals – *Strategic Partnerships*

Long-term collaborative structures involving policymakers and other stakeholders based on power-sharing and transformational change.

<b>Scope</b>	Inter-organisational structures and collaborative arrangements should maximise synergies between actors and facilitate the convergence of effort towards shared, long-term transformation.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>Y. We have formal, long-term partnership arrangements with major stakeholders in each policy field</b>	Score 1 - 10
	<b>Z. Our engagement with major stakeholders is predominantly transformational, not transactional</b>	Score 1 - 10

### 3.2 Negotiating Shared Values and Goals – Open Dialogue Forums

Creating open, democratic spaces, both online and face-to-face, in which policy goals and objectives are forged in dialogue between key actors and active citizens.

<b>Scope</b>	Open and inclusive Dialogue Forums can replace the exclusivity of public agencies as the source of policy instigation by embedding inclusive dialogue mechanisms in which the force of the better argument prevails, no matter who makes it.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>AA. Policies tend to be instigated through open dialogue with relevant stakeholders</b>	Score 1 - 10
	<b>BB. We work hard to achieve a broad consensus through dialogue with stakeholders rather than imposing our views</b>	Score 1 - 10

### 3.3 Negotiating Shared Values and Goals – Creative Thinking

Empowering policymakers, stakeholders and key actors in imagining innovative opportunities and solutions.

<b>Scope</b>	A portfolio of methods and techniques is required to stimulate critical reflection, new insights and breakthrough solutions in online and face-to-face settings involving diverse participants. These includes dialogue conferences, scenario building, forum theatre and other arts-based approaches, as well as dedicated physical spaces for creativity.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>CC. Time and space for critical and creative thinking involving diverse stakeholders represents a key value in our organisation</b>	Score 1 - 10
	<b>DD. We use imaginative approaches to stimulate creative thinking</b>	Score 1 - 10

### 3.4 Negotiating Shared Values and Goals – Knowledge Sharing

Mutual recognition between policymakers and other actors that each brings unique insights and understanding to designing and realising effective interventions.

<b>Scope</b>	Public sector bodies, NGOs and other actors should create both formal and informal opportunities to learn from each other, and to share private concerns and aspirations.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>EE. Our organisation actively invests in sharing knowledge and experience with outside stakeholders</b>	Score 1 - 10
	<b>FF. We have established shared learning mechanisms for connecting new knowledge from the outside to the people inside who need to know</b>	Score 1 - 10

### 3.5 Negotiating Shared Values and Goals – *Mutual Understanding of Roles*

Mutual recognition between policymakers and other actors that each brings unique strengths and capacity to delivering effective interventions.

<b>Scope</b>	Multiple sources and forms of power and expertise available in society can be brought to bear on a public issue or goal when partners understand each other's actual and potential roles. This includes the acquisition of tacit knowledge and understanding of partners' strengths, weaknesses, opportunities and threats. Mechanisms such as job swaps, dialogue seminars and collaborative research are valuable in building shared understanding.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>GG. We fully understand the specific contribution that each stakeholder and actor can make to the achievement of shared goals</b>	Score 1 - 10
	<b>HH. As an organisation, we invest sufficient time and resources in gaining a better understanding of each stakeholder's situation in a given policy field</b>	Score 1 - 10

### 3.6 Negotiating Shared Values and Goals – *Inter Organisational Teamwork*

Effective partnership operates at every level, including delivery teams that work across organisational boundaries to provide a seamless service to the user.

<b>Scope</b>	It is critical that inter-organisational partnerships extend beyond formal agreement between senior managements. Staff at every level in each partner organisation need to share skills and tasks with each other, and ensure the closest possible integration of different service functions, if they are to avoid mistrust and work together as an effective team across organisational boundaries.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>II. We take active measures to build effective inter-organisational teamwork practices</b>	Score 1 - 10
	<b>JJ. Our partnerships with other stakeholders ensure the provision of a seamless service to clients/users</b>	Score 1 - 10

**Total score for Negotiating Shared Values and Goals:**

**/60**

#### 4. RESOURCING SOCIAL INNOVATION

Ensuring that the process of public resource allocation is fully aligned with high impact, sustainable social innovation.

