SUPPORTING SOCIAL CHANGE
A NEW FUNDING ECOLOGY

SOCIAL IMPACT

SOCIAL CHANGE

Henry Kippin

collaborate
THINKING · CULTURE · PRACTICE

BIG LOTTERY FUND

CALOUSTE GULBENKIAN FOUNDATION
UK BRANCH

A brief note on this paper

This short paper addresses the funding ecology for social impact and social change, focusing on the role of independent funders in the UK. It is borne from a number of discussions with institutions and individuals funding social change initiatives. We believe there is an opportunity for creative thinking, based on principles such as humility, sharing and openness; the need for active network-building and collaboration; and, critically, starting with the skills, talents and priorities of people and communities at the grassroots.

The paper is an entry point into what will be a more substantial process of enquiry carried out in partnership with independent funders. The intention of the Calouste Gulbenkian Foundation (UK Branch) and the Big Lottery Fund in jointly funding the production of this paper is to get a fresh and independent perspective to develop our thinking and reflect on our practice. We hope it is also useful to other funders to reflect on the space they occupy within the funding system. We want to explore together a clearer articulation of role and purpose, so that we enable and empower others to make social change happen.

Dawn Austwick, Chief Executive, Big Lottery Fund
Andrew Barnett, Director, Calouste Gulbenkian Foundation (UK Branch)
February 2015

Collaborate is addressing these issues from a sector-neutral, third-party viewpoint. We are not experts on the political economy of philanthropy, and nor do we have a relationship with all of the organisations within this paper's remit.

Our evidence base is a piece of substantial scoping research produced by Simon Tucker in early 2014, during which he interviewed a range of leaders within and around the sector. This has been followed up by a limited round of critical review; further, targeted interviews; and a high-level roundtable discussion at the Association of Charitable Funders (ACF) Intelligent Funders Forum in November 2014.

The views in this paper are thus a reflection of what we have heard from parts of the funding community itself over a short period of research. It is a work in progress, and what we offer is a snapshot of some emerging issues from a 'critical friend' perspective. We believe that they have direct relevance for beneficiaries and funders, and to our broader economy and civil society. We value and look forward to your input as we shape the next phases of this inquiry.

Dr Henry Kippin, Collaborate
February 2015

INTRODUCTION

> " As we have watched funders and their grantees struggle and often fail to reach their ambitious goals, we have repeatedly felt a nagging suspicion that the conventional tools of strategic philanthropy just don't fit the realities of social change in a complex world. "
>
> *John Kania, Mark Kramer & Patty Russell, 2014* [1]

> " We should move from being people who know the answers, to being people who know what questions to ask... "
>
> *Ben Ramalingam, 2014* [2]

Independent social funders are an established part of a mature ecosystem of social support in the UK. They represent a 'sector' that is diverse in makeup and practice, with some cutting edge thinking and innovative practice sitting alongside very traditional models of funding for activities in the community. It is also a sector whose leading lights are rightly analysing the way they respond to a rapidly changing operating context.

This is a context in which traditional, linear ways of delivering services across the board are being disrupted.[3] The social problems that many funders are resolved to address – such as entrenched poverty and social disadvantage – feel increasingly complex in nature. The broader ecosystem of social support within which independent funders work is evolving as the public and social sectors navigate the impact of funding cuts and ongoing fiscal austerity.

This paper advances the view that a profoundly changing context should force a period of inflection – during which the role, purpose and interdependence of the independent funding community should be openly explored. It argues that scope to change systems and scale impact through better collaboration could be substantial, but this will require funders to see their role less as guardians of self-identified change from issue-to-outcome, and more as partners within a well-functioning ecosystem of support for others.

This shift in culture is relatively uncontroversial on paper, but our interviews suggest there are powerful dynamics mitigating against it. For example, communication and data sharing within the sector can feel shallow, meaning that funding priorities overlap or can seem unconnected, arbitrary or unclear to beneficiaries. Different theories of change are

applied as funders try to account for impact in isolation, or sometimes without appreciating where a more transformative model of support could be developed in collaboration with others. At worst, interviewees told us their funding models can be myopic in delivering against their individual missions, seeing linear and discrete answers to what are often a multi-layered and innately complex set of social needs.

