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# REIMAGINING A FAIR SOCIETY

STRATEGY 2023-26

**TSIP**

THE  
SOCIAL  
INNOVATION  
PARTNERSHIP



# ABOUT TSIP

THE SOCIAL INNOVATION PARTNERSHIP (TSIP) INSPIRES PEOPLE AND ORGANISATIONS TO REIMAGINE A FAIR SOCIETY.

**Our mission is to ensure that people and organisations have the knowledge, access and power they need to drive transformative change in the places they choose and on the issues that affect them.**

We are a diverse group of people who bring insight and expertise from our lived and learned experiences. We partner with organisations to understand and deepen their own social impact through consultancy and we also run our own Social Innovation Lab where communities find possibility and opportunity to lead and accelerate their own social change.

We work with partners in philanthropy, local government and business, who want to connect, collaborate and reimagine solutions to ensure people can thrive in their communities.



# ABOUT TSIP CONTINUED...





## OUR STORY

Founded by Stephen Bediako OBE in 2010, The Social Innovation Partnership (TSIP) has upheld an unwavering commitment to partner with organisations to understand and deepen their social impact and this has kept us at the forefront of making society more equitable.

## OUR VALUES

 DIVERSITY  EMPATHY  CREATIVITY  COLLABORATION  IMPACT

## SERVICES

 Participatory research  Learning partnerships and evaluation  
 Theory of Change and Systems mapping  Co-design

## INNOVATIONS

**Building the world's first evidence hub** to promote joined-up evidence in the youth sector  
– *Project Oracle*

**Rethinking research** through the incubation of a community research model,  
now trading as *Centric Community Research*

**Placed-based space to collaborate** on solutions to local challenges – *The Civic Hub*

**Co-designing disruptive funding models** such as *The Giving Lab*,  
*The Idea's Fund* and *The Anchor Programme*

# REIMAGINING A FAIR SOCIETY... AT A GLANCE

## INTRODUCTION

Discover how we are creating dedicated space for innovation alongside our consultancy services

## NEW BUSINESS MODEL

Find out where we're heading and what we hope to learn

## GOALS

Learn about the space we've created for communities to lead their own social change around health equity, the future of work and climate justice

## SOCIAL INNOVATION LAB

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## THEORY OF CHANGE

Explore the forces that power the system and how TSIP will work to influence mindsets, participation, and redistribution

## PARTICIPATION AND COMMUNITY ENGAGEMENT

Read our commitments to co-production and real-time learning around participation

## CONSULTANCY PARTNERSHIP

Learn about the services we offer and how to access them

## GET IN TOUCH

Reimagine a fair society with The Social Innovation Partnership

# INTRODUCTION

EVOLVING TO MEET THE SOCIAL CHALLENGES OF THE DAY UNDERPINS TSIP'S REASON AND PURPOSE AND OUR LATEST STRATEGY ENTITLED, **REIMAGINING A FAIR SOCIETY**, DOES JUST THAT.

**We know the social challenges of the day are enormous.**

We've just emerged from an unprecedented global pandemic; we're seeing inflation rates that we haven't seen for 40 years; we're teetering on the edge of a climate catastrophe; 1 in 6 people report a mental health concern in any given week in England; racial inequality and injustice has brought about a global racial reckoning; and political polarisation and disenfranchised youth are turning cracks in our social fabric into craters.

In the context of these unprecedented challenges, this is exactly the time to recognize that tweaks just aren't going to cut it. We need to reimagine, to re-engage and to re-build.

Social change is deeply personal and complex and in order to make society fairer we must continue to centre the people who have experienced social issues first-hand, as well as groups that are likely to be disproportionately affected, and focus on issues that reinforce or create inequalities and injustice.

With that said, it's important to reframe TSIP's 'rise to the challenge' and admit that we can't reimagine a fair society alone, but we can join forces with partners who want to raise people and communities up, to amplify unheard voices, to share knowledge and power and to work side by side to make society fairer.



