

Creating Environments for Social Innovations to Flourish

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Participants:

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 - Brenton Caffin, *TACSI*
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 - Tim Williams, *Publicani*
- **Canberra, Australia:**
 - Natalie Howard, *Chief Minister's Department, ACT Government*
 - Simon Rosenberg, *Northside Community Services*
 - Melanie Saballa, *Chief Minister's Department, ACT Government*
 - Michael Davies, *Service Design Team, Department of Human Services*
- **Copenhagen, Denmark:**
 - Ernst de Lange, *Shipyard*
 - Christian Bason, *Mindlab*
 - Anto Tomic, *City of Malmö*
 - Jens Sjölander, *Malmö University*
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- **Lagos, Nigeria:**
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- **London, UK:**
 - Dominic Campbell, *FutureGov*
 - Louise Pulford, *Social Innovation Exchange*
 - Konstantin Lazutin, *Social Innovation Exchange*
 - Vicki Sellick, *The Young Foundation*
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- **Seoul, South Korea:**
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- **Sydney, Australia:**
 - John Wells, *Cofluence*
 - Allison Hornery, *Cofluence*
 - Kim Chen, *Social Innovation Sydney*
 - Selena Griffith, *Social Innovation Sydney*
- **Amsterdam, Netherlands:**
 - Marleen Stikker, *Waaq*
- **Berlin, Germany:**
 - Gunter Wehmeyer, *Local Intelligence Berlin*
 - Judith van den Boom, *Local Intelligence Berlin*
- **Melbourne, Australia:**
 - David Hood, *Doing Something Good*
 - Mark Elliott, *Collabforge*
 - Rod Glover, *Independent Consultant and Policy Advisor*
 - Brad Krauskopf, *The Hub Melbourne*
 - Bessi Graham, *Donkey Wheel*

Louise, London: Good morning and welcome to the session. I hope to have an engaging discussion on creating the environment which would allow social innovation to flourish. First a couple of words about SIX. Social Innovation Exchange is a global network of individuals and organizations committed to social innovation. SIX was asked by the City of Malmo to convene this session. Even though the session was instigated by Malmo, hopefully it will be helpful and interesting for the rest of us. The session will be co-chaired by me and Martin Stewart-Weeks.

Bjarne, Copenhagen: Malmo is the third largest city in Sweden. The surface of the city has changed a lot in the course of the last 3 years. There is a fixed link to Copenhagen via bridge which means a lot for the city. One third of the children in Malmo are growing up in poor families and this number has been increasing. Malmo is very ethnically diverse with 40% of its population having connections to other countries, mostly out of Europe. Unemployment in Malmo is considerably higher than the average in Sweden.

There were two efforts to correct the situation – *Big City* and *Welfare for All* programmes. A lot was accomplished but the face of the city and main problems remained unchanged. The programmes were based on scaling the same thing across different areas. Now Malmo wants to start with 5 small local areas; the official policy is to use the areas as test grounds and scale anything that works across the city.

Malmo has received funding to run social innovation forums which will be the main tool to support social innovation in the city. The forums will do scanning, collecting ideas, mobilizing and acknowledging people's needs. Ideally, they will achieve a structure that would be scalable across all Sweden.

Louise, London: We had another discussion around this topic on Friday when we looked at structures that can be set up to encourage social innovations and discussed what hubs and incubators should look like. Today the question is how we embed the culture of social innovation enabling actors to work together efficiently. Martin will guide us further.

Martin, Adelaide: I would like to go across all the participants and allow everyone have a say. It would be best if this discussion oscillates between the local and the global aspects of social innovation.

John, Sydney: It's often the case that these days we are looking for a business case, a business plan in social innovation and tend to use the business language, dropping the language of social innovation. We have also found that it is important to keep balance between leadership and social objectives, as well as to find tools and techniques to maintain this balance.

Allison, Sydney: Communication channels are extremely important. With different kinds of leaders and the fact that communication needs to be ongoing, the value of channels is great.

Kim, Sydney: The main resource in social innovation is passion, and our main task is to find and identify passionate people, as well as to build role models within the community.

Selena, Sydney: The education is also a great enabler. The Smith Family in Sydney has been concentrating on educating children from poor families. The children came out wanting to give back to the community, becoming the perfect role

models. Education is a great solution which presents its benefits in the long run. Another example is [FlashPoint Labs](#) which is run by a passionate photographer. Being sponsored by a large telecom company, FlashPoint allows children to be involved in the field of professional photography and develop passion for it. It is also immensely helpful to be able to look at the city through someone else's eyes.

Michael, Canberra: At the beginning of the presentation it was said that despite all the efforts in Malmo, the group of people remained the same. In this respect we have to assess the mobility of people. Could it be that people in Malmo are locked without a chance to move to different parts of Sweden?

Chris, Canberra: The example of [Intelligent Community Forum](#) in New York makes me think about how we can use the growing broadband networks to manage communities better.

Simon, Canberra: We also have to think about the policy development stage and about risks associated with it. Canberra is the size of Malmo, though of course is entirely different. Canberra government has been rather risk-taking in allowing the people to take part in governance, the chance that they never had.

Melanie, Canberra: I have been working with really tough social issues, engaging the more at-risk groups, though not with the level of disadvantage that Malmo has. I am interested to know about government interventions into the social sphere.

Natalie, Canberra: Speaking from the government point of view, every government has had a crack at the same problems Malmo has at its hands right now. It appears we are trying to think about the standard practice of the government relationship with the community. The governments have to work with NGOs to manage social innovation outcomes framework and define what such outcomes might be. We at Canberra are also challenged by our own cross-government arrangements that sometimes don't work well.

