



**Social Know How**



# Collaboration in Regeneration

## Interactive Workshop

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# Aims



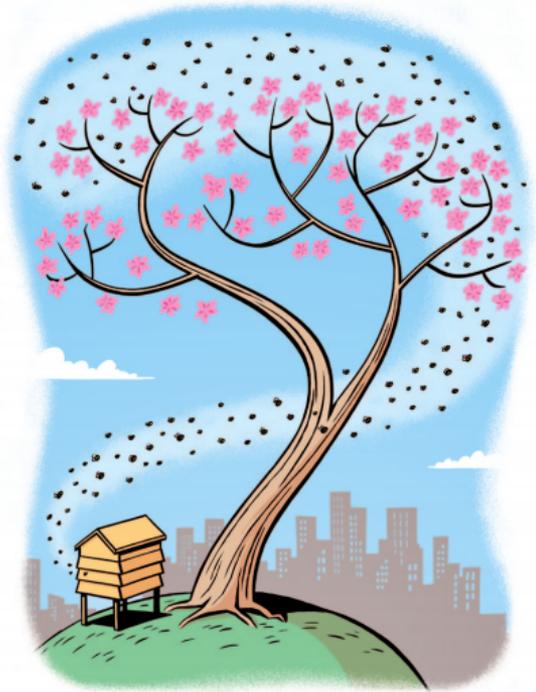
- examine roles that can be played by social sector organisations, including housing associations and others to foster social innovation
- discuss current barriers and opportunities for collaboration in regeneration / social innovation
- discuss how we can move beyond simple one-to-one partnerships to address complex social challenges

*About Who & How - not the What*

# When Bees meet Trees



The Clore Social Leadership Programme



When Bees meet Trees

‘social innovation..... new ideas that, when applied, work to generate social value and drive changes in established culture, behaviours or organisational systems’

‘innovation takes different forms and can be incremental, sustained or radical in its impact’

‘not completely about new ideas, but the application of existing ideas to new problems and contexts’

‘it can take many years to recognise the true social impact of innovation’

*The Clore Social Leadership Programme*

*‘When Bees met Trees; How larger social organisations can help to scale social innovation’ (2013) Owen Jarvis & Ruth Marvel*

# Are you a Bee or a Tree?



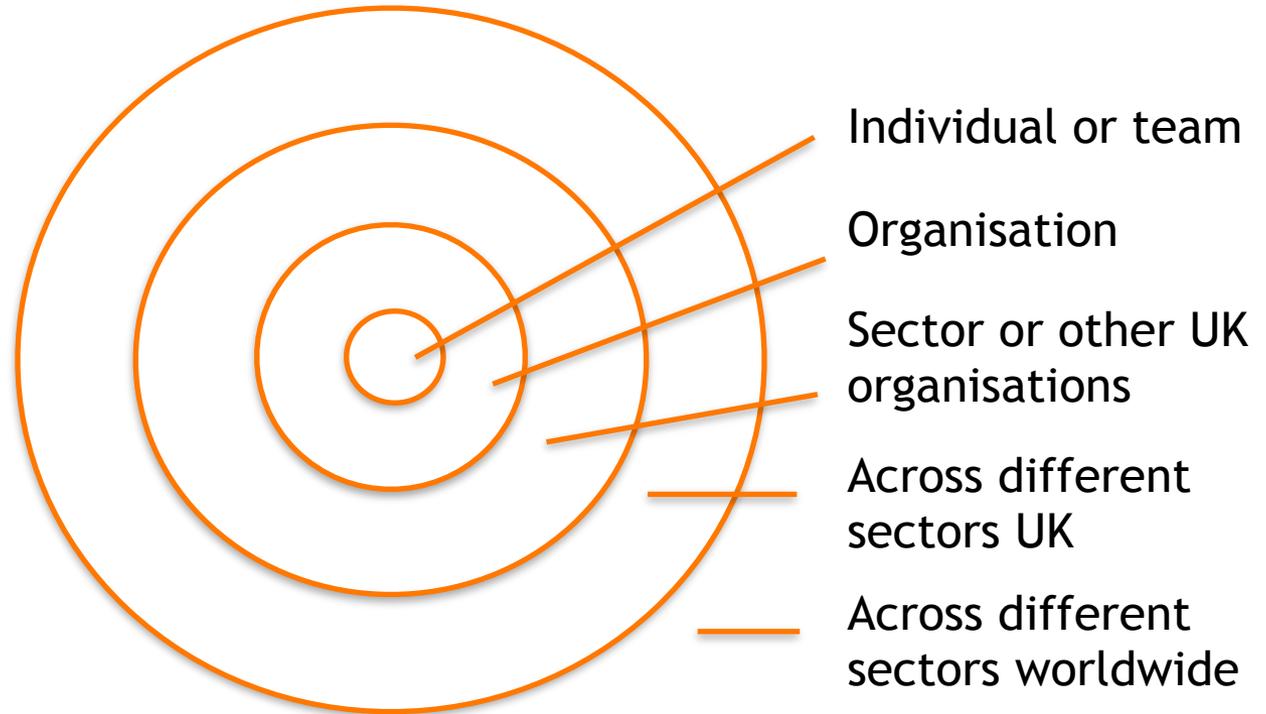
‘Bees are the small organisations..... mobile, quick and able to cross pollinate. The trees are the big organisations - governments, local authorities, large companies, big NGOs, which have the resilience, roots and scale to make things happen.

