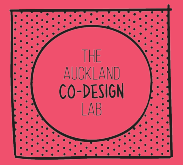
Ngā mihi nui
Welcome

The Southern Initiative



Scaling up, out and deep:

What we are learning about social innovation for transformation

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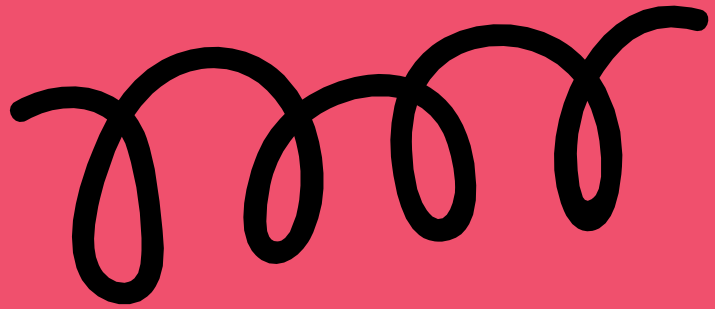
Auckland Co-design Lab, The Southern Initiative, Auckland Council

@CodesignLab_AKL https://www.aucklandco-lab.nz/

With thanks to all our colleagues & collaborators



Scaling Up, Out & Deep

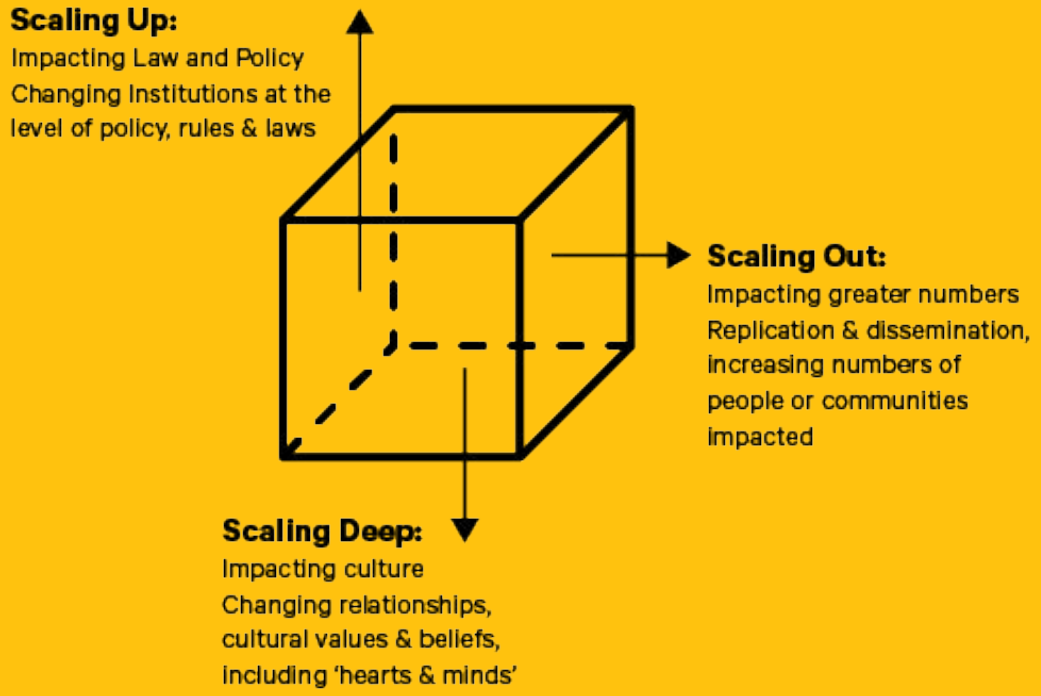


Image thanks to TACSI

Original Reference: ***Scaling Out, Scaling Up, Scaling Deep: Advancing Systemic Social Innovation and the Learning Processes to Support it*** Riddell & Moore 2015 - J.W McConnell Foundation.

https://mcconnellfoundation.ca/wp-content/uploads/2017/08/ScalingOut_Nov27A_AV_BrandedBleed.pdf

Today:

1. Context
2. What are teams doing & trying?
3. What are teams learning/asking/grappling with?

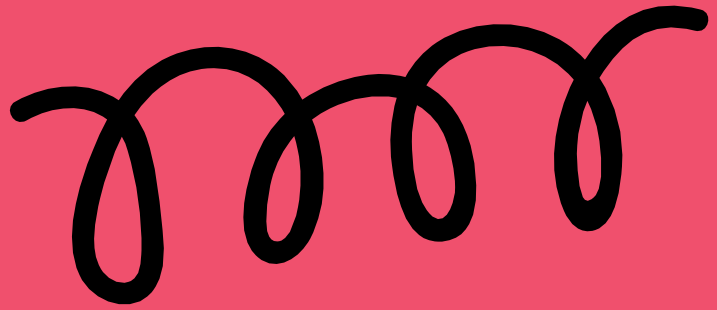
Two questions for us today:

How do we support others in the work of transformation?

How might we challenge & grow our practice?

some context

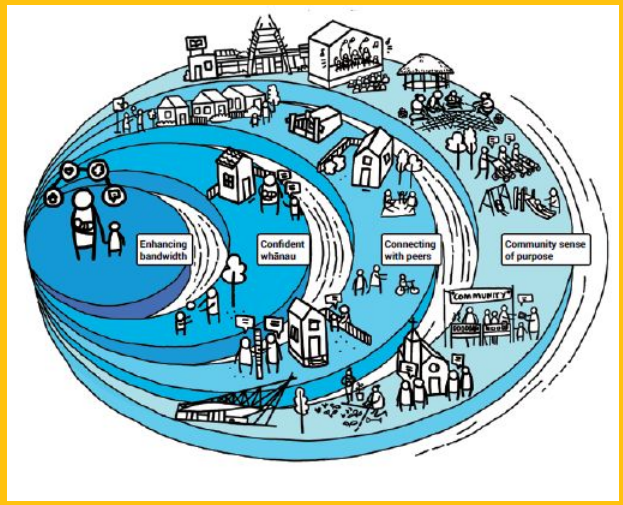
what kind of work is this?



What kind of work is this?

He Oranga Whānau, Healthy Families
10 sites place-based systems change for health outcomes

Lifehack
Youth Wellbeing Innovation platform

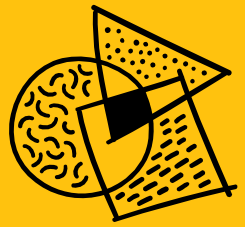


Tāmaki Herehere ki te Tonga - The Southern Initiative
Place-based support for social, economic, community innovation

Characteristics common to this work [social innovation for transformation]

Place-based

Cross sector



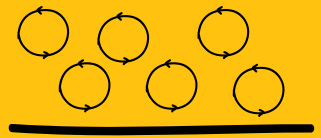
Reconfiguration

Indigenous knowledge systems

Strengths-based

Co-design

Systems focused



Platforms

New norms in the system

Place-based local responses

Indigenous knowledge systems integrated and as source of innovation and prosperity

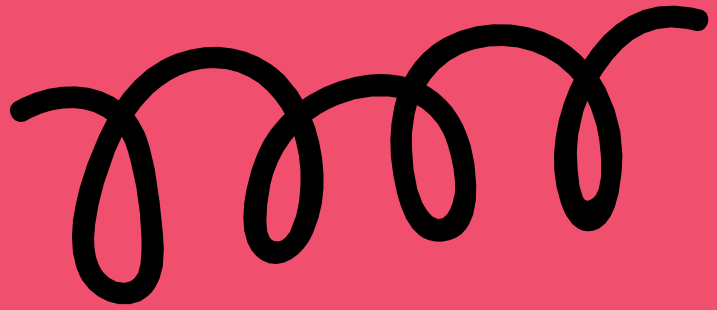
Whānau led their own change

Homes, community spaces and environments enable and promote wairua, hauora and positive health

Narratives are shifted

Increased incomes, safety and securit

what are teams trying/doing?



