

Autumn 2007^{UPDATE}

YOUNGFOUNDATION.ORG



CHANGING LIVES, CREATIVE IDEAS, PRACTICAL SOLUTIONS



Changing lives, creative ideas, practical solutions: a brief report on progress so far – and what's next

This note provides a short update on what the Young Foundation has achieved what we're doing and our plans. The Foundation has a unique track record of successful social enterprise and social innovation stretching back fifty years (for more on our history see Annex 4). Following a re-launch in 2005 we are now a team of around 40 plus staff, who work alongside associates and fellows, combining research, local projects, development of new enterprises and a widening range of international work. We have published many books – mainly through commercial publishers – held events in China, Australia, the US and Europe, and engaged with practical change at many levels, from the very local to the global. Most of our projects are done in partnership with communities, national and local governments, businesses, NGOs, foundations and universities.

Our primary focus is building up the field of social innovation which we believe will be of growing importance as societies grapple with the challenges of ageing, climate change and inequality. We are doing this by:

- Developing research and ideas, with a stream of publications and research projects, and collaborations with other centres for research
- Demonstrating social innovation in practice, particularly in health and education, through developing enterprises and new models, and new ways of accelerating and incubating promising models
- Networking with others working in this field globally, primarily through SIX, the international social innovation exchange
- Making recommendations to governments, foundations, business and others on how they can support effective innovation in the public sector, civil society and markets
- Creating new tools to help the practice of social innovation, including organisational design, finance and growth

What we're doing

Our work now falls into five main areas:

- Launchpad and new enterprises;
- research and action research;
- local projects;
- international work; and
- running a hub.

Launchpad and new enterprises ...

Launchpad is our team for setting up new enterprises (led by Simon Tucker). The team received support from Morgan Stanley and Baring Foundation in its first phase and has been building up its programme of active social innovation. It has:

- developed the **Learning Launchpad** with Edge to create new enterprises focused on practical learning for 16-25 year olds, including recruitment of a small team and the creation of a new investment fund which has started making investments this summer. A primary focus is on practical learning, addressing young peoples' social and non-cognitive skills needs.
- pushed forward on **Studio Schools** (our model for small schools for 14-19 year olds integrating work and learning, overseen by Kippy Joseph) with support from the Department for Children, Schools and Families and Edge. A group of local authorities are now developing practical plans to launch studio schools (Oldham, Blackpool, Sheffield, Kirklees, South Tyneside, Barnsley, Luton and Newham). The first field trial begins in September. Studio schools were endorsed by Gordon Brown in a major speech just before he became Prime Minister.
- pushed forward on individual projects including Asylum Justice, the School for Everything, and Feedback each of which is designed to directly empower citizens in different ways.
- developed a **Health Innovation Accelerator** with NESTA focused primarily on innovating new models for managing long-term conditions. The accelerator combines an investment fund and a team to develop new models and goes live in the autumn of 2007. The team are developing ideas internally, as well as drawing on ideas from practitioners, social entrepreneurs and others, building up a portfolio of projects which will help to show the way to more effective and patient-centred health system.
- moved forward on the **Up Rising** leadership project (aimed at developing the skills of a new generation of leaders from marginalised communities) in Oldham, Haringey, and Barking & Dagenham which is now beginning implementation.
- developed a new model for advising young British muslims on the dilemmas of daily life – Maslaha - which will be trialled in London and elsewhere in 2008

In the research and action research area...

We've built up a strong and very flexible team (overseen by Rushanara Ali) who have:

- begun an ambitious survey of changing needs with backing from a consortium of a dozen foundations and the ESRC. The project is supported by a strong team of advisers including Lord Claus Moser and Karen Dunnell current head of the Office of National Statistics. Pilot YF projects to develop methods were published in 2006 (by the Commission on Unclaimed Assets) and early 2007 (a survey of rural needs for the Carnegie Trust)
- established a new programme of work looking at ways of cutting re-offending rates among young people. The programme will include analysis, assessments of current projects and developing new alternatives. This project aims to influence government and public opinion on more effective methods for preventing offending and reducing re-offending.
- undertaken research on social innovation drawing on case studies and analysis, in particular publishing reports on public sector innovation (*'Taking Public Sector Innovation Seriously'*) and studying the patterns whereby innovations grow and are scaled up (*'In and Out of Sync: the challenge of growing social innovations'*). A major research study on what makes some localities innovative will be published in early 2008.
- published reports on civil society's role in campaigning for social change (*Contentious Citizen: civil society's role in campaigning for social change*) and how to fund community activity (*Improving Small Scale Grant Funding*), a report prepared for the Office of the Third Sector which lay behind a major government commitment to fund community foundations.
- undertaken research work on extremism, particularly in Barking and Stoke, providing new insights on the factors leading to support for the British National Party
- published a report on political parties (*Parties for the Public Good*) which was drawn on by Sir Hayden Phillips in his review of party funding
- published a report (with nef) on the future of health (*Life begins at 60: what kind of NHS after 2008?*) which made the case for a major shift of emphasis in health policy towards a focus on well-being
- held seminars on 'positional goods' and published a paper on the new inequalities whose themes have been widely taken up (including a seminar in July at 11 Downing Street)
- created new programmes and websites to encourage political engagement, including the very successful *'First Political Memory'*
- designed a new method of assessing and managing public value for the Commission on Architecture and the Built Environment
- prepared studies on how globalisation is affecting cities (and run a 3 day workshop at the Tallberg Forum with political, business and community leaders from over 50 countries)
- established with the Economic and Social Research Council the *Michael Young Prize* for new academics which was awarded by Geoff Mulgan (at an event with Secretary of

State Alan Johnson and Ian Diamond, Chief Executive of the ESRC) to Diana Burman, who has developed new ways of teaching literacy to deaf children.

Local projects ...

Our local work (led by Nicola Bacon with Saffron James) has been extremely successful and have worked with 25 local authorities and communities across the UK. We have:

- successfully completed our first neighbourhoods programme – the Transforming Neighbourhoods Consortium - which brought together 15 local authorities, central government, the IDeA, LGA, JRF, Community Alliance, CABE and the Housing Corporation. This combined research, pilots, policy development to encourage devolution of power to local communities. It successfully campaigned for new legislation to devolve power to neighbourhoods and advanced the idea of ‘double devolution’ which won the support of Prime Minister Brown and others. We see this as a new model for policy - bringing the main players into a consortium – but at arms length from government
- set up our second neighbourhoods consortium - the **Neighbourhood Action Network** with a similar membership but a stronger focus on practical work with communities
- generated new ideas and practical projects including **Fix My Street** a new way for the public to inform councils about broken civic infrastructure, which has won the New Statesman new media award for civic media; ‘neighbourhood know-how’ for people working in the field; and *yourhistoryhere* a new local history device making use of Googlemaps.
- set up the **Local Wellbeing Project** with the IDeA and Professor Richard Layard. This ambitious initiative is also supported by several government departments, three local authorities (South Tyneside, Manchester and Hertfordshire), the Audit Commission, universities and others. It is a unique programme aiming to test out a series of policy actions to improve public well-being. It includes strands on schools, transitions to work, elderly isolation, neighbourhoods and sustainability. As part of this 100 teachers went to the US in July to be trained to deliver the ‘positive psychology’ programme developed by Martin Seligman at Penn University.
- completed new projects for the Housing Corporation (*Good Neighbours: the role of housing associations in neighbourhood governance*), and for JRF on frontline councillors.
- started a very innovative new project in Kings Lynn using ‘social network analysis’ methods on one deprived estate – with the aim of finding out who are the true community leaders.
- started a new project for NESTA on **local social innovation**, based on case studies of four areas where social innovation has flourished. This will report in January 2008.
- set up two pilot **neighbourhood taskforces** – in Limehouse and Tottenham – finding new ways to broker solutions within divided communities to entrenched problems

International ...

We’ve been steadily building up work outside the UK. We have found considerable international interest in the Young Foundation’s approach, and held events in China (in several

major cities), the USA, Australia and across Europe. We are developing SIX (the Social Innovation Exchange), a new global network of networks to promote social innovation. A beta site has been live since spring 2007. SIX will raise the profile of social innovation by bringing together people, ideas and resources and help accelerate the development and take up of good ideas across the world, by linking common projects, facilitating research and brokering new relationships and partnerships in the pursuit of common goals. Coordinated by The Young Foundation, SIX is being developed by a group of 15 core partners from different sectors and countries (including Mondragon/MIK, Kaospilots, Cisco, Philips Design, Global Ideas Bank, School for Social Entrepreneurs, Tallberg Forum, Shuttleworth Foundation, and Fuping Institute in China). At the moment, the SIX network has more than 100 associate organisations around the world.