## INTRODUCTION CONTINUED...

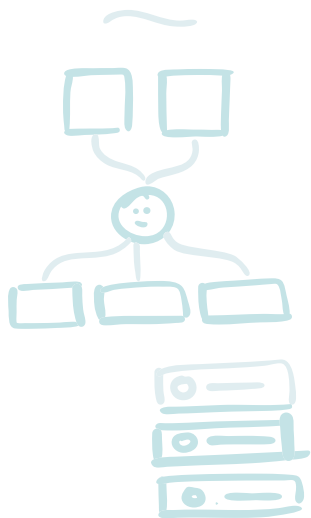
It is, admittedly, challenging to think strategically in such disruptive times but we've felt the imperative to launch this strategy now for three main reasons:

1. to re-discover and consolidate TSIP's core strengths, values and commitments that we can offer to the people, communities and organisations we work with and want to work with.
2. to get off the treadmill, reflect on the societal changes around us and reinvigorate our team and partners with purpose, intention and direction.
3. to appreciate the need to carve out space for imagination and innovation to drive change forward.

This strategy sets out how we understand the change that TSIP makes – we've taken a systems innovation approach with three drivers: mindsets, participation, and redistribution.

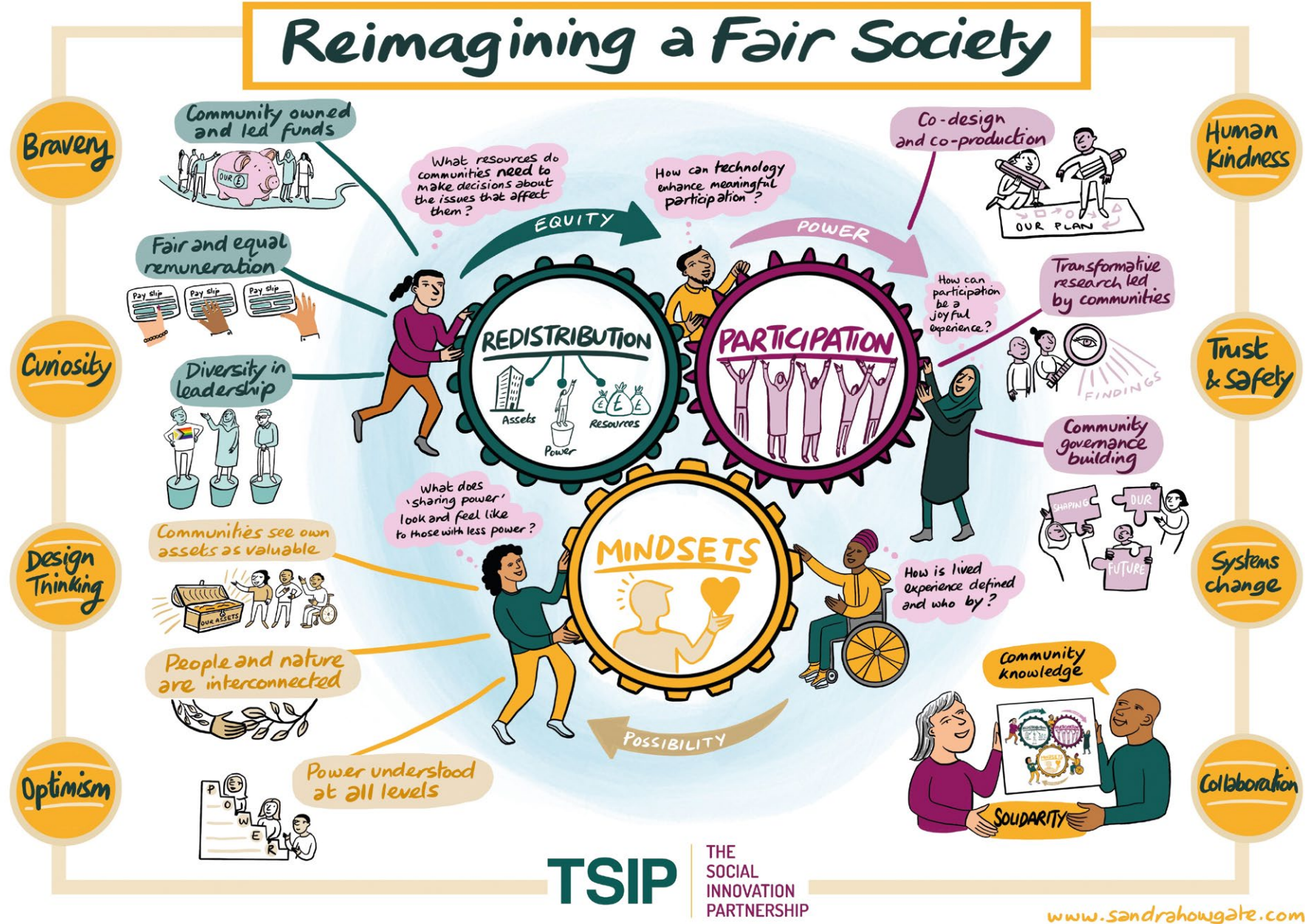
We're also excited to be launching a brand-new business model which includes a dedicated space within TSIP – **The Social Innovation Lab** – to co-design and test innovative new ideas that disrupt traditional norms to advance climate justice, health equity and explore the future of work. This space sits proudly alongside our **Consultancy Partnership** which will continue to offer research, evaluation and co-design services with extra emphasis on participation and community engagement.