Independent funders occupy a privileged position in the fabric of society, and have a duty to keep asking the difficult questions that shape their purpose. We should be asking the same questions of them as others are asking themselves: Are our business models keeping up with the shifting dynamics and root causes of social change within societal flux? Do sector leaders think deeply enough about their roles, responsibilities and comparative effectiveness within this changing picture, and those of the organisations around us? Do we feel prepared to work in different ways and with different partners (within the public, private and social sectors) to maximise the return on our investment to citizens and society?

Funders who aspire to be what one interviewee called 'strategic enablers of social change in society' need to be actively debating these questions. Many already are, and these are conversations we seek to expose in this paper. We don't offer answers, and nor is it our desire to do so. But we hope to provide a route in, and a means for those already unpicking the issues below to surface a debate within the funding community more broadly.

EXPLORING A DIFFERENT APPROACH?

If we accept that the picture of social need and demand is changing, then it follows that as a society we require heterodox means of coming to terms with it. Philanthropic support is thus one of a number of levers that include bottom-up, citizen-driven change, state mobilisation via public services and forms of legislation and enforcement. There are multiple interlinkages and interdependencies. The role of independent funders has typically been to stimulate social impact in areas beyond the scope or wit of the state and public services, but this is an increasingly blurred line as the state withdraws and the provision of public goods is diversified across the sectors. Think Peterborough's social impact bond, the MEAM coalition or the T2A coalition. The picture of social support for citizens is constantly moving, and the sector does and will move with it.

The proposition we are testing is that the funding community as a whole – in line with other sets of stakeholders across government, business and society – needs to unpack and potentially change its approach in response to a number of strategic and long-term challenges.

Three important themes that emerge from interviews with funders include:

1. **"Funding the right models of change"** – the need to build in heterodox understandings of the underlying drivers and dynamics of social change – embracing new analytical tools and contemporary thinking on theories of change, complexity and demand.

2. **"Being clear about where we create value"** – the need for a clearer and more deliberate articulation of funder agency – being clearer about where organisations sit on a spectrum of issue-to-outcome, and from micro-to-macro.

3. **"Collaborating to maximise our impact"** – the need to explore a more deliberative model of intervention - less about holding discrete funded activities from design to delivery, and more about creating coalitions to effect change with others.

These themes denote changes in perspective that suggest the need for some introspection around role and purpose – something we have found an openness to. Many funders point to significant novel thinking and practice – such as the use of 'lab' methodologies (which are based on deliberation and shared problem solving), impact incubators (which provide early-stage innovators with mentoring and seed funding) and powerful multi-agency networks (such as the coalitions mentioned above). These are examples from a UK sector that has, in many senses, already moved beyond the more linear notions of philanthropy which U.S. business thinker Michael Porter has argued has been 'many years' behind business practice in understanding impact and resource allocation.

Some leaders within the sector argue that the independent funding community still lacks the means and inclination to draw funding innovation together in a way that would fundamentally shift mainstream practice and funder-beneficiary relationships. This version of events characterises a group of established funders that don't do enough to create shared narratives about problems, interventions and outcomes. Some pointed to a lack of 'shared space' for the brokering of collaborative solutions to complex problems. Several pointed to the need to build more productive intra-sector relationships that should be based on a more humble and realistic understanding of comparative advantage, appropriate scale and socio-economic impact.

These opinions shape some of the debates we hope to create space for through this paper.

Our goal is to convene a discussion and spark some practical solutions to the problems sector leaders themselves have highlighted.

WHAT IS THE PROBLEM?

This short paper is not the place for an in-depth discussion on the myriad models and theories of social change[4] – but recognition of this complex picture is needed. In the paragraphs below we focus on weaknesses in the model of change that perhaps best mirrors existing funding patterns within the independent funding community. But we also heard interviewees recognize the value of supporting less linear and more obviously citizen-led approaches, drawing on evidence from the UK and an emerging body of practice-based literature from the international development field.[5] Others are explicitly moving into more 'collaborative' territory – funding coalitions of support to address social issues with less prescription about process and outcome. Some are pursuing an aforementioned 'mixed model' of support for different types of public-social intervention to address complex or entrenched problems that require a different system response.