By the end of 2007, we will launch the SIX website, making it possible for anyone to search and link to organisations, discover projects, make contacts and access and share resources on social innovation. During 2008 we will also organise a series of international events in partnership with organisations from around the world, including a summer school for the many organisations around the world involved in practical social innovation.

A hub

Our three buildings in Victoria Park Square in east London are now a lively hub of civic action. Dozens of successful ventures were launched from them in the past and the organisations based here now include the School for Social Entrepreneurs, Grandparents Plus, School for Everything, London Civic Forum, Operation Black Vote, Common Knowledge, Intelligent Giving, Somali Voice, ESRO, Quaker Social Action, Magic Me, Asylum Justice, Creative Commons, European Dialogue and the Open Business Network.

Events and media We have held many events, including fringe meetings at the party conferences; a major conference with Macquarie Bank, KPMG, Princes Trust and Business in the Community on social innovation, ideas generation sessions and hundreds of local events around the UK. We have held a series of public lectures (including Lord John Browne on ageing, George Steiner on meritocracy, Tariq Ramadan on Islam, Mary Douglas on culture change). YF staff have presented our work in many countries including the US, Canada, Brazil, Finland, Denmark, Sweden, the Netherlands, Russia, Germany, Italy, Singapore, Australia, China, South Korea and France.

Carnegie Commission

Geoff Mulgan is chairing an inquiry for the Carnegie Trust on the future of civil society in Britain and Ireland. This will become a major point of reference for the voluntary sector and will run until the summer of 2008 (for more information please see carnegieuktrust.org.uk).

5 years time?

We've designed the Young Foundation to be flexible, fast-moving and adaptable. Our medium to long-term aims are:

- To have achieved a strong track record in practical social innovation – especially learning and health – with a significant number of projects and enterprises having visible impact; strong local projects; and influence on policy makers and others
- To stay true to the values we've inherited from our predecessor organisations including a commitment to peoples' capacity to run their own lives, to mutual support and to pragmatic creativity in dealing with social challenges
- To have brought together a community of people – staff, fellows, associates and others – committed to social change
- To have produced a series of high quality research reports including independently published books based on ethnographic research and ideas
- A team of around 40-50, plus a network of associates, fellows and advisers, with new organisations spun off all the time
- Our approaches – and specific ideas – being adopted, adapted and borrowed by others (with or without credit!)

Annex I - Publications 2006-7



In and out of sync: The challenge of growing social innovations by Geoff Mulgan with Rushanara Ali, Richard Halkett and Ben Sanders (published by NESTA, Sept 2007)- a report on how social innovations spread and grow.

Improving Small Scale Grant Funding by Louisa Thomson and Julie Caulier- Grice (July 2007) - a discussion paper, supported by The Office of the Third Sector, that brings together both domestic and international evidence to guide decisions on how financial support should best be provided to local, voluntary and community organisations.

Good Neighbours: Housing associations' role in neighbourhood governance by Nicola Bacon, Liz Bartlett and Anne-Marie Brady (July 2007) - an in-depth report on how Housing Associations work with local authorities to give their residents a voice in local communities and neighbourhoods

Contentious Citizens: Civil society's role in campaigning for social change by Paul Hilder with Julie Caulier-Grace and Kate Lalor (June 2007) - a detailed analysis and historical overview of the campaigning landscape with particular reference to the challenges and opportunities associated with campaigning in a network age.

London Voices London Live: Tales from a working capital, by Peter Hall (Published by Policy Press, June 2007), a survey of the experiences of today's Londoners. Ken Livingstone, Mayor of London, said: *"This is a fascinating read. Hall's interviews illustrate the enormous diversity of people and perspectives that make London what it is, and the amazing capacity of Londoners to deal with the constant evolution upon which our city thrives"*

Ready or Not? Taking public sector innovation seriously, by Geoff Mulgan (published by NESTA, April 2007) – a study of how the public sector can encourage and manage innovation.