Jayoung, Seoul: It would be interesting to talk about the social impact of the *Big City* and *Welfare for All* programmes. Roughly, what kind of social impact have they produced? Korea today is in the middle of its own social innovation experience – Korean social innovation is in the process of being created. My organization is the first one to integrate young social entrepreneurs with the help of government and corporations. I would be interested in hearing more about what outcome the city of Malmo has seen with the two programmes.

Judith, Berlin: Being from a design background, I understand the problem of connecting people, enabling and engaging them.

Gunter, Berlin: There is a need for physical space for social innovation, a space that would connect the users and the government together. The government needs to step up and say that it can do something more than just a forum – more like a shop where the user can see what is available, what the government has to offer.

Marleen, Amsterdam: Governments have to learn to integrate their policies. Today we have social problems and economic policies and no connection between the two. Governments can control the process of co-creation. For example, a government can open up key data, bring it to the community and see what the community can do with it. Education is also a key, along with craft which is helpful in bringing people to the modern world. It has been done in schools, and enabling students to work with their hands has given them

understanding of what they are actually doing.

Mark, Melbourne: Trying to shift the values and norms of a large community is incredibly challenging. To a large extent, this is due to the lack of connection between the centre and the edge, between the changers and the people whose life is to be changed. The biggest reason the plans and strategies fail is because they are not implemented; the second biggest reason is because they are not implemented.

David, Melbourne: What are the links and connections between initiatives and challenges? In terms of open data, it might be interesting to hold a competition based on an open platform.

Bosun, Lagos: Bosun joins the discussion. He is a co-founder of Co-Creation Hub Nigeria that is a co-creation space with a strong focus on the use of technology sponsored by Nokia, Google, etc.

Adelaide: Malmo problems are too large, too diffused. The concept of generative solutions where working with people on solving their own problems leads to empowering them has been successfully used by the Smith family in Australia.

Sarah, Adelaide: Our approach is called “working backwards” meaning that the outcomes are defined by people themselves. We need to understand what constitutes an outcome and who it benefits. Thus, a question for Malmo is who set the outcomes for the previous programmes – was it the people?

Dominic, London: Most interesting is the factor of the institute of government. How often for all the fun and innovative things we do, we forget the process of managing the change from within institutions, of bridging the people in the government with innovators.

Vicki, London: One example of bridging and understanding true needs is creation of gyms for Muslim women in London. Understanding their needs to exercise with no one watching, on certain days, etc. helped create a tailored environment that allowed the women to fight obesity.

Copenhagen: We have to learn to work with the government sector; we would like to work together but still maintain a certain degree of freedom. Today we haven't heard many examples of collaborating between the government and the third sector and would like to hear about this.

Copenhagen: Another problem is how do you make people want to change? When some people gain power, some people lose it, and there might be a problem there.

Fredrik, Copenhagen: I would like to talk about new types of knowledge. We need to change a lot of aspects of traditional education, bring in more people from the real world to the students.

Copenhagen: I have a specific question about incubators – from the experience, is there a difference between running a traditional incubator such as Y-combinator and a social innovation incubator?

Bjarne, Copenhagen: I would like to comment on the *Big City* and *Welfare for All* programmes. Even though they weren't exactly successful, they brought us where we are today and gave us a lot of experience. Today we are in a situation where a broad range of actors in Malmo is aware of the situation; this gives us ability to build upon established networks. If we are to build social innovation

upon these networks and on the shared understanding of situation, it might work.

Michael, Canberra: The issue is as much about how we change the government. Managing change from within the government can't be done the traditional way. To make change happen, we have to be innovative within the government as well. We can create tools for project managers and decision makers which would help them maintain contact with the real world outside when they make decisions about change.

Allison, Sydney: We need to find ways to bring together passionate people. An example of this can be what happened in Chicago where the Mayor's office became an innovation hub with passionate creative people reporting directly to the Mayor.

John, Sydney: Another important issue is the issue of communication. For the change to happen, we need all kinds of communication going on, both formal and informal, both large and small scale.

Selena, Sydney: We have tried opening up the first stages of the innovation process to the public where everyone can come up and take part, and the results were incredible. The role of government might be not in innovating, but in creating the opportunities for people to do the innovation.

Marleen, Amsterdam: We haven't talked about the money and investors yet. When we set up incubators, traditional concepts of ROI and IPO won't work. There is an opportunity to create an interface that would be positioned between the centres for innovation and the government, a liaison between the two.

Bosun, Lagos: The last two speakers resonate with what we are trying to do in Lagos – to engage the government in the field of social innovation. For example, we are having meetings on using modern technology to solve water-related issues. We have to create partnerships that would provide fruitful results, as citizens in Lagos are looking for creative ways to innovate.

Jayoung, Seoul: What we are trying to do is to create more individual social entrepreneurs. We are rapidly progressing, though right now we are in a very early stage. It is important for us to get more individuals who are interested in social innovation and are willing to go further. We are trying to connect them together to become social entrepreneurs. We are trying to create a healthy competition between the social innovation done by the government and social innovation done by social entrepreneurs.

Martin, Adelaide: This conversation has been amazing, and it's great we have found a common ground. There is also a measure of frustration due to the fact that we have raised a number of issues which need to be discussed further.

Louise, London: Thank you Martin for leading such a challenging conversation. As Martin has said, there is a whole field of issues that we need to delve deeply in to, such as hubs, incubators, the role of government, etc. In a way, it is about less talking and more doing, but at the same time we need a bit more talking. Thanks to Malmo for being so open and honest about their problems and thanks to everyone for participating.

Bjarne, Copenhagen: Thanks to everyone for their contributions, we would indeed like to continue this discussion, as this sort of empathetic gaze is indeed helpful.