This strategy process has only served to prove that we are a diverse team of optimists, who cultivate curiosity, thrive in complexity and genuinely believe that the answer to a fair society lies in shifting power towards people and communities.





# THEORY OF CHANGE



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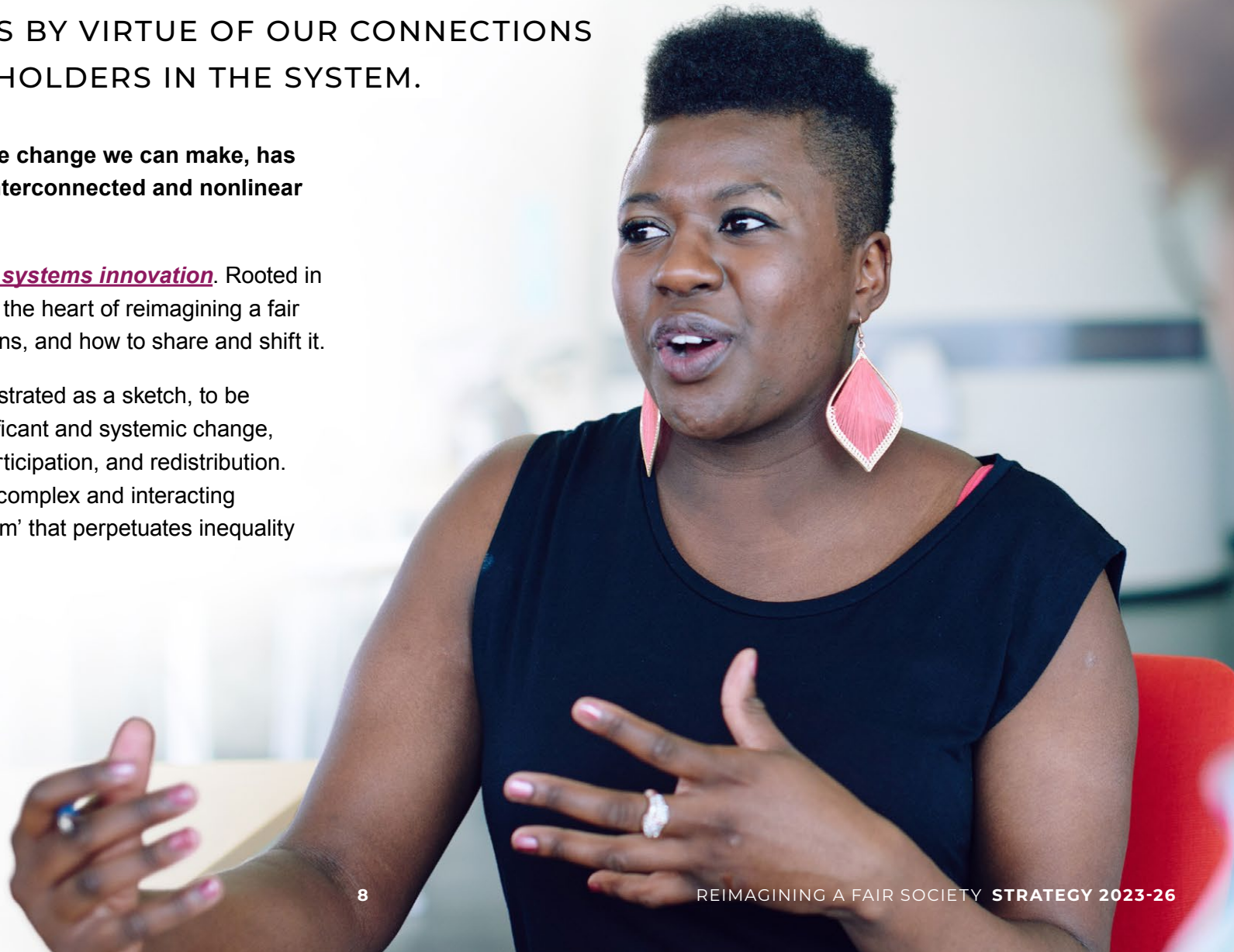
## THEORY OF CHANGE CONTINUED...

