



**NEXT
PRACTICE**
programme

Growing
innovation
from the
third sector >

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Innovation Exchange's Next Practice Programme showcases some of this country's most outstanding third sector innovations.

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Growing innovation from the third sector

Welcome to Innovation Exchange's Next Practice Programme.

Innovation Exchange's Next Practice Programme showcases some of this country's most outstanding third sector innovations.

From start-up social enterprises to household-name charities, third sector innovators have joined with Innovation Exchange to address the social challenges of enabling independent living and supporting excluded young people.

The 15 innovation projects introduced in this booklet were among over 200 applicants to the Next Practice Programme. Projects were selected through a rigorous process for their potential to develop and grow high-quality social innovation.

Through the Next Practice Programme, Innovation Exchange is working intensively with innovators to develop their work. Some projects are seeking to demonstrate a new innovation and prove a great idea can work in practice. Others are building on successful early results and attempting to spread their innovation more widely.

The Next Practice Programme draws on The Innovation Unit's Next Practice methodology for stimulating and growing innovation. Developed through years of extensive trialling in schools, children's services and local government, the Next Practice methodology is now supporting innovation in the third sector.

Innovation Exchange and the Next Practice Programme are primarily funded by the Office of the Third Sector in the Cabinet Office. It recognises that challenge and support is crucial for innovation, but also that these things can be hard for organisations to prioritise within their own budgets. The Programme therefore offers innovators a little bit of money and a lot of support. Sponsorship from NESTA and the Department of Health has enabled Innovation Exchange to distribute £225,000 of funding across its projects. In addition, the Programme offers coaching and expert consultancy to develop ideas and practice, as well as to help innovators to connect with service users, funders and other partners to ensure long-term success.

Innovation Exchange is excited to be working closely with the projects described in this booklet. They are ambitious and inspiring; their projects are poised to make a huge difference to the health and well-being of people and communities across the country.

We look forward to keeping you up to date with their progress and sharing with you what we learn about supporting innovation in the third sector.

John Craig

Director – Innovation Exchange

www.innovation-exchange.org

Next Practice in supporting excluded young people

is essential because the exclusion faced by young people and its social consequences are of concern to both policy-makers and the public. Significant energy is going into finding solutions, from national initiatives to challenging targets for local agencies. At the same time, work to support young people has always been strong in the third sector, and accounts for a tenth of the services they provide. However, while there is a need for innovation and there is much creativity in the sector, too often there is a disconnect between the two.

Innovation Exchange's Next Practice Programme

is helping to solve this problem, supporting third sector innovation and connecting it to public services. Many of the projects in this programme are potentially system-significant innovations that can help to create a more supportive environment for young people as they transition into adult life. From innocent victims of bullying to young offenders in search of a second chance, these projects are doing vital work that deserves the chance to develop and grow.



The Academy – Dance United.

The Academy, Bradford is a unique dance-based alternative education programme for young people who have failed to achieve in more conventional educational settings. Originally devised for young offenders serving community sentences, it has extended its reach to include young offenders on day release from custodial sentences and on probation, as well as young people excluded from school. The award-winning programme is derived from methods used to educate and train professional contemporary dance artists – it is a physically, mentally, and artistically challenging experience for all involved.

The Academy was established by Dance United with the support of key organisations from the regional criminal justice system. Current partners include both the Bradford and Leeds Youth Offending Teams, Bradford Nacro, HMP & YOI Askham Grange, Careers Bradford, City College Manchester, LSC Bradford, HMP & YOI New Hall, HMYOI Wetherby and West Yorkshire Probation Service.

The Academy process is intensive: each cohort of participants attends for five days a week over 12 weeks. Six cohorts of young people have finished the programme so far, and six more are planned over the coming two years.

In parallel to the core Academy initiative, Dance United is conducting an innovative research project to collect robust evidence on the impact of the programme on the lives of participants. It is hoped that the findings will convince policy makers and budget holders at a national level of the efficacy of the Academy approach, as pioneered in Bradford. Unique in this sector, the study employs a social anthropologist, working full-time as an embedded researcher at the Academy.

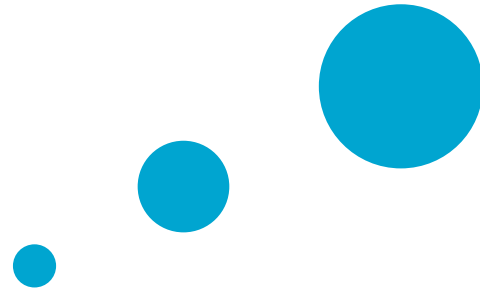
According to Professor Andrew Miles of Manchester University “the picture the initial research results portray is suggestive of a relationship that is a strongly positive and – if it could be substantiated further – one which would indicate that the Academy is far more successful at reducing recidivism than the generality of community-based programmes for young offenders”.