prototyping
demonstrating, modelling & sharing new ways of working

+

growing
& building the capacity for new ways of working

Prototyping,
demonstrating, modelling & sharing new ways of working

Prototyping / Modeling/ Sharing for example
News service models; pastoral care

Policies & practices; social procurement, wage strategies

Building capability; employees & employers

Transition pathways from sunset to sunrise industries

Image from Māori Pasifika Trades Training
The Southern Initiative

Prototyping / Modeling/ Sharing for example

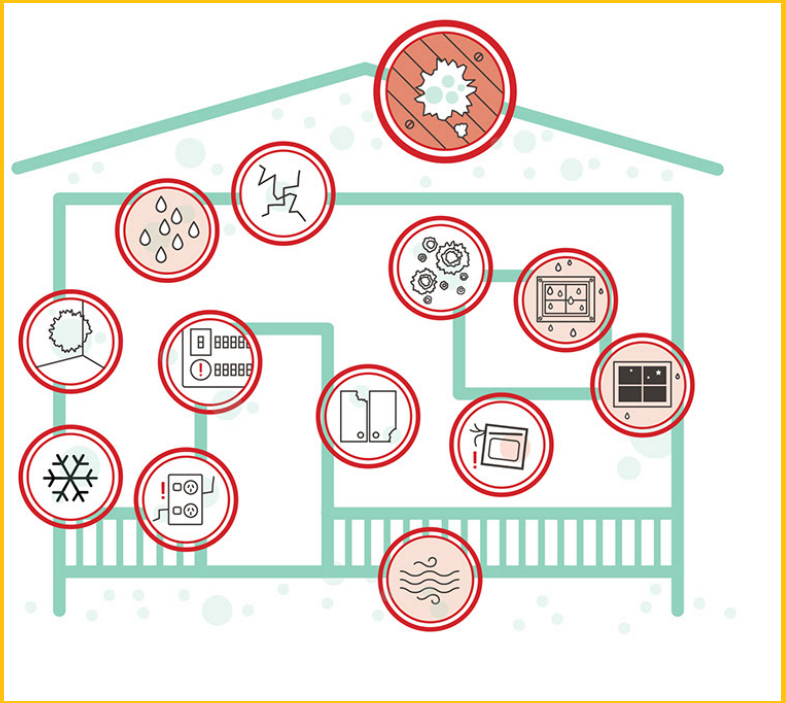
Maximising existing resources; curtain banks

New collaborations of skills and resources; MRS + Landlords

New relationships; government compliance

Alt models; peer to peer

Sharing learning; policy implications



Healthy Homes Initiatives Auckland
Co-design: testing ideas to make homes warmer and drier

Growing
capability, capacity, conditions, ecosystems, markets

Growing capacity/ecosystem for example

Growing business ecosystem

Entrepreneurial capacity

Social procurement supply chain

He Waka Eke Noa

Growing capacity/ecosystem for example

Growing capacity, confidence & capability; Indigenous Knowledge integrated into government

Urban Planning, Water monitoring,

Growing capacity; alternative models, peer to peer, knowledge of child development, toxic stress

Image from Rockstar Carvers at the Te Mata o Rehua Cultural Market in Manukau Maramataka

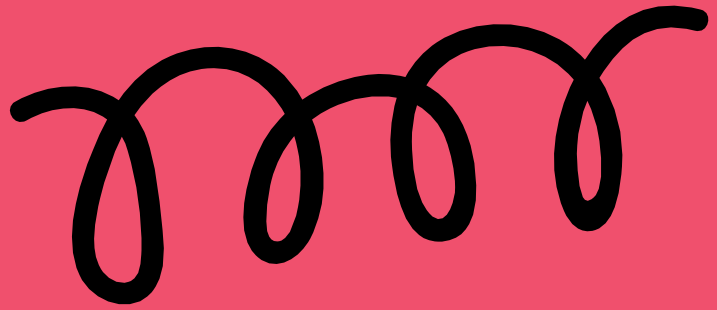
prototyping
demonstrating, modelling & sharing new ways of working