A limited initial review of the literature throws up a consistent story about bottlenecks hindering the development of successful social change initiatives. A range of interviews bears this out. Five broad weaknesses communicated to us are outlined below. Again, the principal focus here is on social change supported (or otherwise) by independent funding.

1 GOOD INITIATIVES LACK CAPACITY FOR SUSTAINABILITY

Interviewees reported a lack of capacity-building support for initiatives to make the transition from pilot project to organizational or project sustainability.[6] This need for capacity building is not restricted to service delivery organisations. Some also pointed out a need for greater capacity building for campaigning organisations, specifically in terms of public relations and advocacy/campaigning expertise.

2 RISK-AVERSENESS CAN UNDERMINE IMPACT AND SCALE

Some interviewees felt that greater emphasis should be placed on supporting initiatives that are inherently more likely to scale their impact – noting that it is very hard for high-ambition startups to raise large amounts of funding at the beginning in the way that a high-growth potential commercial start-up might raise start-up capital from business angels or venture capital.[7] We heard a need for more grantmakers and social investors to take bigger risks and back projects for much longer, potentially for higher returns.

3 MORE SUPPORT NEEDED TO SOLIDIFY SUCCESS?

Interviewees pointed to issues in the transition between sustaining and scaling[8] - a process of effective 'formalisation' or 'codification' of organisations that have hitherto relied on fluid and highly personal management and governance. This phase appears to be underappreciated by funders and can be time consuming and expensive. A need for more support for replication and franchising was highlighted by some interviewees.

4 EVIDENCE IS PATCHY AND POORLY COORDINATED

Interviewees felt that evidence on effective interventions is still patchy and poorly understood in most fields.[9] Many practitioners still do not collect and act upon robust evidence of their own effectiveness - particularly in the voluntary and community sector, but also in the statutory sector. Since many new initiatives seek to improve upon the existing provision, the lack of robust evidence for the effectiveness of existing services makes demonstrating improvements even harder.

5 LACK OF COLLABORATION INHIBITS SYSTEMIC CHANGE

The last major weakness cited is a lack of systemic change initiatives, in contrast to single point interventions. It is notable how few collaborative efforts there appear to be which are designed to change the entire system; indeed, most social change initiatives are isolated initiatives uncoordinated with others. Interviewees suggested that more work is needed to give funders a sounder basis for developing systemic approaches or to refine their own niche within the system.

Some obvious implications emerge. Independent funders need more effective means of working together - sharing information, sometimes co-developing strategy and, importantly, creating a more holistic understanding of the broader drivers of social change and the locus of their support within it. But these immediate observations mask deeper questions about the assumptions that underpin current models of funding, and the extent to which desires for 'scale' and 'system change' are themselves legitimate. These are questions we address below.

CAPACITY, INFRASTRUCTURE AND EVIDENCE

Several of our interviewees questioned whether independent funders have the collective capability or infrastructure to address the lacks and absences noted above – both to work across funders themselves, and to provide the nuanced form of support to beneficiaries that will be required. As one sector leader argued "despite all the money which has gone into voluntary sector capacity building and infrastructure over the years, we are still stuck considering many of the same issues that were prevalent a decade ago."

The answer is perhaps not *more* capacity building but 'different and diverse' – focusing not only on capacity building as a technocratic and/or business-focused proposition, but also as a means of developing the capability of organisations to understand need, demand and the impact of their interventions in different ways.[10] This is partly about evidence. One strand of inquiry we will be exploring next is whether evidence collection and use within the sector needs to be considered less as a means for individual funders to create great databanks of their own interventions, and more of a shared, collaborative resource with relevance to systems and networks.