The next step for the Academy is to replicate the programme beyond Bradford, with active interest expressed by consortia in Wessex, Leeds and London.

Innovation Exchange has brokered in consultancy for the Academy focused on marketing and social franchising. Dance United has also benefitted from financial support from NESTA. Innovation Exchange is looking to learn from this successful programme about taking an innovation to scale and the potential of research and evaluation to support this.

**using
dance-
based
alternative
education to build
the self-confidence
and self-discipline
of young
offenders**





**working
with NEET
young people
to support youth
leadership and
build young
people's
confidence**

Get the shout out! – Phoenix Education Trust and English Secondary Students' Association (ESSA).

Get the shout out! is a new project which aims to enable disengaged young people to get their voices heard and create positive change. This programme is aimed at seldom-heard young people – those who are not in education, employment or training (NEET), on the edge of exclusion, or with Special Education Needs (SEN).

Research has shown the value of giving young people a voice in decision-making processes that affect their education. The capacity for 'student voice' work to improve behaviour within schools is widely recognised and welcomed by a number of teaching unions. However, while student voice activities are increasing in number around the country, they

are often a platform for the most articulate and 'able' students, leaving disengaged students yet more stifled. This problem is being compounded by the increasing pressure on schools and local authorities to engage students in service reviews and consultations, without giving schools and students the training and support that they need to engage a representative sample of the educational community.

Get the shout out! is a collaboration between Phoenix Education Trust and English Secondary Students' Association (ESSA), an organisation run by and for young people aged 11-19. ESSA and Phoenix will work directly with NEET and SEN user groups to develop

tailor-made training and support materials. By providing peer-led help and support, while enabling the disengaged students themselves to identify and develop their own support mechanisms, Get the shout out! will empower these young people to gain the skills and confidence they need to speak out to authority figures in a positive and constructive way. It will also ensure that excluded young people not only have their views heard directly by policy-makers and education providers; but also have a say in shaping the educational services they receive.

Get the shout out! will build on a successful pilot programme, run by ESSA, for the London Borough of Waltham Forest. Their experience

has shown that the desire for a more inclusive approach to student voice is not confined to a single area of the country. ESSA have to turn down an average of 3 requests for training per month owing to lack of resources and available staff. In the future, ESSA believes the key issue will be how they can grow their capacity to meet the increasing demand, in a way that maintains the integrity and uniqueness of the services they provide.

Innovation Exchange hopes to learn about youth-led innovation through its work with Get the shout out! and is providing coaching support to its leaders.



**bringing
together
private landlords
and trained
volunteers to help
vulnerable people
to access and
retain rented
homes**

58:12 Properties – Aquila Way.

58:12 Properties enables vulnerable and previously homeless people to access secure accommodation in the private rented sector, supporting them to live independently and become active citizens who make a positive contribution to their local community.

Many vulnerable and previously homeless people are unable to access private rented sector accommodation because they have outstanding debts, do not have a positive housing history or cannot provide a deposit. At the same time, with a shortage of council housing nationwide, people can wait years to get a council tenancy. Indeed, some vulnerable people are ineligible for council housing because of past rent arrears, leaving them with very few housing opportunities. This means that often people who have lived in supported accommodation or hostels cannot get their own home, even when they are ready to live independently. As a result, there are longer waits for others to get into supported accommodation projects, and support is not being given to those who need it most.

58:12 Properties works in partnership with private landlords and trained volunteers from local churches to help vulnerable people get and look after their own homes. Aquila Way rents the properties, providing the deposit and guaranteeing their condition, and clients have a license agreement with Aquila Way to live in the property. Clients are linked up with

volunteers from a local church, who provide a small amount of informal support, helping them settle into the local community. 58:12 Properties is a medium-term solution and the goal is that clients will be eventually no longer need support and will be able to take on the tenancy themselves.

Aquila Way is a Christian charity, based in Gateshead. The 58:12 Properties project already has a working pilot, which supports 17 households in Gateshead in private rented accommodation. The next step is to extend the project to more families in Gateshead, and then to roll it out to other local authorities in the North East. Aquila Way is already in negotiation with Newcastle and Sunderland Councils.

Once the model has been refined and proven, Aquila Way will look to expand outside the North East. One option to be explored is social franchising. This could allow the 58:12 Properties project to be replicated in areas in which Aquila Way does not have a direct presence, and for the project to be run locally, responsive to local needs. At the same time, it would allow Aquila Way to ensure that essential values and the brand are protected.