+

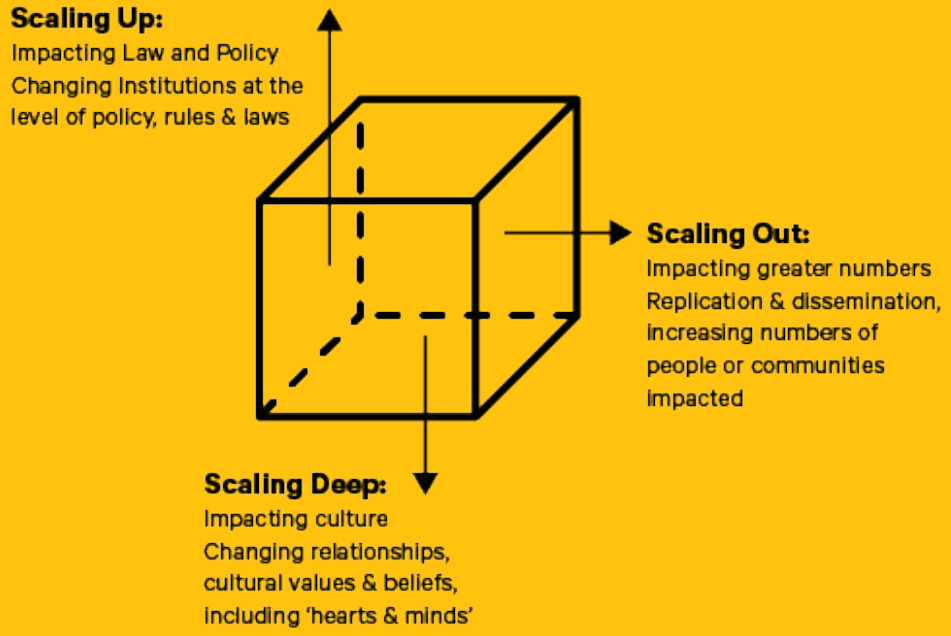
growing
& building the capacity for new ways of working

what are we learning?