We need to bottom out these issues because many of the assumptions that underpin relationships between independent funders and the public and private sectors feel unsteady. The public sector is, for example, not picking up and scaling proven local practice in the way that it once did. Engaged companies in the private sector are undergoing their own slow transition to a post-CSR way of thinking about their role in the community (less 'bolt-on', more 'core business'). Citizens are being asked to share the risk of austerity and service reform in increasingly pervasive ways (cf. bedroom tax, community asset transfers, co-operative library or leisure service models).

What is the role and purpose of independent financial support within this context? Whatever the answer, this support becomes increasingly important – and therefore important to balance it right, which – in our view – means clearer and more effective collaboration.

A MORE COLLABORATIVE FUNDING ECOLOGY
– what will it take?
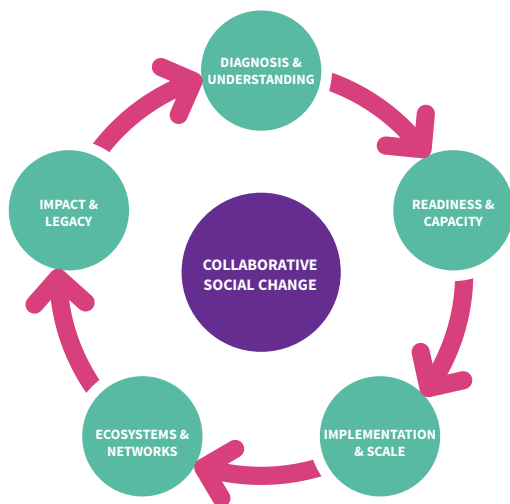
1 DIAGNOSIS & UNDERSTANDING

This is about asking if models of funding and support are fit for purpose – and unpacking the underlying assumptions upon which they are based.

1.1 Unpacking Assumptions – What are the assumptions upon which independent funders base their models of change and their funding criteria? Often they are implicit; theories of change developed around assumptions about impact, evidence, growth and purpose that today's context place under question. Interviewees told us that clear communication of funding priorities and intent is vital – and this in turn requires processes of real reflection and enquiry that are difficult to enact but important steps to acting strategically. The next stages of Collaborate's work will be exploring this territory.

1.2 Brokering Common Narratives – Complex social problems require deliberative and collaborative solutions, and several independent funders are building this ethos much more clearly into the way they think and plan. This model sees more early engagement with practitioners, other funders and wider stakeholders, with insights shared beyond the confines of bilateral relationships. This thinking is similar to the 'collaborative commissioning' approach developed by Collaborate within public services, which seeks to build strong cross-sector relationships that

shape a real market for outcomes. The independent funding sector thus has an opportunity to prototype an approach that could be used across the broad spectrum of social services and support.

1.3 Creating Shared Space – Funding great projects in isolation sits oddly in a context in which understanding and leveraging of networks is becoming part of mainstream business and government practice.[11] The proliferation of shared social workspace – such as the rapidly growing Impact Hub movement – demonstrates the need for startups and social ventures to collaborate, co-locate and network. The public and social sectors could profitably draw from this ethos, with independent funders playing a role 'hosting' or 'convening' shared space to incubate and agglomerate a new generation of innovative practice.

2 READINESS & CAPACITY

This is about understanding what forms of capability, capacity and financial support might be needed at critical stages in the lifecycle of an initiative.

2.1 Whole Spectrum Support – A more holistic model of support for social change needs funders to be more open about where they operate on the spectrum from idea to outcome. This is not easy – it requires a shared articulation of the change journey, and aforementioned reflection on funder role and purpose. Practically, this approach would see early and late-stage funders working together better to create 'strategic' support mechanisms thorough the lifecycle of initiatives, understanding where to specialise and where to collaborate with others. This is a long-term payoff but a crucial process.

2.2 Readiness for Complexity – Traditional linear funding processes sit uneasily with the messier real world realities of social change and human behaviour – as even the World Bank has recently acknowledged.[12] This is a challenge to traditional ways of 'seeing a need, funding a service' and expecting a causal outcome. New thinking[13] (notably from the international development industry), conversely, holds that this approach can reinforce problems through creating dependencies or 'failure demand' through the poor design of social interventions. It emphasises the need for asset-based methods that work more clearly with the grain of community life.