Innovation Exchange is supporting Aquila Way to develop and formalise their practice and in turn hopes to learn about the development and spread of an early stage innovation.

CyberMentors – Beatbullying.

CyberMentors is a unique and pioneering programme to tackle cyber bullying and help keep safe millions of children and young people as they use the internet and explore new technology.

Recent research shows that at least 55% of young people (aged 5-18) say they have been bullied in the last 12 months. In 22% of these cases the bullying has taken a persistent form. This equates to over a million children and young people, and of these 370,000 are being severely bullied. Evidence also suggests strong links between truancy and bullying, and bullying and educational attainment. Research by the Department of Children, Schools and

Families (DCSF) says 1 in 10 truants do so because of bullying, which represents 7,000 children every day. Other research by the DCSF has shown that, on average, those reporting having been bullied do substantially worse in their GCSE results and are twice as likely to not be in employment, education and training (NEET) at the age of 16.

Increasingly the problem of bullying does not just exist within schools. In 2006, a Beatbullying survey found 47% of young people have suffered some form of text, video, email or online bullying. Bullying online is different, and potentially more damaging, than the experience 'offline'. This is due to the nature

of the internet, with its anonymity, ubiquity and communication potential.

CyberMentors takes Beatbullying's proven and award winning bullying prevention work and applies it online. The project works with young people, training them to become peer mentors in their schools, and at the same time equipping them to operate online – supporting their peers as they use social networking sites (SNS), mobile and text messaging services.

Beatbullying believes that CyberMentors is a fully replicable and scalable model.

The initial training of CyberMentors will be undertaken in schools, with a target of 250

schools and 5,000 CyberMentors by the end of 2009. However, by operating online, the CyberMentors will be free to 'roam' and support young people from outside their locality. Therefore, once a critical mass of CyberMentors has been recruited, the scheme has the potential to support anyone in the UK.

Innovation Exchange has brokered in consultancy for this project to support strategic marketing and franchising and is keen to learn from Beatbullying's efforts to take its successful mentoring approach to scale.

**tackling
bullying
in schools by
training young
people to work
as online peer
mentors and
training at the
age of 16**



Making the case: One to One Support for Young Offenders – The Prince's Trust & The Mentoring and Befriending Foundation.

The Princes Trust is working on a campaign in partnership with Clinks, St Giles Trust, Catch 22 and the Mentoring and Befriending Foundation. They believe that all young people (aged 16 – 25 yrs old) leaving prison should be offered support from a mentor including being met at the gate on their release.

The Princes Trust completed a mapping exercise of mentoring provision in UK prisons; this showed there are inconsistencies in the overall service. While mentoring provision exists in various localities, it does not work to a collectively agreed standard. The consortium aims to support mentoring and befriending organisations to form a network so that collectively they can offer a more consistent mentoring provision to young people in prison.

The Princes Trust and the Mentoring and Befriending Foundation will work in partnership to develop an online interactive map which shows what mentoring provision is available in each prison, who it is delivered by, what it entails and its frequency. Through working together, large and small organisations alike will be able to offer support and expertise to each other, ensuring a cohesive approach to mentoring service provision for young people leaving prison.

There are over 18,000 16-25 year olds in custody in the UK – an increase of more than a third in the past ten years. In a consultation with the Princes Trust, two thirds of young offenders said that having the support of a mentor would help them to stop re-offending, particularly if the mentor were someone who themselves had broken the cycle of offending, with 85% saying that starting mentoring face-to-face whilst in custody would help them.

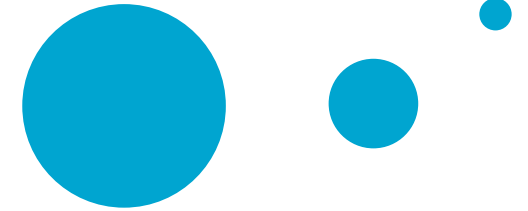
Innovation Exchange is providing support to facilitate this partnership, develop its networks and further its campaign. Making the case has also benefitted from financial support from NESTA. Through this work, Innovation Exchange is learning about the role of campaigning in scaling-up a proven innovation.

**making
mentoring
for young
offenders
a universal
service across
the country**





**developing
mobile phone
games to
engage young
people and help
them to learn
life skills**



InLiving – Creative North and Kirklees Neighbourhood Housing.

The InLiving mobile phone game has been developed as an accessible and engaging way to help young people think about the challenges of independent living. A unique trans-media collaboration between a games developer and a housing association, InLiving allows its players to manage their own virtual home and learn about personal finance, education and employment in a fun and engaging way.