The New East End by Geoff Dench, Kate Gavron and Michael Young (Published by Profile Books) – a major study of the changing social dynamics of east London. *'One of the most important books I've read in a long time'*, Trevor Phillips, Chair of the Commission for Equality and Human Rights; *'Everyone who cares about the future of our cities should read it'*: David Willetts MP

The Rise and Rise of Meritocracy, edited by Geoff Dench (Published by Political Quarterly, Jan. 2007 – containing commentaries by a selection of academics, journalists and politicians, from Asa Briggs to David Willetts, on the origin, meaning and future of meritocracy)

Double Devolution (edited by Fran Bury and Geoff Mulgan) a collection published with the Smith Institute setting out the case for local government reform

Good and Bad Power: the ideals and betrayals of government by Geoff Mulgan (Penguin, 2006), a survey of changing patterns of power. *'Terrific'* Alan Ryan in Prospect; *'Dazzling'* Peter Preston, the Observer; *'A classic'* Peter Hennessy, the Tablet; *'Brilliant, witty, superb'* Andrew Rawnsley, Guardian Books

The Polycentric Metropolis by Peter Hall and Kathy Pain (Earthscan Publications, 2006). The culmination of a major 8 country study of the changing shape of cities focused on the advanced business services that many expect to be key drivers of growth. *'A masterful analysis on the emergence, dynamics and planning of polycentric city-regions'* Allen Scott, University of California, and author of Global City Regions.

Porcupines in Winter, editors Alessandra Buonfino, Geoff Mulgan (The Young Foundation, 2006) - a collection looking at the changing shape of communities and relationships in Britain. *'vividly diagnoses contemporary social problems'* The Guardian; *'excellent'* Stuart Etherington, Chief Executive NCVO

Social Silicon Valleys: a manifesto for social innovation (published in parallel in English and Chinese in April 2006) and **Social innovation** (published in revised form in March 2007 published by Said Business School Oxford). This report examines how social innovation happens in NGOs, the public sector, movements, networks and markets.

Life begins at sixty: what kind of NHS after 2008? by David Boyle, Geoff Mulgan and Rushanara Ali

Wide Open: the potential applications of open source methods by Geoff Mulgan and Tom Steinberg (published with Demos)

Annex 2- Key institutional relationships

Corporate and core supporters:

BP, BT, Baring Foundation, Cisco, Corporation of London, Esmée Fairbairn Foundation, Joseph Rowntree Charitable Trust, Macquarie Foundation, Philips Design, The Robert Gavrion Charitable Trust, SAP, Vertex

Academic partners:

LSE, UCL, Said Business School and Queen Mary, University of London

Project Partners:

Community Alliance, LGA, IDeA, Tallberg Foundation, NESTA, Edge, DfES Innovation Unit, DCLG, Barrow Cadbury Trust, British Council, Profile Books, Effusion, mySociety, Smith Institute, nef, CRE, Housing Corporation, Joseph Rowntree Foundation.

Partners in 17 and 18 Victoria Park Square

The School for Social Entrepreneurs - sse.org.uk, Grandparents Plus - grandparentsplus.org.uk, London Civic Forum - londoncivicforum.org.uk, Operation Black Vote - obv.org.uk, Common Knowledge, Intelligent Giving - intelligentgiving.info, Somali Voice, Quaker Social Action, Magic Me, Asylum Justice, Creative Commons, Open Business Network.