<b>Driver</b>	The fourth Enabler is based on the need for corporate recognition within policy agencies that disadvantage and disempowerment of individuals and communities originates in multiple interdependent causes including education, employment, environment, health, housing and political voice. Strategic policy frameworks and targets should transcend functional policy spheres to focus on systemic transformation, including a corporate approach to budgeting linked to the vision of joined-up public services. Narrow departmental spending priorities and targets then become subservient to cross-cutting goals and interventions agreed through open dialogue with both internal and external stakeholders.
<b>Obstacles</b>	This presents a profound challenge to deeply-embedded bureaucratic practices and necessitates systemic reform of procurement, competitive tendering and other regulatory frameworks.
<b>Key resources</b>	Case studies including The Frame Lake Model, the VRI Programme and the Scottish National Performance Framework (see below).

##### 4.1 Resourcing Social Innovation – *Investing in Experimentation*

Stimulating untried and unorthodox approaches through funding and support.

<b>Scope</b>	Policy makers need to recognise the importance of creating an environment in which diverse actors are supported to develop and test social innovations even (or perhaps especially) where these go against the grain of prevailing approaches. This requires careful <i>ex ante</i> and <i>ex post</i> evaluation to support the subsequent upscaling of successful experiments. Frequent failure is both expected and acceptable providing it generates shared learning.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>KK. Public funding encourages experimentation and innovation</b>	Score 1 - 10
	<b>LL. There are systematic processes in place to capture and share learning from experiments</b>	Score 1 - 10



## 4.2 Resourcing Social Innovation – *Join Up Public Services*

Tackling multiple deprivation at the strategic level.

<b>Scope</b>	Functional departments within state organisations lead to the fragmentation of strategy and services alike. The abolition of functional departments and the setting of cross-functional goals can guide policy in ways that lead to more strategic outcomes and stronger partnerships with external stakeholders.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>MM. Functional divisions within our organisation do not impede service integration</b>	Score 1 - 10
	<b>NN. Policy is guided principally by cross-functional goals</b>	Score 1 - 10

## 4.3 Resourcing Social Innovation – *Integrate Budgets*

Replacing functional budgets and targets with a systemic financial strategy.

<b>Scope</b>	A corporate approach to budgeting linked to the vision of 'Joined Up Public Services' is required. Narrow departmental spending priorities and targets become subservient to cross-cutting goals and interventions agreed through open dialogue with both internal and external stakeholders.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>OO. Spending priorities are agreed through open dialogue with internal and external stakeholders</b>	Score 1 - 10
	<b>PP. Budget allocation reflects cross-functional corporate priorities</b>	Score 1 - 10

## 4.4 Resourcing Social Innovation – *Long Term Horizons*

From transactional to transformational perspectives and interventions.

<b>Scope</b>	Long-term horizons transcend the limitations of short-term funding and procurement cycles aimed at narrow, quantifiable targets. Resource allocation is shaped by multi-partner transformation pathways grounded in root cause analysis and targeting deep structural change.	
<b>Assessing Current Practice</b>  1 = Strongly Disagree 10 = Strongly Agree	<b>QQ. Our financial planning emphasises long-term structural change rather than 1 – 3 year cycles</b>	Score 1 - 10
	<b>RR. The allocation of budgets places strong emphasis on long-term, multi-partner collaboration</b>	Score 1 - 10

#### 4.5 Resourcing Social Innovation – *Streamline Processes*

Moving from low-trust, competitive, control-based systems and procedures to enablement and resource sharing.

<b>Scope</b>	Competitive tendering and procurement procedures should be replaced by funding pathways that allocate resources based on the outcomes of inclusive, multi-stakeholder dialogue, drawing on and enhancing the respective strengths of each partner.	
<b>Assessing Current Practice</b> 1 = Strongly Disagree 10 = Strongly Agree	<b>SS. Our procurement procedures aim to achieve the strongest possible collaboration between suppliers based on their respective strengths, rather than cost-based competition</b>	Score 1 - 10
	<b>TT. Our suppliers are our partners, and we focus on building a strategic relationship with them to achieve a long-term impact together</b>	Score 1 - 10

#### 4.6 Resourcing Social Innovation – *Attract Alternative Investment*

Unleash hidden resources through capacity building.