Many young people have an unrealistic idea of what it's like to live independently; they may not fully understand what is required to take care of their own home and what services are available to help them. When young people have not been successful in managing their own home and finances, they fall into arrears

and their tenancies fail. Over one third of young people's tenancies do not end in a positive way.

Up to now, conventional methods of raising awareness such as training and workshops have been attempted, but they generated little interest with young people and attendance was poor. The project partners recognised the opportunity to harness technology as a learning medium. Many young people already own a mobile phone; therefore mobile phone technology presented an excellent platform on which to build an innovative learning tool.

InLiving is a joint partnership between social enterprise Creative North and housing association Kirklees Neighbourhood Housing. Both organisations have been involved in

the process from conception to delivery, with each investing 50% of the development cost of the project. InLiving was developed using user-centred design methods. Focus groups of young people in the Huddersfield area were used at all stages of the development process.

Since the concept was launched, it has received considerable attention from press and policymakers alike. For example, Inside Housing has featured InLiving in their 'What Works' section. It has been covered by the local press, as well as the Times and the Guardian. Clive Betts MP invited the InLiving team to present the project at a House of Commons Select Committee meeting in September 2008.

From autumn 2008, the game is being used in several local schools as a learning tool for

Personal, Social and Health Education (PSHE). Several housing organisations nationwide are also using the game, including Tri-Star Homes, Rotherham 2010, Pennine Housing, Nottingham City Homes and A1 Housing.

Further evaluation is required to ensure that the game is refined and appropriate for deployment nationwide. If successful, the idea could also be tailored to satisfy other issues, such as crime and consequences, teenage pregnancy and financial management.

Innovation Exchange is offering consultancy support to Creative North focused on product development and sales and from this relationship is learning about the potential of existing technology to support third sector innovation.

Next practice in enabling independent living is essential to the transformation of social care and to securing greater choice and control for disabled people. Health and social care is the most common focus of third sector services, many of which grew out of dissatisfaction with statutory provision. However, with the many changes in social care and particularly the introduction of personal budgets, opportunities for new services and new relationships between public and third sector provision are opening up.

Innovation Exchange is seeking to enable third sector innovators to help to drive social care transformation and the projects in this Next Practice Programme are potentially system-significant innovations. They have the potential to empower disabled people and to stop people from feeling like prisoners in their own homes or in someone else's. From helping people who simply want well-designed assistive equipment to supporting parents with learning difficulties who want to hold their family together these projects are already doing hugely valuable work and they deserve the chance to develop and grow.





**providing
work
opportunities
for people often
excluded from
the labour
market**

Clean Slate Training and Employment (CSTE).

CSTE was created to provide work opportunities for people from groups that are excluded from the labour market, such as those with mental health problems, learning disabilities or experience of drug or alcohol misuse.

It is widely acknowledged that many benefits claimants may be able to work, providing they get the right benefits and support. CSTE provides those people who are facing a difficult transition with the opportunity to build their confidence, and develop their CV and work history, at a pace which meets their needs. At CSTE, people are treated with trust, and learn to be accountable for their own actions. As one employee put it “No other agency believes I can come good, but Clean Slate’s straightforward treatment of me as a worker not as a service user means I have to take care of myself if I want to get paid”.

CSTE operates in four ways: by running its own enterprises (such as Clean Slate Distribution offering packing, mailing, delivery and distribution services), by acting as a temporary employment agency and by offering pre-employment training and personal development programmes. Later, CSTE plans to set up micro-enterprise support in the form of practical business partnerships with those who want to set up their own business. This unique combination of approaches means greater employment opportunities, and gives

both workers and business customers a flexible range of options to access at different times.

CSTE is a not-for-profit, social enterprise. Its founder, Jeff Mitchell, was managing director for The Big Issue and The Big Issue South West, and has been actively involved in the building of a national (and international) social business network. The enterprise was piloted initially in Bristol, where clients now include Bristol City Council, local housing associations and third sector agencies, as well as a number of private sector companies. At the behest of the local Council, the project has now been rolled out to neighbouring Bath and North East Somerset. CSTE has now delivered almost 2,000 hours of paid work for so-called ‘unemployable’ people – achieved in just over 18 months.

In the short-term, support and investment is required to enable the organisation to become financially sustainable, which will be achieved by building sales volumes and widening the customer base. CSTE is keen to expand beyond its West of England home, into London and South Wales. A franchise model is being considered.

Innovation Exchange is providing research support to CSTE to enhance its understanding of issues relating to the employment of workless people and through this relationship is learning about the development of an innovative social enterprise.