Scale & success



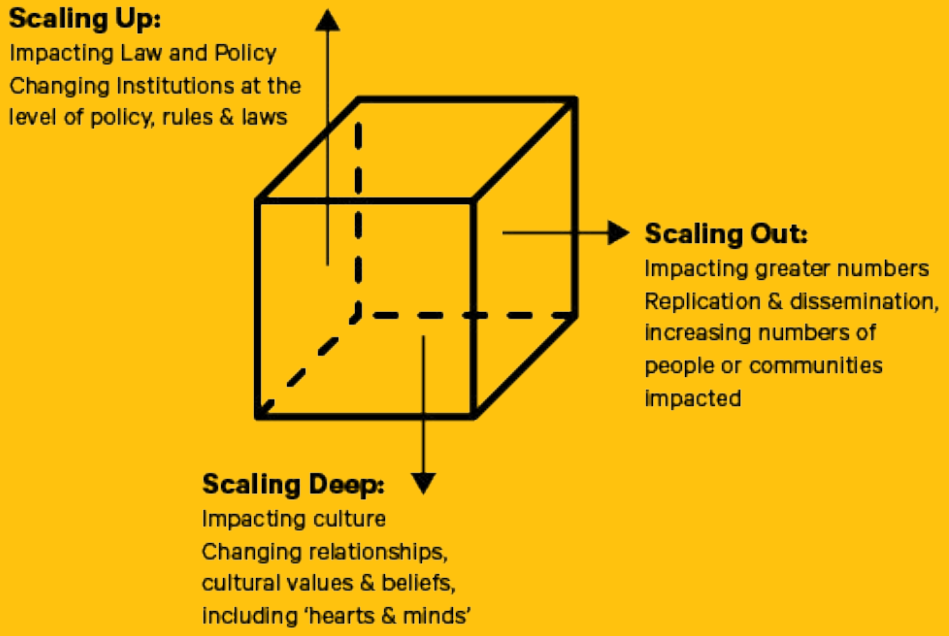
Scaling up, out and deep



Working across all three dimensions

New kind of skill set going in all directions

Scaling Up



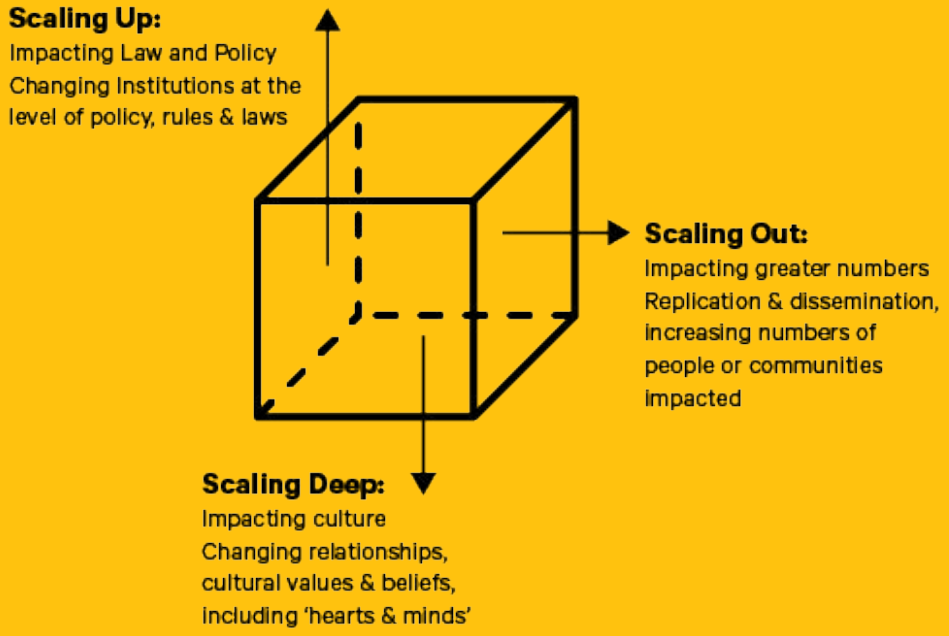
Yes **Scaling up** is required

But we need also to develop further the concept of practice-based evidence and policy "feeding methods"

Channels not consistent

Subject to windows of opportunity & political imperatives

Scaling Deep



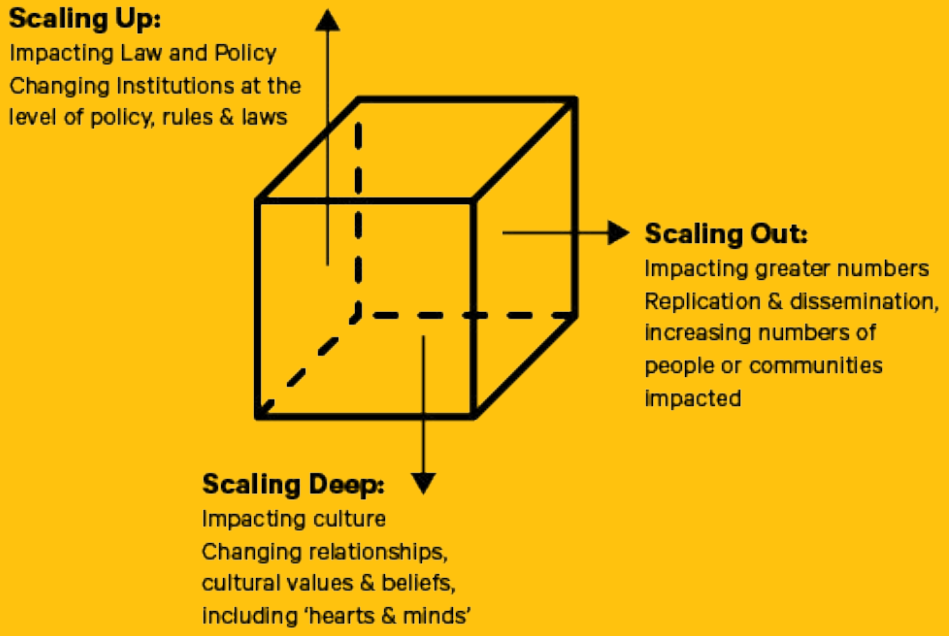
Yes **Scaling deep** is required

Especially around narrative

And narrative is in part connected to scaling up

Many current narratives or tropes are unsophisticated and feed political responses (e.g., 'talk back radio')

Scaling Out



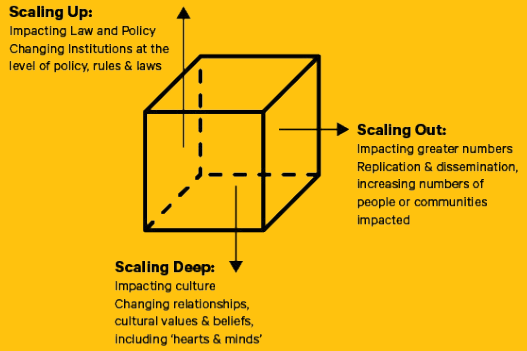
Yes **Scaling Out** is required

Also includes scaling the workforce - more people that can work in this way.