<b>Scope</b>	Where public funding actively targets internal capacity-building within NGOs and other external partner organisations, it enables them to explore and tap unconventional sources of social investment funding, and thereby enhance their sustainability and the prospects for long-term transformation.	
<b>Assessing Current Practice</b> 1 = Strongly Disagree 10 = Strongly Agree	<b>UU. Supporting internal capacity and governance within NGOs and other community-based organisations is one of our funding priorities</b>	Score 1 - 10
	<b>VV. We coach and mentor our partner organisations to strengthen governance and build their capacity for the future</b>	Score 1 - 10
<b>Total score for Resourcing Social Innovation:</b>		<b>/60</b>

## Think of this as a system of mutually reinforcing practices . . .

We've described the Four Enablers in combination as an 'eco-system', suggesting that all the different parts are interconnected. Success in changing one area of practice may depend on the extent to which the other Enablers are, or are not, aligned with the new way of working:

Public Sector Workplace Innovation +	Participative Governance +	Negotiating Shared Values and Goals +	Resourcing Social Innovation	= High Impact, Sustainable Social Innovation
	Participative Governance +	Negotiating Shared Values and Goals +	Resourcing Social Innovation	= Policy makers can't deliver innovation
Public Sector Workplace Innovation +		Negotiating Shared Values and Goals +	Resourcing Social Innovation	= Stakeholders Disempowered and Disengaged
Public Sector Workplace Innovation +	Participative Governance +		Resourcing Social Innovation	= Fragmented Effort without Common Purpose
Public Sector Workplace Innovation +	Participative Governance +	Negotiating Shared Values and Goals +		= Ineffectual Plans and Strategies

So is your organisation building an effective policy framework to support social innovation eco-systems?

## How well are you doing?

Add up the six scores relating to each Enabler and enter them into the following table:

ENABLER			Score for my organisation
Public Sector Workplace Innovation			
<b>Score 6 – 30</b> Disempowered staff tightly constrained by rules with little scope for initiative or innovation.	<b>Score 31 – 45</b> Partial commitment to improvement and innovation but constrained by deeply-embedded structures and practices.	<b>Score 46 – 60</b> Working towards becoming an innovative organisation committed to using and developing staff knowledge, experience and creativity.	/60
Participative Governance			
<b>Score 6 – 30</b> Failure to engage the potential of other actors and stakeholders is acting as a brake on social innovation.	<b>Score 31 – 45</b> Some recognition of the importance of stakeholder and user involvement but probably seen by them as tokenistic.	<b>Score 46 – 60</b> On the way to achieving common purpose and focused collaboration between policy makers and other stakeholders.	/60
Negotiating Shared Values and Goals			
<b>Score 6 – 30</b> Little shared understanding with stakeholders, minimising opportunities for collaborative action.	<b>Score 31 – 45</b> Dialogue with stakeholders is sporadic and leads to some collaboration but fails to tackle structural issues.	<b>Score 46 – 60</b> On the way to effective multi-agency teamworking, using combined strengths and resources effectively.	/60
Resourcing Social Innovation			
<b>Score 6 – 30</b> Funding priorities and mechanisms driven by organisational culture and tradition, not social need.	<b>Score 31 – 45</b> Some initiatives to fund experimentation and new ways of working, but still at the margins.	<b>Score 46 – 60</b> Active commitment to resourcing an inclusive approach to innovation and shared learning.	/60
TOTAL SCORE			
<b>Score 24 – 120</b> Don't live in this jurisdiction if you are poor or disempowered!	<b>Score 121 – 180</b> You are on the journey, but it is important to build a systemic approach to transformation across all four Enablers.	<b>Score 181 – 240</b> Your journey has been exemplary, and can act as a beacon for Europe. We might even visit you to prepare a case study!	/240

## What to do now . . .

This self-assessment is designed to stimulate reflection, dialogue and fresh thinking.

Now give the questionnaire to your colleagues and to representatives of stakeholder organisations, and compare your results with theirs. Are there significant differences? If so, why?

And what can you do, both inside your own organisation and in collaboration with your stakeholders, to move further towards green?