Enabled by Design.

Enabled by Design is an online community that crowdsources the design of assistive equipment, as well as providing a space for people to share information on useful products, innovations and 'life hacks'. The aim is to empower those living with disabilities or constraints to enjoy a high standard of independent living, through the use of clever modern design.

Enabled by Design aims to create a user-generated, bottom-up alternative to the traditional, top-down models of equipment provision. According to co-founder Denise Stephens, the use of NHS assistive equipment is currently "not an altogether uplifting experience". Indeed, in her personal experience, the provision of such equipment and advice bears all the hallmarks of a "factory farmed health service".

Enabled by Design is working to challenge and transform the current 'one size fits all' model of equipment provision, as well as prove the demand for more modern and attractive equipment – improving not only functional design but also aesthetics. The website bridges the communication gap between users and designers, encouraging discussion and collaboration to produce practical yet stylish gadgets. It also provides an opportunity for people to air their views, talk through ideas and find some solutions to the age-old problem: why does assistive equipment have to look so ugly and clinical?

Although still a fledgling venture, Enabled by Design has already enjoyed its share of recognition and kudos. Enabled by Design was awarded first prize at the first ever Social Innovation Camp in April 2008, as well as for

b.TWEEN08's Enterprising Ideas category. They've also received UnLtd's level 1 award, were shortlisted for the UK Catalyst Awards for Social Technology 2008 and more recently have been nominated for the MS Society Awards 2009.

Enabled by Design's first goal is to raise awareness and encourage debate, bringing together a group of users into a coherent and active community both on and off-line to challenge the status quo. They are also working hard to forge links with existing organisations that would benefit from their services, including charities, healthcare professionals and designers.

Enabled by Design believe that the project has international potential, thus enabling independent living across the world.

Innovation Exchange is offering business development support and coaching to Enabled by Design and, in turn, is learning about what it takes to turn an innovative idea into an innovative business. This project has also benefitted from financial support from the Department of Health.

**building
an online
community to
crowdsource the
development of
more functional
and attractive
assistive
technology**



Back to Life – TimeBank.

Back to Life is a mentoring scheme which matches young men who are recovering from mental illness with near-to-peer male mentors who provide emotional and practical support as they make the difficult transition back to living independent lives.

A 3-year Back to Life pilot project was evaluated independently and shown to be a unique intervention in London. In particular it has had great success at building the confidence of young men leaving mental health care. It has enabled them to become active again in their local communities and to make choices about their futures, including accessing education, employment and social care packages and individual budgets.

The mentees involved in the evaluation were extremely positive about the programme. All felt more confident and less lonely than they had done before they were matched with a mentor. The relationships also gave them support to start new activities and become more independent, and they fostered an important sense of normality and hope that they could regain control of their lives.

As one complimentary mental health professional put it: “We were looking for something which was not a ‘piece of work’ and task-focused, but a more open-ended form of support. I have sensed that young men want

to get away from institutionalised and routine interventions associated with mental health services and into something more flexible and less regimented”.

TimeBank now plan to take the pilot to a new level by embedding it within existing services in two hospitals. This means that they will get immediate access to vulnerable young men leaving hospitals to live independently. It also means that the team will be able to access and present an even stronger case to mental health service commissioners.

South London and Maudsley Mental Health Trust have agreed to collaborate with this extended trial, hosting a mentoring coordinator on site. Over 150 men have expressed an interest in volunteering with the project in London alone.

TimeBank hope to roll out the project across the country using a social franchising model. This approach has already proved effective in the Time Together refugee mentoring programme.

Innovation Exchange is offering coaching support to TimeBank staff leading this project and through this relationship hopes to learn about the challenge of scaling-up an innovation which is based on a model of intensive one-to-one support.



**providing
mentoring
to young men
recovering
from mental
illness**





***harnessing
the power of
co-production
and peer-support to
provide a sustainable
brokerage service to
personal budget
holders***

Life:unlimited – Speaking Up.

Life:unlimited is the combination of advocacy and co-production in one new service model. It aims to become the missing link in the fulfillment of ‘self-directed support’ (or ‘personal budgets’), by giving disabled people access to high quality accessible information and advocacy. This, in turn, will enable them to lead inclusive, independent and active lives in the heart of their community.

Under the government’s £520m Putting People First programme to transform social care for older and disabled people in England, the “vast majority” of those who receive state support will, within the next three years, be offered personal budgets to enable them to choose their own services. But personal budgets risk not being a life transforming reality for

the most vulnerable users. Good brokerage support is costly and detracts from the care budget. Poor support, especially during the support planning phase, does not open up new opportunities, particularly when information is limited, inaccessible, and options cannot be trialled. According to Craig Dearden-Phillips, CEO of Speaking Up, “many local authorities will struggle to move large numbers of people on to a personal budget and help them achieve their potential”.