Annex 3: Who we are

Since its launch (out of the merger of the Institute of Community Studies and the Mutual Aid Centre) the Young Foundation has grown to around 45 staff, alongside a group of fellows and advisers. Geoff Mulgan, **director**, was previously head of policy in the Prime Minister's office and head of the UK Government Strategy Unit, founder of Demos and chief adviser to Gordon Brown MP. **Associate directors** include: Simon Tucker, who runs the Launchpad programme, was previously at McKinsey and was Chief Operating Officer of Kids Company; Rushanara Ali who is responsible for research, international work and external relations, was previously at the Home Office, Foreign Office and IPPR, and is chair of the Tower Hamlets Summer University and SummerUni London; and David Edgar who is responsible for operations and was previously at Volunteering England and PwC, and has been a lead councillor for housing and housing association chair. Nicola Bacon runs our local projects, and was previously at Shelter and worked with the Peabody Trust. Saffron James, formerly of the Future Foundation, leads our work on neighbourhoods. Our **fellows** include Sir Peter Hall, Paul Barker, Miles Hewstone, Paul Hilder, Kate Gavron, William Davies, Tom Steinberg, William Heath, Jenni Russell, Christian Ahlert, Geoff Dench, Belinda Brown, Elaine Bauer, Paul Thompson and Jim Ogg. **Trustees** include our chairman, Peter Wheeler (chair of Futurebuilders and co-founder of New Philanthropy Capital), vice-chair Ed Mayo (director of the National Consumer Council), Michelle Giddens (of Bridges Community Ventures) and Marcial Boo (director of research and policy at the Audit Commission), Kate Gavron, Chair of Carcanet Press and vice-chair of the Runnymede Trust; Kirsteen Tait, former director of the Information Centre on Asylum and Refugees and now at City University; Malcolm Dean, associate editor of the Guardian; Kevin O'Sullivan, director of the WSP Group and Chair of SOS Sahel; James Comford, former director of IPPR and the Nuffield Foundation; Tariq Modood, Professor of Sociology at Bristol University; and Tony Flower, who has decades of experience in setting up new ventures in and around the Institute of Community Studies. We also have a group of **senior advisers** including Haleh Afshar, Roger Graef, Tariq Ramadan, Richard Sennett and Charles Tilly.

Annex 4: Background on Michael Young

The Young Foundation continues the work of Michael Young. During the second half of the 20th century Michael Young was one of the world's most creative and influential social thinkers and doers. After 1945 he helped to shape the UK's new welfare state – having drafted Labour's 1945 manifesto. In the early 1950s he set up the Institute of Community Studies and used it as a base for research and action. Together with collaborators including Peter Willmott, Peter Townsend and many others, he wrote a series of bestsellers which changed attitudes on issues including urban planning (leading the movement away from tower blocks), education (leading thinking about how to radically widen access) and poverty. He pioneered ideas of public and consumer empowerment both in private markets and in public services, some of which are only now becoming mainstream (for example NHS Direct, the spread of after-school clubs and neighbourhood councils can all be traced to his work). One of his books coined the term 'meritocracy'. Another radically rethought the role of the family. Probably his greatest legacy was institution building. He initiated, and in some cases directly created, dozens of new institutions including the Open University, the Consumers Association, International Alert, the University of the Third Age, the Economic and Social Research Council, Education Extra, the National Extension College, the National Consumer Council and the Open College of the Arts – right through to the late 1990s when he created the School for Social Entrepreneurs (SSE) and Grandparents Plus. Other organisations he created pioneered new approaches to funerals and baby-naming, neighbourhood democracy and the arts. He was described by Harvard's Daniel Bell as 'the world's most successful entrepreneur of social enterprises.'



Annex 5: Current staff list (all reachable as firstname.secondname@youngfoundation.org)

Andrew Brough	Launchpad Senior Associate
Andrew Sage	Launchpad PA and Team Administrator
Ben Sanders	Researcher
Charlotte Goldsmith	Launchpad Associate
David Edgar	Associate Director for Operations
David Nicoll	Launchpad Advisor
Dawn Joseph	PA to Director & Associate Director
Dick Muskett	Senior Associate, NLI
Faizal Hakim	Events and Media
Fancy Sinantha	Fundraising Coordinator
Femi Longe	Project Lead
Geoff Mulgan	Director
Ian Casswell	Launchpad Associate
Julie Caulier-Grice	Researcher
Kippy Joseph	Launchpad Senior Associate
Liz Bartlett	Researcher
Louise Pulford	Events Assistant and Administrator
Maxine Tomlinson	Wellbeing Project Manager
Mandeep Hothi	Associate, NLI
Marcia Brophy	Wellbeing Programme Leader
Monica Doherty	Receptionist
Nicola Bacon	Local Projects Director
Nusrat Faizullah	Associate, NLI
Raheel Mohammed	Research Associate
Rushanara Ali	Associate Director
Saffron James	Neighbourhoods Programme Manager
Sara Piteira	International Social Innovation eXchange Coordinator
Simon Tucker	Associate Director
Tanya Barrett	Neighbourhoods and Local Innovation Team Coordinator
Thet Su Naing	Finance Officer
Vicki Savage	Neighbourhoods and Local Innovation Associate
Wendy Cook	Operations Assistant