IN OUR FOCUS ON OTHER ORGANISATIONS' IMPACT, WE HAVE NOT ALWAYS ACKNOWLEDGED THE IMMENSE CONTRIBUTION TSIP MAKES BY VIRTUE OF OUR CONNECTIONS WITH SO MANY KEY STAKEHOLDERS IN THE SYSTEM.

**This illustration of how we understand the change we can make, has been designed to capture the complex, interconnected and nonlinear nature of change.**

We have been inspired by the *'four keys' of systems innovation*. Rooted in our assumptions is the understanding that at the heart of reimagining a fair society is the concept of power - what it means, and how to share and shift it.

It was important to us that the image was illustrated as a sketch, to be added to and iterated. Overall, to make significant and systemic change, we are looking at three drivers: mindsets, participation, and redistribution. This is the way that we have made sense of complex and interacting issues that are critical to unlocking the 'system' that perpetuates inequality and exclusion.



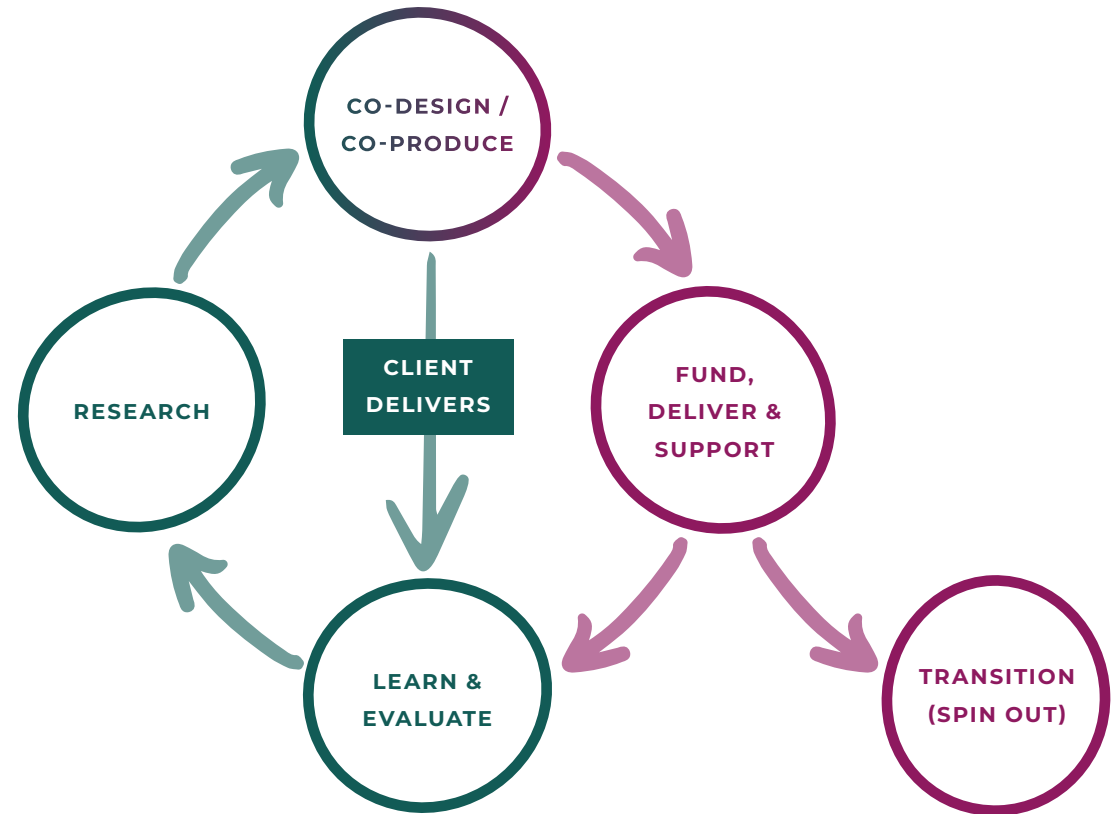


# NEW BUSINESS MODEL

WE'RE EXCITED TO LAUNCH A NEW BUSINESS MODEL TO HELP US ACHIEVE OUR GOALS UNDER THIS STRATEGY.

This new model allows us to consolidate our consultancy services whilst also creating a dedicated space within TSIP for co-designing, testing and experimenting with innovative new ideas that disrupt traditional norms, as we have been known to do, organically.

This new model has been inspired from the past decade of learning how to most effectively partner with our paying clients and the communities we work with, without compromise. We will offer our partners an opportunity to maximise their impact by working with us during a specific stage of their impact journey (such as research or co design), or through their entire journey from research, to funding and delivery, through to transferring power and ownership to the community.



## CONSULTANCY PARTNERSHIP

We use participatory, inclusive approaches to research issues, evaluate programmes, and co-design services that support organisations to learn, develop, challenge power structures and drive equitable change and deepen their social impact.

## SOCIAL INNOVATION LAB

We co-design, support and host grassroots initiatives and funding models with local communities and people with lived experience of social issues, creating spaces where they find possibilities and opportunities to lead and accelerate their own social change.

# PARTICIPATION AND COMMUNITY ENGAGEMENT

IN THE  
SPOTLIGHT

AT THE HEART OF OUR WORK IS OUR APPROACH TO PARTICIPATION AND COMMUNITY ENGAGEMENT.