Life:unlimited is rooted in the founding idea of Speaking Up – that of Voice | Action | Change. They believe that if you give people a voice, they can take positive action and create change.

Speaking Up is one of the largest advocacy organisations in England. Originally based in Cambridgeshire, it now has four regional centres in Nottinghamshire, Lincolnshire, South Yorkshire and Northamptonshire. Over the last two years Speaking Up has more than doubled the number of people worked with from 1,567 to 3,671.

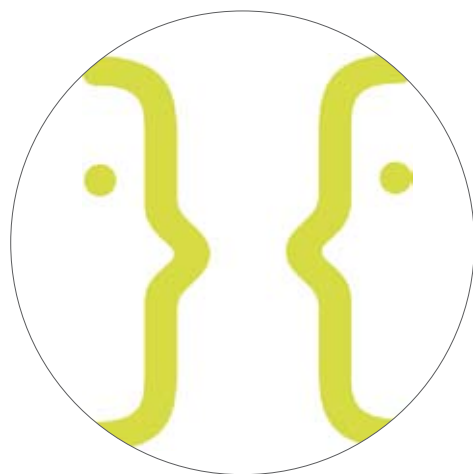
Life:unlimited brings together a range of Speaking Up’s proven ideas and practices into a new ‘product’ which enables people to get the most out of personal budgets. The programme combines robust training of peers in effective advice and support, with detailed information on locally available options and access to materials tailored to the different adult groups. It will mix a small, experienced staff team with the focused energy and skills

of family, friends, existing paid workers and other personal budget users. It harnesses people-power as co-creators and co-producers; vital assets in the formation of a supportive network. If successful, Life:unlimited could, over time, become the dominant business model for Speaking Up.

A 3-year start-up pilot programme is planned, working with commissioners in Cambridgeshire and Nottinghamshire.

Innovation Exchange has brokered in consultancy support for business planning and cost-modelling for Life:unlimited and, through its relationship with Speaking Up, is learning about innovation which places service users at its heart. The project has also benefitted from financial support from the Department of Health.

**an
online
mentoring
network for life,
work and learning
which connects people
seeking support and
guidance with others
willing to provide
it freely**



horsesmouth.co.uk.

horsesmouth is a new online social network with a real social purpose: to connect people seeking support and guidance on the important issues in life, with others who are willing to “give something back” freely, from the benefit of their own experience. A registered Social Enterprise, their vision is to create a marketplace for “wasted wisdom” in the same way that eBay created a marketplace for unwanted goods. horsesmouth believe that everyone has something to give and gain in this community, and would like to see everyone in the UK join and use the service as both mentor and “mentee” at some point in their lives.

horsesmouth has invested in designing, building and delivering a safe, fit-for-purpose, hosted and moderated venue for online mentoring. There have been over 750,000 unique users since the launch and the service now has over 15,000 members of whom about half are fully profiled mentors.

horsesmouth represents a new way for charities to reach and support people. Often, people do not engage with charities around difficult issues in their lives until they reach a crisis point. However, within horsesmouth, users will comfortably and anonymously seek support and empathy from others, before the issue becomes an emergency. Also people often come into the site to look for advice on one topic – for example, career development

– but move on to talking about more personal and emotive issues, like health problems or an abusive relationship.

horsesmouth is offering partnership opportunities to other charities who may want to broaden their reach via this safe social medium, where people are actively asking for help and support. A branded partnership on horsesmouth allows charities to be visible in relation to relevant issues; to outline the services they provide and to link to their own online information and resources. It also allows them to provide mentors and experts of their own, therefore widening the reach of their advice and guidance.

This strengthens the horsesmouth site experience for users by linking it to more formal services as appropriate, and it also provides real benefits for the charities, helping them to make high-quality connections with their user-group in an efficient, inexpensive way. It also gives charities the chance to reach beyond those already in crisis, engaging in more early-intervention and preventative work.

Innovation Exchange is seeking to help horsesmouth to attract new charity partners. In addition, through its relationship with horsesmouth, Innovation Exchange wants to learn about how successful entrepreneurs from the private sector meet the challenge of growing innovation in the third sector.

Slivers: Person-to-Person Support – Slivers of Time Ltd.

Slivers of Time solves a pressing problem in the labour market by using sophisticated technology only now made possible. It connects individuals wishing to work at times of their choosing with organisations looking to employ top-up workers on a flexible basis. In this online marketplace both sides win.