And scaling opportunities for people to work differently

Not just scaling of prototypes, programmes and services

Scale out is also a sort of scaling down



Scaling down

Handing over & letting go, folding back in

Letting others lead and own

What about scaling versus biodegradability versus regenesis?

Is success always scale?

Prototypes take us different places...

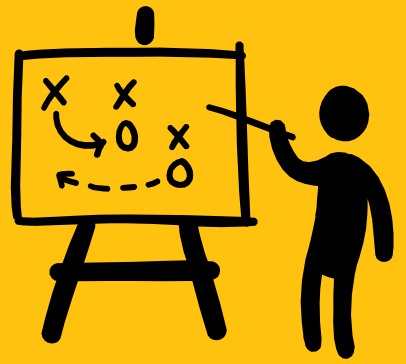
Peer to peer models...what is scale/success?

Is success always scale?

Is a single street scale?

Whose version of success?

Success might be learning what success is



What kind of scale?
What is success?

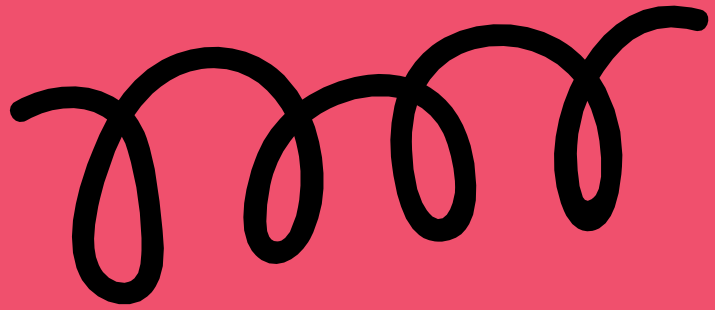
“Evaluation helps bring rigour & fidelity...helping those in the trenches adapt/learn”

(from Michael Quinn Patton’s talk on transformation)

what are we learning?

How might we support the journey to impact - growing our practice

(...other places evaluators/evaluative practice can help)



The journey to impact

A process that brings emotional challenges & learning for practitioners

Extending how we think about change & outcomes

Trying out lots of things, learning as we go what works

Establishing a position on change & impact - bringing coherence

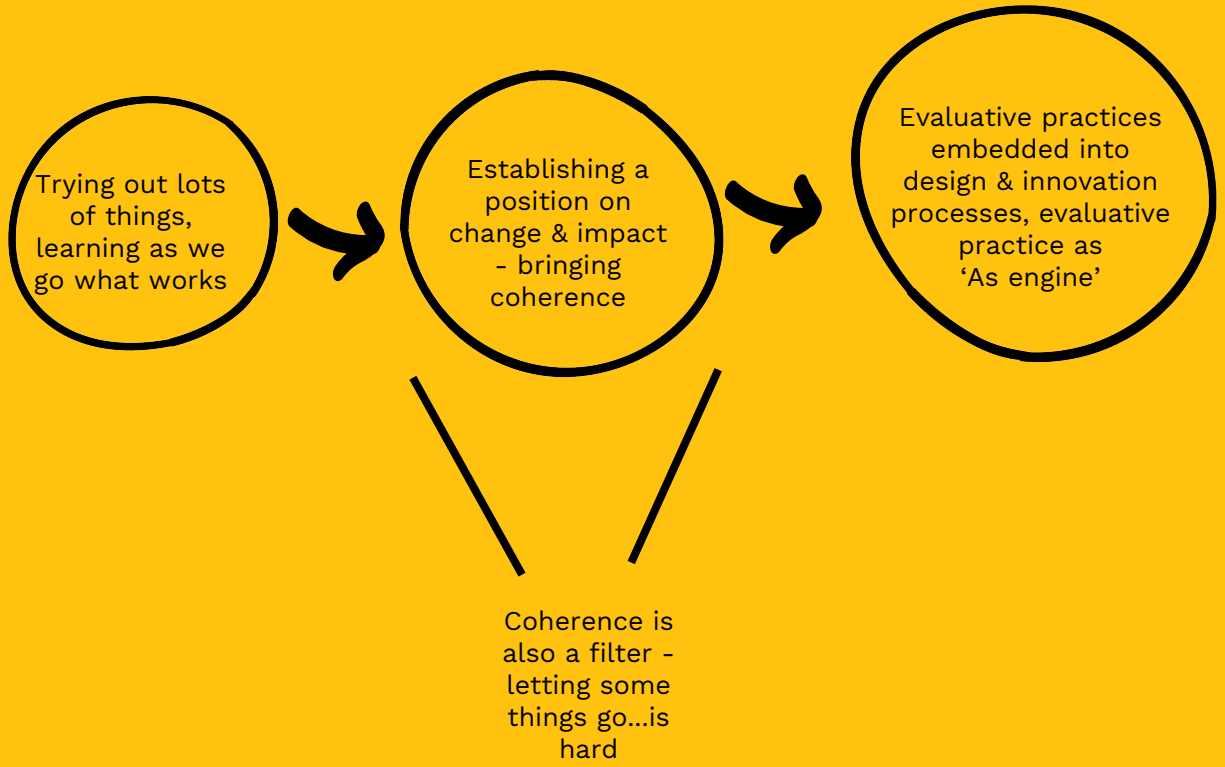
Evaluative practices embedded into design & innovation processes, evaluative practice as 'As engine'