2.3 **Early Capability Building** – Some within the funding community point to a dearth of investment-readiness of organisations delivering social change initiatives – implying more early capacity building and start-up support is needed, particularly outside of London. This would imply more emphasis on technical business, OD support and leadership development, boosting the capacity of organisations to look beyond a single funder and attract multiple sources of funding themselves at an early stage. This will be challenging for many funders, as it signifies a potential shift to more 'strategic' and less 'initiative' based funding.

3 IMPLEMENTATION & SCALE
This is about re-evaluating notions of growth and scale – asking whether independent funders can encourage diffusion, collaboration and system change over organizational growth.

3.1 **Scaling Through Diffusion** – Background research for this paper suggests that most funding for scaling from foundations goes to help organisations expand their operations. Yet what Kania, Kramer and Russell call 'emergent' strategies[14] would benefit from a movement towards growing by association and collaboration (replicating, as Julian Corner has argued, the conditions of success).[15] Indeed, the intrinsic value of organisational scale and growth is increasingly – and rightly – under scrutiny as leading thinkers and practitioners experiment with new models of system change.

3.2 **Collaborating Across Place** – Complex social issues that create problems for siloed services and support mechanisms will inevitably require a more collaborative and potentially place-based approach. Effectively done, this would build a multi-sector coalition working against shared goals. Government in the UK has sought to stimulate similar public-sector led approaches (such as the recent Troubled Families initiative) with mixed but encouraging results. Where the funding community can play a big role is in supporting innovation outside of the sometimes narrow confines of the public sector contract.[16]

3.3 **Influencing Market Mechanisms** – independent funding can support initiatives that work against the grain, but it should also seek to influence the grain itself. There are real limitations to disruptive innovation within markets that create an overriding set of opposing or socially malign incentives. Funders should look to influence the market where this is needed, including thinking more creatively about the relationship between grant-based funding and alternative financial models such as social investment and social impact financing.

4 ECOSYSTEM & NETWORKS
This is about the role of independent funders in creating and sustaining ecosystems of support for social change – over and above more traditional, linear funding models.

4.1 **Developing Support Ecosystems** – Thinkers like Ron Adner have popularised the notion that (social) innovations require complementary innovations to reach their full potential and be 'adopted' by the system.[17] Yet interviewees felt that relatively few funders recognise this in the way they support innovation – which would imply an aforementioned shift from funding individual initiatives or organisations, to supporting ecosystems that can provide mutual support and a clustering effect. This requires a much better understanding of whole systems – something the next phase of this work is addressing.

4.2 **Embracing System Outliers** – Innovative organisations tend to be receptive to outside influences – looking to the margins and the 'boat-rockers'[18] for new ideas and ways of working. For social innovators, the capacity to absorb and integrate insights and ideas from other, often unexpected sources, is crucial for arriving at new solutions. Furthermore, changing incumbent practice requires funders to understand and prioritise the removal of the 'system blocks' that close down, subjugate, or prevent more radical views from flourishing.

4.3 **Looking For Unusual Suspects** – The steady erosion of public sector capacity as a consequence of cuts is creating worrying gaps in local R&D capacity. This potentially leaves less resource and wherewithal to proactively look for – and include – already marginalised groups within the mainstream social work and community services. It is not the responsibility of the voluntary sector to reactively fill the gaps left by state withdrawal, but independent funding can stimulate networks and deploy resource where the state cannot penetrate, which in turn can improve the effectiveness of mainstream public services as well as more directly effect social change.

5 IMPACT & LEGACY

This is about the ways that independent funders collate and deploy evidence, and the extent to which they can work together to create the conditions for broader system change.

5.1 **Collaborating around Evidence** – We are seeing substantial new efforts to develop a more coherent evidence base for social change (such as the Alliance for Useful Evidence, and the ESRC's What Works Centres), and we should welcome this. Interviewees felt there may be a gap emerging in terms of beneficiary organisations' ability to develop their own interoperable metrics (particularly at an early stage) and this is something the sector could do more to support. A smart approach would draw from initiatives like The Social Innovation Partnership's Project Oracle, which adapts overly simplistic 'evidence drives practice' assumptions to create a more iterative culture of collaboration and peer review.