**A lack of ownership and involvement from people who have experienced social issues first-hand and groups that are likely to be disproportionately affected, can result in the development of irrelevant and ineffective solutions. This leads to a lack of engagement in the programmes and interventions that are supposedly designed to support or resolve the issues.**

Communities have been the victims of research extraction from third parties who are parachuted in to 'do research'. These communities do not benefit from this research extraction which results in deep levels of mistrust to traditional forms of research and the people and organisations conducting it.

Not listening to and prioritising the voices of people who have experienced social issues first-hand and groups that are likely to be disproportionately affected, nor delving deeper to understand people's behaviours, motivations and beliefs, means that we are not truly appreciating their lived experience and missing out on valuable insight, full of cultural nuance. This negatively affects the quality of social programming and service design and only deepens inequalities in society.

To reimagine a fair society, we must centre people who have experienced social issues first-hand and groups that are likely to be disproportionately affected and focus on issues that reinforce or create inequalities and injustice. Community engagement is therefore paramount across all the work that we do – from participatory research and developmental evaluation to co-design and coproduction of new and existing funding and services.



# PARTICIPATION AND COMMUNITY ENGAGEMENT CONTINUED...



## As we deliver this strategy, we will :

- ✔ Prioritise participatory approaches and look for ways to do it, rather than seeing it as an afterthought.
- ✔ Deepen our approach to engaging community/peer researchers.
- ✔ Support other organisations to embed participatory research practices through toolkits, insights and training.
- ✔ Steer our partners toward co-production to ensure services are created by valuing the skills, experience and knowledge of the end user equally alongside other contributors.
- ✔ Test creative or new approaches to deepen our impact – seeking out opportunities to use ‘Most Significant Change’ in particular.
- ✔ Ensure people who have experienced social issues first-hand have the knowledge, power, and resources to tell their own stories.
- ✔ Deliver a real-time learning strategy around participation and community engagement to shift mindsets in the wider sector towards embedding participatory approaches as standard practice.