Both need each other!’

*The report asks*

*‘Why do bees and trees in the social sector rarely join forces to scale good ideas that work’  
and explores ‘how it could happen more’*

# Where are ideas sourced from?



# Roles



## **Bees:**

- Innovators
- Intrapreneurs

## **Intermediaries & Support organisations:**

- Incubators
- Social Innovation Brokers
- Incentivisers

## **Trees:**

- Scale Partners
- Institutional Entrepreneurs
- Funders & Investors
- Collective Impact Conveners

# Practical approaches for better collaboration



Organisations that are interested in getting more involved in social innovation can use a list of identities from the report to help choose the role that best plays to their strengths and structure, and helps them find the right partner.

# Activity

## Practical approaches for better collaboration



### Discussion

Using what you have heard so far and referring to the handouts consider:

- Which role/hat could or should you wear?
- How can you find the right partner(s) - what types of bee or tree?
  - What barriers and challenges might you face?
- What ideas could you take away for action?

Feedback from the Session

# Some findings from the Report



- Effective leadership is essential for innovation
- Effective innovation relies heavily on cross-pollination - applying ideas from one area to problems in another (underlining the importance of connections between different organisations and sectors and looking beyond your own walls)
- Understand your respective strengths and play to them - possibly rethink the roles they play in the innovation eco-system
- The importance of bridge-builders between different sectors,
- Physical & virtual meeting places for Bees and Trees (21st Century coffee houses / 'un-conferences' / showcases & Expos / open innovation events)
- Intrapreneurs (official and unofficial) who work within larger organisations to drive internal innovation and create the conditions to support it
- Stereotypes of others, insularity, risk aversion, and reactive -v- proactive approaches to innovation
- Misconstruing self as a bee or a tree - some larger social organisations perceive themselves as innovative bees rather than resilient trees, which can obstruct effective partnerships with innovator

# Some findings from the Report



- External permission to be innovative is often needed for some larger organisations to take on different roles, especially where projects involve an element of risk. Funders, regulators, social sector leaders, policy makers, and intermediary organisations have powerful roles to play in giving this permission and incentivising innovative action
- Mutual credibility and trust are crucial for collaboration
- Important role of larger organisations in stimulating innovation, by identifying and scaling what works
- Mechanisms - commercial contracts, joint ventures, partnership agreements, mergers with those outside your sector, acquisitions and franchising
- Levering your brand, delivery infrastructure, networks, customer base, reputation, financial resources and business acumen in a wide variety of ways helps scale ventures that have social impact

# Some findings from the Report



- Moving beyond simple one-to-one partnerships in order to have a greater impact on more complex social challenges (collective impact networks)
- Selecting the right partners to work with - but requires self-awareness about own collaboration style and willingness to adapt
- Staff who are specially skilled in managing innovation and collaboration
- Incubation and accelerator programmes - for the trees to support the bees
- Get involved earlier, support & set challenges for incubators and accelerators to respond to by being investors

# References/Acknowledgement



The Clore Social Leadership Programme

'When Bees met Trees; How larger social organisations can help to scale social innovation' (2013) Owen Jarvis & Ruth Marvel

[The Guardian](#)

[Big Lottery Blog](#)

[Pioneers Post](#)

# References/Acknowledgement



Thank You  
Q&A

# Contact Details



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