5.2 **Evaluating Adaptively** – The social lab methodology is one of several methods out there looking to create a safe space in which new strategies and practical approaches can be co-created by a group of partners. Some interviewees felt this ethos could be useful for those at the creative end of the independent funding community, perhaps building on existing forums at which funders of different types already come together, and working with organisations such as the Association of Charitable Funders and New Philanthropy Capital.

5.3 **New Terms of Engagement** – Interviewees told us that much talk of collaboration amongst funders obscures relatively little consistent activity in practice. Furthermore, the collaboration that does take place seems principally focused on projects or programmes rather than on infrastructure or systemic approaches – perhaps a consequence of cultural and governance-related barriers. The next stages of Collaborate's work will focus on these terms of engagement across the sector, and ask where it is appropriate for a different model and form of brokerage to be utilised.

A NEW MODEL OF LEADERSHIP?

"The demanding task of building sustained collaborations is particularly worthwhile when we address large questions that cannot be resolved by solo efforts… (but) the very effort to work together, to risk an undertaking that is so different from the norm, is a creative act."[19]

What type of leadership is required to enable the kind of purposeful relationship building across the sector suggested above? Certainly more collaborative; more adaptive; and more humble in mindset in the face of an increasingly complex operating context. An increasingly rich body of contemporary literature supports this notion – from classic studies of 'adaptive' or 'messy' leadership, to more recent work on 'collaborative' and 'tri-sector' leadership which emphasizes the skills to look across silos, sectors and social issues.[20] Systems thinking[21] is currently vogueish, with U.S. management guru Peter Senge notably advancing a recent version of systems leadership that emphasises "creating the conditions that can produce change and that eventually cause change to be self-sustaining."[22]

These approaches are to be welcomed: both for strategic leadership of the independent funding sector itself; but also to funded organisations on the ground – for whom techniques of collaboration, adaptation and working across organizational boundaries will likely be ever more vital in future. As one independent funder told us, "we need to do more to enable the right leadership capacity within organisations that we support". Collaborate will be developing thinking in this area in a new programme of work on the future of cross-sector leadership through 2015.

NEXT STEPS

We opened this short paper by arguing that a changing and increasingly complex social environment will require a different ecology of financial support. Research in the field suggests that many sector leaders already know where gaps exist in todays funding system, and that a failure to address them risks great ideas and tentative shoots of change being undermined by inconsistent, overlapping or undercooked forms of support. The long-term questions are whether this ecology of support is fit for purpose (or indeed aligned correctly) as the socioeconomic landscape evolves, and, perhaps most importantly, what independent funders should be doing about it.

We will be exploring this question in depth during the next stages of our work. These will be iterative in nature, and produced in partnership with those in the sector keen to explore further implications for themselves and the environment in which they operate. Woven through these four

possible strands will be an underlying focus on unpacking existing assumptions, re-thinking modes of leadership, and exploring the potential for greater outcome-focused collaboration using the framework developed above. We invite your contributions to help us shape this from the following starting points below.

1. **Reflections** – How does this feel to you? Does our diagnosis of the problem, the symptoms and suggested direction of future travel ring true with your experience? As players in a diverse ecosystem of independent financial support, we are keen to hear your views.

2. **Emerging Trends** – How are you responding to changes in your own economic, social and political operating environment? From understanding through to evaluating impact, what are the emerging challenges and opportunities you face, and to what extent are you sharing them with others? Are we learning from failure and do we share this?

3. **Future Directions** – We have suggested a set of principles for a more collaborative funding ecology. But this is just a starting point. We would love to hear your views on future change both for your organisations, and the system within which you operate. How do we engage those not already involved in this discussion? We are keen to understand whether there is a rationale for deeper collaboration between funders, and, if so, on what principles and practical examples this should be based.