## LADDER OF PARTICIPATION

TSIP AREA OF DELIVERY

NOT APPLICABLE



# GOALS – PARTICIPATION

**COMMUNITIES PARTICIPATE MORE, AND MORE EFFECTIVELY, IN MAKING THE DECISIONS AROUND ISSUES THAT AFFECT THEM.**



## HOW TSIP WILL CONTRIBUTE TO CHANGING THE SYSTEM

### Through our Consultancy Partnership

#### WE WILL...

- make co-design and co-production the 'norm' for service design in philanthropy and local government
- support communities to see their own assets and knowledge as valuable
- deliver transformative research led by communities on issues that matter to them
- offer an accredited peer/community researcher/learner training for funders and organisations looking to develop peer research

### Through the Social Innovation Lab

#### WE WILL...

- create more opportunities to level the playing field through recruitment, remuneration, and directing resource flows to the community
- amplify community voices sharing stories of community participation
- showcase the value of lived experience leadership

## LEARNING QUESTIONS

*How do you create spaces for effective community participation – in which communities can share their knowledge and their assets are valued?*

*What resources do communities need to make decisions about the issues that affect them?*

*What does it take to build mutually trusting relationships between communities and institutions*

*How can technology enhance meaningful participation?*



# GOALS – MINDSETS

**NEW UNDERSTANDING OF POWER, WEALTH, WELLBEING AND KNOWLEDGE, ROOTED IN WHAT COMMUNITIES FROM DIFFERENT CULTURES THINK MATTERS TO THEM**



## HOW TSIP WILL CONTRIBUTE TO CHANGING THE SYSTEM

### Through our Consultancy Partnership **WE WILL...**

- make participatory research and evaluation core to our offering
- deepen our co-design approach bringing commissioners closer to communities
- make power analysis as commonplace as risk assessment in all our work
- maintain the prominence of lived experience alongside learned experience as a key feature of TSIP's offer

### Through the Social Innovation Lab **WE WILL...**

- showcase new ways of working effectively in partnership with communities focusing on what power sharing can look like
- share the learning and impact of communities in the lead of driving social change
- generate reciprocal learning, sharing all perspectives from all levels of power within the system

## LEARNING QUESTIONS

*How is lived experience defined, and who by?*

*How can we value it, and overcome the challenges we face in doing so?*

*What does 'sharing power' look and feel like to those with less power?*

# GOALS – REDISTRIBUTION

**WEALTH, ASSETS AND RESOURCES ARE MORE FAIRLY DISTRIBUTED  
ACROSS PEOPLE WHO HAVE EXPERIENCED SOCIAL ISSUES FIRST-HAND  
AND GROUPS THAT ARE LIKELY TO BE DISPROPORTIONALITY AFFECTED**



## HOW TSIP WILL CONTRIBUTE TO CHANGING THE SYSTEM

### Through our Consultancy Partnership

#### WE WILL...

- offer fair and equal remuneration for work and participation
- advise and train funders on establishing community led funds including cash and asset transfers
- deepen our transformational leadership offering to embed Diversity, Equality and Inclusion and shift power towards people who are underrepresented.

### Through the Social Innovation Lab

#### WE WILL...

- disseminate learning from The Giving Lab
- create a pathway for 'transition to community ownership' for community-led funds
- deliver community-led funding models in partnership with funders who do not have the infrastructure, capacity or knowledge

## LEARNING QUESTIONS

*What is community ownership, as defined by community?*

*How are power forces within communities impacting redistribution: who decides?*

*Is community-led funding more equitable than traditional funding?*

*Does part of the answer to redistribution lie in digital technology?*

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# CONSULTANCY PARTNERSHIP

WE WILL CONTINUE TO PARTNER WITH OUR CLIENTS TO UNDERSTAND AND DEEPEN THEIR SOCIAL IMPACT.

Through this work, we understand that narrow, tick-box approaches to measuring impact often exacerbate or perpetuate the very social norms that resulted in many communities being under-served in the first place.

## OUR SERVICES

### PARTICIPATORY RESEARCH

Discover and explore issues that matter to the communities you work with – the communities decide how the research should be conducted, or ideally, conduct the research themselves.

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### LEARNING PARTNERSHIPS & DEVELOPMENTAL EVALUATION

Learn what’s working, adapt your approach, and measure your impact by embedding our evaluator in your team to generate real-time learning and iteration.