Many people can't hold down regular employment because of other commitments in their life. A large proportion of these people badly want to work around their irregular commitments. Their need is for "bits of work", at times of their choosing, on their own terms.

At the same time, many organisations welcome access to a pool of top-up workers who can be called in flexibly at peak times. They include retailers, caterers, hotels, manufacturers, contact centres, and not least the public sector. Slivers of Time has fledgling markets operating in East London, West London, Liverpool, Leeds and Hull, with other areas in the pipeline.

Slivers of Time is a social enterprise, managing a series of local labour marketplaces. Operated by recruitment agencies who vet the participants, they allow anyone to list hours and terms on which they will work.

Work-seekers can limit themselves to chosen employers if they wish and many businesses offer paid training to local Slivers of Time Workers to ensure an extra pool of local skilled workers.

The attraction of the scheme from the worker's point of view is clear. As Project Director Wingham Rowan puts it, "If you are at the bottom of the income pyramid, your time is your most valuable economic asset. Being able to trade it in completely new ways is very empowering." To date, many thousands of people have completed a rigorous registration process, and are keen to come into the markets when one develops in their area.

The priority now is to get more local marketplaces going, by identifying new employers who are willing to use the Slivers of Time workforce. That means cultivating relationships with councils, caterers and call centres in those areas where local conditions

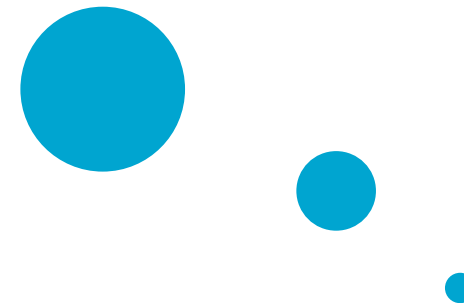
are most fertile. Slivers of Time aims to open ten more marketplaces over the next eighteen months, each thoroughly underpinned by a committed Local Authority and clearly expanding local opportunity.

Innovation Exchange is working with Slivers of Time to explore the potential of their technology for social care. As the use of personal budgets grows, localised markets for care may make Slivers of Time's system extremely valuable in helping to connect those looking to receive and provide care.

Innovation Exchange is supporting Slivers of Time to develop a service offer for social care and to begin to develop business in this area and have brokered in a social care expert to help the organisation build up relationships and knowledge in this area. In the process, Innovation Exchange is learning about the introduction of innovative technology to the social care sector. This project has also benefitted from financial support from NESTA.



**using
the web
to enable
individuals to
contract directly
with one another
to provide
social care
services**



Food Access UK – East London Food Access (ELFA) Ltd.

East London Food Access (ELFA) supports community health and well-being through the provision of fresh fruit and vegetables to residents on housing estates across Hackney. The organisation plans to expand its services through contracts with local public sector organisations and businesses.

Deprived communities on isolated urban estates often have barriers to food access – there may be no local shops selling good quality fresh food and no shuttle bus service available to local supermarkets. Conventional food delivery services simply cannot compete on price and quality to such small communities without the cross subsidy of public sector contracts to deliver local community health actions.

ELFA aims to set up regional or sub-regional organisations (social enterprises) that would operate weekly food stalls on multiple local estates, supplying fresh produce at equivalent local retail prices but with much higher quality. In addition, the groups will contract with local PCTs and Councils to supply fruit to nurseries and schools, as well as delivering fruit to local businesses and workplaces. This combination of three complementary distribution channels will ensure that economies of scale are reached, and the business can become operationally self-sustaining without the need for ongoing grants or donations.

ELFA is working with two business consultants on the development of their service offer for other local authorities in England, and has also benefitted from financial support through NESTA. Through its work with ELFA, Innovation Exchange is hoping to learn about how an innovation which has been successful in one locality, might be effectively supported to take root in other localities.

**supporting
community
health and well-
being through the
local provision of
fresh fruit and
vegetables**





**using
assistive
technology to
enable parents
with learning
difficulties to be
safe, loving
parents**

Hi-Tech Family – Symbol Family Support Services and Brandon Trust.

Symbol Family Support Services and Brandon Trust are launching a pioneering residential family assessment centre for parents with learning disabilities. Symbol has been doing ground breaking work in this area for years. Brandon Trust is known for its expertise in supporting individuals with learning disabilities. A key ingredient of the new centre will be Hi-Tech Family, the application of assistive technology to support such families to continue to live independently.