Our research so far suggests there is mileage in exploring these questions further. For example, interviewees and focus group participants have talked about the value in looking more closely at where collaboration is occurring/working including internationally (in particular at the international development sector),[23] about the ways in which theme or place-based funding might evolve through shared intelligence about social challenges,[24] about learning about creative collaboration from the arts and culture sectors,[25] and about unpacking the models of leadership that will be needed for independent funders to stay relevant to future challenges.[26]

We are open about the ways in which these themes may develop (or indeed change) – and welcome suggestions from organisations who would like to support, play a substantive part in, or lead elements of these next stages. Please get in touch at henry@collaboratei.com.

CONCLUSION

Social change is – and will always be – an intrinsically complex and multi-faceted journey, with multiple starting points, stimuli and forces of resistance. A central message of this paper is that we need a new body of creative thinking about what type of funding mix will give the best ideas the best chance of making a real difference. Important themes have emerged: the need for humility, sharing and openness; the need for active network-building and collaboration; the need to engage more consistently and understand the landscape from the view of beneficiaries and their 'clients'. These are all part of the existential challenge that many funders are rightly taking on within a changing operating context.

If these themes are to underpin the future direction of travel for the boldest in the sector, then we all need to accept – indeed embrace – a degree of discomfort that is implied by all of them. Collaboration is rarely without conflict or 'grit', and the idea of giving up power to engage and empower others applies as much to our sector as it does to parts of government. So if 'two futures' can be characterised as a contrast of a fragmented continued status quo and a more collaborative future state, then the question becomes: how do we get there? Brokerage and facilitation will be key. Shared space and 'clearing house' functions could provide a way of pooling resources and knowledge. We need to find ways of short-circuiting difficult, unseen and dysfunctional relationships, and we need to create that space deliberately.

The quotes that head this paper are apposite. We are entering a context where society is less clear on the answers to its problems than ever. Our role as strategic enablers of social change must be to work with this uncertainty, and practice the ethos of deliberative and innovative change that we preach. A high bar has already been set, and the opportunity is huge.

REFERENCES

1. Kania, J., Kramer, M. & Russell, P. (2014) 'Strategic Philanthropy for a Complex World' in Stanford Social Innovation Review, 12(3), Summer 2014.

2. Ramalingam, B. (2013) Aid on the Edge of Chaos, Oxford: Oxford University Press.

3. See for example Griffiths, S., Kippin, H. & Stoker, G. (2013) Public Services: a new reform agenda, London: Bloomsbury Press.

4. Simon Tucker's original scoping paper included a discussion of social change models. This will be available from www.gulbenkian.org.uk.

5. See for example recent writing from Duncan Green (Oxfam) and Ben Ramalingam (Overseas Development Institute) – especially Ramalingam, B. (2013) Aid on the Edge of Chaos, Oxford: Oxford University Press.

6. The exception is London, where the Government's Incubation Fund and Investment and Contract Readiness Fund is currently supporting several incubators, accelerators and other agencies Source: original scoping paper from Simon Tucker.

7. Grants for start-ups tend to be below £50,000 and it can be very difficult to find social investment with little or no operating history and no assets.

8. According to Simon Tucker: "there are few sources of large grants over £250,000 and virtually no social investment available without security. Once a social sector organization reaches a certain size and increasingly competes with the private sector then statutory funders, who make the majority of large grants, can become increasingly concerned about State Aid rules." Source: from initial scoping paper from Simon Tucker.

9. Initiatives such as NESTA's Standards of Evidence, the Alliance for Useful Evidence, the Government's What Works Centres and impact measurement initiatives such as GIIN and Big Society Capital's work to define social impact standards are acting in this space. Source: original scoping paper from Simon Tucker

10. See for example recent work from the University of Birmingham's Third Sector Research Centre (TSRC)

11. See for example Ormerod, P. (2012) Positive Linking: how networks can revolutionalise the world, London: Faber & Faber

12. World Bank (2015) 'World Development Report 2015: Mind, Society and Behaviour' online at http://www.worldbank.org/content/dam/Worldbank/Publications/WDR/WDR%202015/WDR-2015-Full-Report.pdf The terms 'failure demand' and systems thinking have been extensively researched and applied John Seddon.