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### THEORY OF CHANGE FACILITATION

Understand, clarify and connect the dots on how you make an impact. This process helps you find purpose, drive impact, refine activities and identify assumptions that underpin your work.

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### SYSTEMS MAPPING

Collaborate to explore a systemic challenge and identify the key leverage points that will drive change and how you understand your role in the system.

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### CO-DESIGN

Join forces with the communities you work with to design solutions and services for the issues that matter to them [also known as user-led design].

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# SOCIAL INNOVATION LAB

TSIP HAS BEEN CO-DESIGNING, TESTING AND EXPERIMENTING WITH INNOVATIVE NEW IDEAS THAT DISRUPT TRADITIONAL NORMS FOR OVER A DECADE.

**We've now created a dedicated space within TSIP – *The Social Innovation Lab* – to ensure this approach to how we inspire change sits proudly alongside our Consultancy Partnership.**

Led by our team – a diverse group of people with lived and learned experience who are passionate about driving transformational social change – we explore possibilities harnessing people's imagination and insight through human-centred co-design and provide opportunities for the community to lead and accelerate their own social change.

**There are two critical components that makes the Social Innovation Lab unique:**

- 1.** We will apply a **systems change lens** to our design, implementation and learning approach. By focusing equally on the four levers of the system; purpose, power, relationships and resource flows, we can redress the imbalances that exist in the outside world and deliver a community led system of change that is fair, impactful and sustainable.
- 2.** We will deliver a **real-time learning framework** within the Lab and make learning outcomes as, if not more, important than any other outcome.





# SOCIAL INNOVATION LAB CONTINUED...

## OUR SERVICES

### CO-DESIGNING AND LAUNCHING COMMUNITY-LED INITIATIVES



Co-production of new services and community enterprises by and for communities



Wider start-up support for grassroots movements or business incubation

### COMMUNITY-LED FUNDING PARTNERS



Infrastructure building



Fiscal hosting and grant administration



Co-design of new funding models



Training for community-led funders



Supporting and replicating 'The Giving Lab'

### SUPPORTED TRANSITION TO COMMUNITY OWNERSHIP



Community governance building



Pathways to independence through enterprise, philanthropy or partnerships



Hosting 'in trust' for community

## SOCIAL INNOVATION LAB CONTINUED...

Our Lab will work with people of colour, young people and place-based communities to drive lasting change across three major issues that intersect with each other, and across these specific communities.

These themes have emerged from three commitments:

1. to centre people who have experienced social issues first-hand and groups that are likely to be disproportionality affected.
2. to focus on issues that reinforce or create inequalities and injustice.
3. to examine how TSIP can add the greatest value in partnership with these communities on these critical social issues.

A key tool we used to determine these themes is the Japanese philosophy of “Ikigai” – a concept that *‘brings value and joy to life’* through a sense of purpose and reason for being. Our team was drawn to this model to help us consolidate the huge breadth of issues and approaches that TSIP has spent the last decade working across, through our consultancy partnership.

We landed on the following three themes, because they came out strongly when we examined that the world needs, what we love, what we’re good and what we can be paid for – we’re a social enterprise, after all!



Source: [www.japan.go.jp/kizuna/2022/03/ikigai\\_japanese\\_secret\\_to\\_a\\_joyful\\_life.html](http://www.japan.go.jp/kizuna/2022/03/ikigai_japanese_secret_to_a_joyful_life.html)

# SOCIAL INNOVATION LAB CONTINUED...

## THE FUTURE OF WORK

The UK continues to be out-performed by much of the rest of Europe on social mobility, exacerbated by the pandemic. TSIP is committed to exploring how we can co-design services with young people to support a meaningful transition to the 'future of work.'



HOW DO YOUNG PEOPLE  
SEE THEIR FUTURE IN WORK?

## HEALTH EQUITY

There are unfair, avoidable and growing disparities in health between different communities – especially where these communities are disproportionately affected by air pollution, toxic stress and poor living conditions. TSIP will share learning from, and replicate, its flagship community-led fund to demonstrate how communities can invest in tackling these inequalities in the long term.