Action

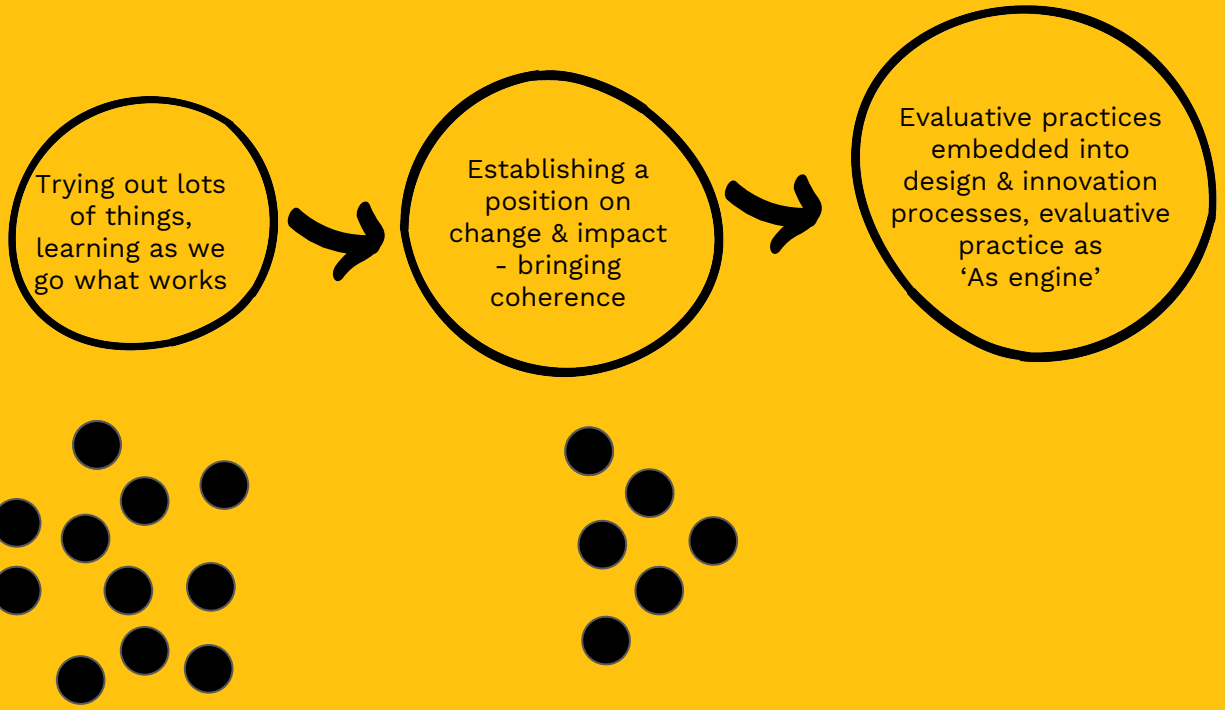
Did it lead to a change?