There are approximately 250,000 parents with learning disabilities throughout the UK. Between 40% and 60% of all children born into families headed by a mother and/or father with an intellectual disability are removed from the care of their parents, either temporarily or permanently. Fresh thinking is needed

to address the issue of independent living and support for vulnerable adults and their children.

Working in partnership, Symbol and Brandon Trust are opening a specialist family assessment centre, solely focused on parents with learning disabilities. This is the first time the West Country has had a specialist resource like this, though the catchment area extends up into the Midlands. It caters for up to 8 families at any one time, usually over a 12-week period. As a result of the assessment, the team will design a specific assistive technology package for particular family/parents, built around their unique circumstances. This package will incorporate traditional aspects of assistive technology such as Telecare but will also embrace new technology and ideas.

The partners also plan to run a pilot project in the community, which will help to ascertain how such technology could support a complementary parenting skills programme within domestic home environments.

The use of this assistive technology, to this extent, with this service group, for this purpose, is very exciting – it is thought to be a first nationally.

Symbol's expertise in family assessment is at the very core of this new development. Brandon Trust bring the use of assistive technology to the project, via its contribution to the TATE Project, led by HFT and financed by the European Social Fund. Through this programme, Brandon Trust became directly involved in seven small scale initiatives,

involving 15 people living in a range of settings. Their work to date suggests that assistive technology can be effective in five key areas: Assessment, Alerting, Scheduling, Prompting and Accessing Remote Support.

Although in this case the concept is being applied to “family assessment with parents with learning disabilities”, these principles and this technology can be used in a wide variety of Social Care situations.

Innovation Exchange hopes to learn about the challenge of product development in a third sector context, and so has brokered in a package of support for Brandon Trust which includes product development and marketing. This project has also benefitted from financial support from NESTA.

providing financial services to people unable to access basic commercial banking facilities and strengthening a community from within



Community Banking Platform – Riverside Credit Union.

It is expensive to be poor. Riverside Credit Union (Riverside) exists to tackle this problem. Riverside was established over twenty years ago by residents of England's most deprived council ward in Speke, Liverpool. The credit union helps people who cannot access basic banking facilities because they lack comprehensive documentation or employment records and so pay more for other basic services. It provides a supportive alternative to loan sharks and predatory lenders, helping people to manage their money for the long-term.

Riverside provides the people of Speke access to a range of banking services on fair and manageable terms. With a growing membership of over 5,000 in a ward with a population of 15,000, the credit union has huge reach and impact in the community. Many members are people that commercial institutions would deem 'un-bankable' but through Riverside they can receive benefit payments and have begun saving for the first time.

Riverside is more than a banking service. It is supporting people in Speke into positions of financial competence and stability, helping financially disempowered people to

empower themselves and take control of their finances. Through Riverside families can save for emergencies, Christmas and holidays, where they might otherwise have fallen into unmanageable debt. Residents of Speke often choose to invest in Riverside, even when their access to other banking options is assured. Members use its loan facilities alongside commercial accounts because of the fairness and the reliability of the service. They see that Riverside gives hope to their friends, family and neighbours and they want to be a part of an institution that is strengthening their community from within.

Riverside's ambition is to secure additional support and investment to develop their service, and improve their systems to support the growing membership. Innovation Exchange are working with Riverside to find and engage people who can help, supporting them to tell a powerful story through film about the work that they do and then connecting them with potential investors and supporters. From this, Innovation Exchange hopes to learn about how communities can be empowered through a community-led financial service.



The third and public sectors are teeming with great ideas, but too few of them change the world. Innovators, investors and commissioners are often disconnected from one another and lack the capacity and incentive to collaborate. As a result, innovation projects may start, but can struggle for the connections and resources to sustain themselves. Innovation Exchange exists to tackle this problem, bringing people together to grow innovation from the third sector.

Innovation Exchange works as an innovation broker for the third sector. We surface opportunities for innovation, help innovators, investors and commissioners to connect around them and support innovations' growth. Our pitch to the third sector is simple; don't give your idea away, but don't keep it to yourself – grow it with Innovation Exchange.

In addition to the Next Practice Programme, Innovation Exchange runs high-quality innovation events and a cutting edge website. Our successful Festivals of Ideas series and recently launched website – www.innovation-exchange.org – are uniting third sector innovators, commissioners and social investors around compelling social challenges and opportunities for innovation.

Innovation Exchange is primarily funded by the Office of the Third Sector in the Cabinet Office. It is run by a consortium led by The Innovation Unit (an independent innovation consultancy) in partnership with ACEVO (the Association of Chief Executives of Voluntary Organisations) and Headshift (a website company). To learn more and to participate go to:

www.innovation-exchange.org

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