HOW DO PLACE-BASED  
COMMUNITIES THEMSELVES  
INVEST IN THEIR LONG  
TERM HEALTH?

## CLIMATE JUSTICE

As communities seek to respond to arguably the most pressing issue of our time, we're seeing exclusion of the very people most at risk from the effects of climate change. TSIP wants to amplify the voices of the people and communities most affected by climate change, so that local government, philanthropists and businesses seek to embed climate justice across all their work.



WHAT IF THE PEOPLE MOST  
AFFECTED BY CLIMATE CHANGE  
HAD ALL THE POWER, KNOWLEDGE  
AND RESOURCES TO INFLUENCE IT?

# MORE ABOUT TSIP

WE ARE A SOCIAL ENTERPRISE THAT RAISES INCOME THROUGH CONSULTANCY WHILE ALSO DELIVERING NON-PROFIT COMMUNITY-LED INNOVATIONS.

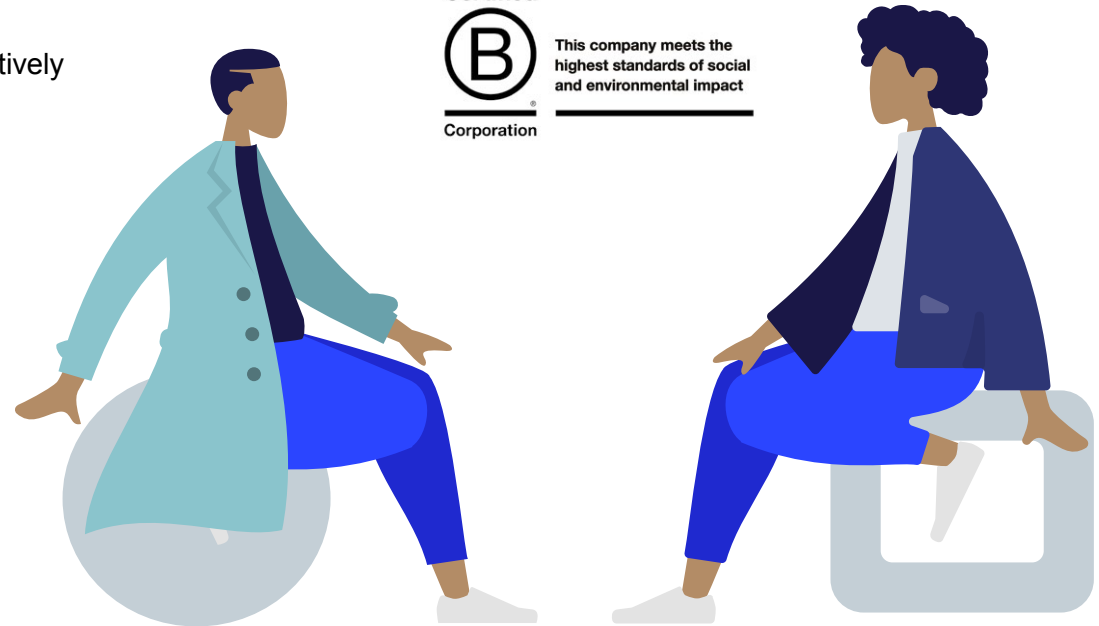
**We are B Corp certified, which means we have a high standard of verified performance, accountability and transparency that centres people, communities and the planet in all our work.**

We've been ranked in the top 100 organisations to work for by 'Escape the City' and are frequently cited by our former and present employees for walking the walk on our values and for our ongoing commitment to diversity and inclusion.

How we understand the change that TSIP can make is explained by three forces of mindset, participation and redistribution. We are committed to positively impacting these forces within our organisation too.

## **We will do this by:**

- Inclusive, empathetic leadership and decision making.
- Fair and transparent remuneration.
- Embedding these forces to our competency framework.
- Keep learning what it takes to nurture our diverse team and value our lived and learned experience equally.





# PARTNERS WE WORK WITH



## WE LOOK FORWARD TO WORKING WITH YOU!

You'll find us with a client, in a community hub, or working from home.

The best way to contact us is by email [contact@tsip.co.uk](mailto:contact@tsip.co.uk) or subscribe to our updates through our website [www.tsip.co.uk](http://www.tsip.co.uk).