Is it sustained?

Bringing coherence involves stopping things



From programmes to platforms



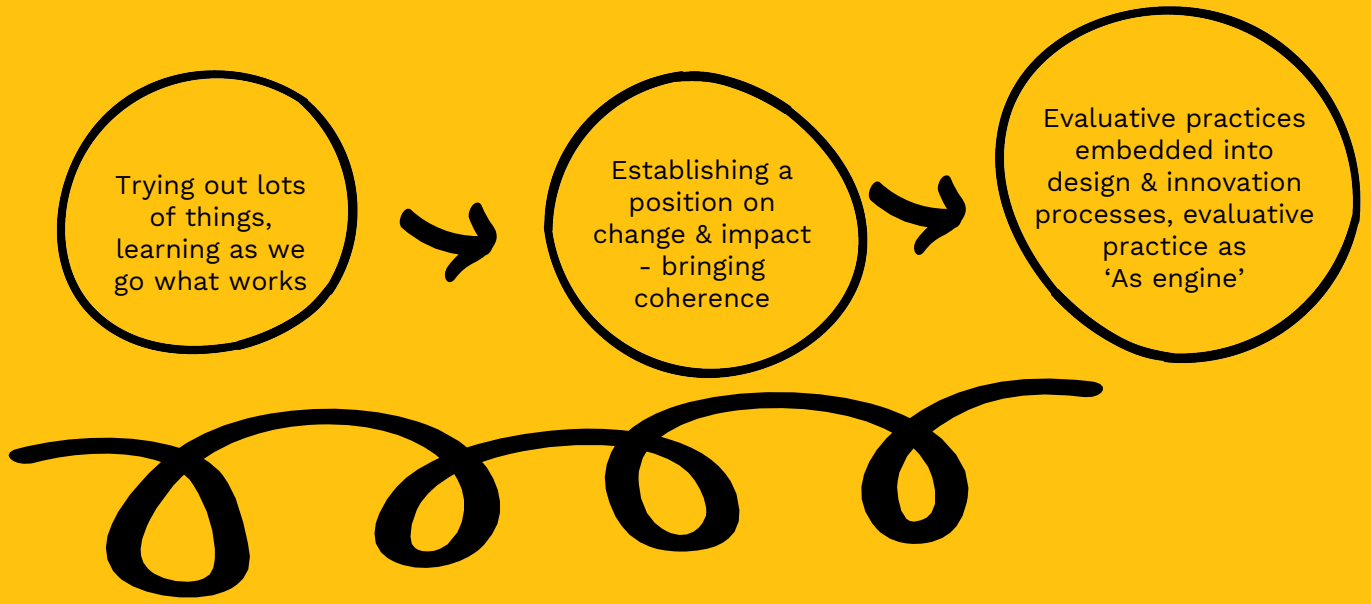
Moving from thinking about our own initiative to how they all connect, interrelate, reinforce or conflict "whole is greater than the sum of its parts"

Challenging our sense of value & how we contribute

"Transformation requires us to understand we are contributing to change but not in control"

The Hage Transformation Hypothesis - from Michael Quinn Patton's talk on Transformation

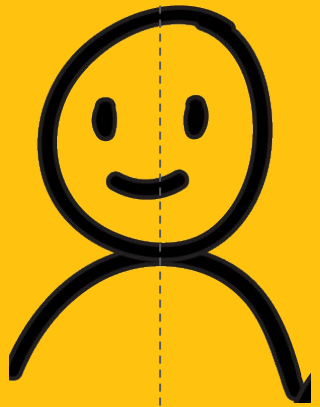
Embracing evaluative practice



Evaluative practice should be the fuel, not the brakes, but that is not how people have traditionally experienced it....

Growing our practice

BAU



Community-Innovation

Requiring people to work in completely different ways

Growing our practice

“We need to grow our own thinking to really be able to make change

Learning has come from unusual and specific places

We know what we know and it isn’t enough”

Social Intrapreneur

How do we best prepare and support teams through this journey?

To work in different ways
To grow & extend practice

How do we best prepare ourselves for this journey?

To challenge and grow our practice for transformation?

Thank you

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