13. See for example Booth, D. (2012) 'Development as a Collective Action Problem: addressing the real challenges of African governance', Overseas Development Institute (African Power and Politics Programme) online at http://www.institutions-africa.org/filestream/20121024-appp-synthesis-report-development-as-a-collective-action-problem.

14. Kania, J., Kramer, M. & Russell, P. (2014) 'Strategic Philanthropy for a Complex World' in Stanford Social Innovation Review, 12(3), Summer 2014.

15. Corner, J. (2014) 'Backing Those who Show Most Courage: Voluntary Sector Leadership in a Time of Austerity' Juncture, November 2014, online at http://www.ippr.org/juncture/backing-those-who-show-most-courage-voluntary-sector-leadership-in-a-time-of-austerity.

16. Crowe, D., Gash, T. & Kippin. H. (2014) 'Beyond Big Contracts: delivering public services for better outcomes', Institute for Government and Collaborate online at http://www.instituteforgovernment.org.uk/sites/default/files/publications/Beyond%20Big%20Contracts.pdf

17. Adner, R. (2013) The Wide Lens: what successful innovators see that others don't, London: Portfolio.

18. This insight is borrowed from Helen Bevan of the NHS Institute for Innovation and Improvement, delivered at a recent Collaborate seminar on the 'future civil servant'.

19. Jon-Steiner, V. (2000) Creative Collaboration, Oxford: Oxford University Press p.204.

20. See for example work from Ron Heifitz (adaptive leadership), Keith Grint (clumsy leadership for 'messy' problems), David Archer (collaborative leadership), Joseph Nye ('tri-sector athletes') summarized in Hukins, C. & Kippin, H. (2013) 'Leading Across the Sectors: the new career pathways for social change', Collaborate & the Clore Social Leadership Programme, online at http://www.collaboratei.com/media/4011/leading_across_the_sectors_report_collaborate___clore_social_leadership_prog.pdf

21. The management consultant John Seddon is perhaps the best known exponent of systems thinking in the public and social sectors.

22. Senge, P., Hamilton, H. & Kania, J. (2014) 'The Dawn of System Leadership', Stanford Social Innovation Review 13(1).

23. See for example Lomax, P. & Wharton, R. (2014) 'Ten Innovations in Global Philanthropy', New Philanthropy Capital, online at file:///Users/henrykippin/Downloads/10-innovations-in-global-philanthropy_FINAL.pdf

24. Bramley, G. & Fitzpatrick, S. (2015) Hard Edges: mapping severe and multiple disadvantage , Lankelly Chase Foundation online at http://www.lankellychase.org.uk/assets/0000/2858/Hard_Edges_Mapping_SMD_FINAL_VERSION_Web.pdf

25. Jon-Steiner, V. (2000) Creative Collaboration, Oxford: Oxford University Press p.204

26. This is the focus of a number of recent contributions to (e.g.) the Stanford Social Innovation Review and Harvard Business Review.

Our values at Collaborate

Collaborative | Positive | Iterative | Honest | Creative

Our operating principles

1. **We care about outcomes and values, not sectors**
   Our work actively promotes services to the public that engage government, business and civil society, blurring traditional boundaries and prioritising outcomes over sector preconceptions

2. **We support collaborative citizens**
   Our starting point is the voice of the citizen, family and community, and our approach will always look for ways to support their capability, independence and resilience

3. **We work with people who want genuine collaboration**
   Our clients and partners are people who want to collaborate to deliver better outcomes - we help them to make it happen through different thinking, culture and practice

4. **We offer honest relationships, not pre-baked solutions**
   Our way of working is different - we believe that the best approaches are co-created; we work hard to convene networks, broker relationships and be 'comfortable with uncomfortable'

5. **We build readiness and unlock capacity**
   Our approach is to enable others to find their own solutions; we use independent evidence and diagnostic insight, then build capability in others to make delivery sustainable

collaborate

THINKING • CULTURE • PRACTICE

Clarence Centre for Enterprise & Innovation

6 St George's Circus, London, SE1 6FE

T: +44 (0)20 7815 8297

E: enquiries@collaboratei.com

www.collaboratei.com