**Good luck!**

## And finally, for inspiration . . .

Three examples of enterprising behaviour in the public sector:

In Sweden, the **Frame Lake Model** pioneered by Gävleborg Regional Council successfully challenged traditional procurement practices while working within the existing legal framework and cost constraints.

The provision of food boxes for elderly people in a remote rural community had been outsourced to a centralised supplier, with resulting difficulties relating to delivery, nutrition and attractiveness. Fieldworkers from the Council spent a period of immersion in the community to understand both the problems and the potential opportunities. By living temporarily with local people they were able to match local needs with local resources, providing opportunities for small businesses to produce and deliver the food boxes while also creating new value, for example occasions when elderly people can eat together. Client satisfaction increased, food waste reduced, community cohesion was strengthened and the local economy grew.

The success of the project depended on the presence of staff empowered to act in enterprising and imaginative ways, as well as on the willingness of the Council's corporate functions to take a fresh look at the rules governing public sector procurement. It also requires the creation of elasticity in budget allocation in order to achieve cross-cutting goals.

Likewise in the UK, we examined the experience of a Senior Accountant in **Devon County Council's** Finance Department who achieved greater value for money, reduced waste and enhanced community cohesion by bringing different budget holders together with external actors to integrate service design and delivery in social care.

In Romania, **Bacau County's** Deputy Director of Social Services challenged established practices in managing adult care homes, achieving wide-ranging changes in patterns of leadership and care by creating long-term partnerships with UK charities and supporting the development of a local NGO.

Breaking down silos in Scotland:

The **Scottish Government** instigated a radical process of structural change in 2007. Functional departments were abolished to facilitate cross-cutting approaches to policy. The National Performance Framework based on cross-functional goals and objectives provides a template to guide policy production and delivery, both within government and through strategic partnerships with other stakeholders. It recognises the need for social policy innovation and identifies the empowerment of individuals, families and communities as a central value. Scotland's journey of policy innovation is illustrated below:

### From ....

- Specific, delineated policy responses
- One size fits all
- Starts with the problem and offers standard solution
- Person/ user voice not evident
- Funding specific projects / programmes
- Focus on policy goals



### To ....

- Holistic solutions to complex needs
- Place-based solutions, prompted by the individual and community
- Starts by identifying potential and what will help make the change
- Person / user voice is the starting point and the test of success
- Investing to build capacity
- Policy goals backed by clear delivery method

## Participation as a key driver of policy design and implementation:

In the **Basque Country**, the government began an equally radical journey involving the collaborative production of a *White Paper to Transform Public Affairs into a Shared Responsibility*, placing citizen participation at the heart of its approach. The process of producing the White Paper was designed to close the distance between government and citizens and to address disaffection with public affairs, thereby preparing the ground for a systemic model of participative governance grown from the specific needs and culture of the Basque Country.

Over a 12 month period, more than 400 people and 150 organisations took part and contributed 1,800 hours of work to the design of the White Paper. Customised approaches to participation were developed to reflect the needs of different groups.

The provisions of the White Paper were passed into law in November 2015. All Departments of the Basque government subsequently identified internal projects that could be used to pilot collaborative approaches to service design and delivery in five strategic policy areas: environment; social cohesion; economic development; health and learning. Shared learning lay at the heart of this process, and the current priority is to embed the lessons from these pilot initiatives into mainstream processes of policy production and implementation.

## Policy innovation as dialogue:

The Norwegian **VRI (*Virkemidler for Regional FoU og Innovasjon*)** regional development programme focuses on 'research-based development processes in the regions'. It focuses on creating new spaces for interaction, and innovative forms of collaboration, between diverse partners. For example:

- *Regional Dialogue Conferences*, a meeting place for regional actors to learn about each other's expertise and roles, and to develop a common understanding of what they can do together.
- *Dialogue and Broad Participation*, a form of cooperation that promotes involvement in innovation, with action-oriented researchers assisting in the process.

The involvement of researchers in the VRI programme makes an important contribution to organisational learning in public sector organisations, on the one hand bridging academic knowledge and practice, and on the other capturing transferable learning in ways that enable the knowledge and experience created in one location to become a generative resource for innovation elsewhere.

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