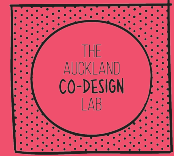


# Ngā mihi nui Welcome

*The*  
**Southern  
Initiative**  
—————



# Scaling up, out and deep:

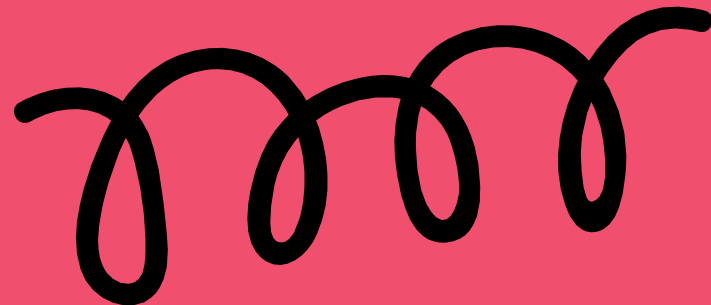
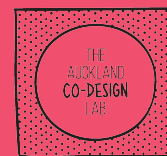
What we are learning about  
social innovation for  
transformation

Penny Hagen (smallfire.co.nz) @pennyhagen  
Auckland Co-design Lab, The Southern Initiative,  
Auckland Council

@CodesignLab\_AKL <https://www.aucklandco-lab.nz/>

With thanks to all our colleagues & collaborators

*The*  
**Southern  
Initiative**  
—————



# Scaling Up, Out & Deep

---

## Scaling Up:

Impacting Law and Policy  
Changing Institutions at the  
level of policy, rules & laws



## Scaling Out:

Impacting greater numbers  
Replication & dissemination,  
increasing numbers of  
people or communities  
impacted

## Scaling Deep:

Impacting culture  
Changing relationships,  
cultural values & beliefs,  
including 'hearts & minds'

Image thanks to TACSI

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

[https://mccconnellfoundation.ca/wp-content/uploads/2017/08/ScalingOut\\_Nov27A\\_AV\\_BrandedBleed.pdf](https://mccconnellfoundation.ca/wp-content/uploads/2017/08/ScalingOut_Nov27A_AV_BrandedBleed.pdf)

# Today:

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

## **Two questions for us today:**

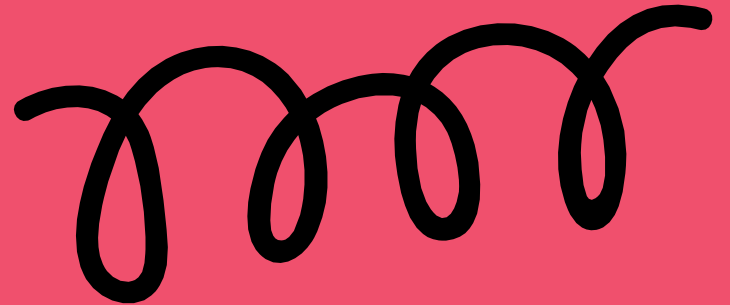
How do we support others  
in the work of  
transformation?

How might we challenge &  
grow our practice?



**some context**

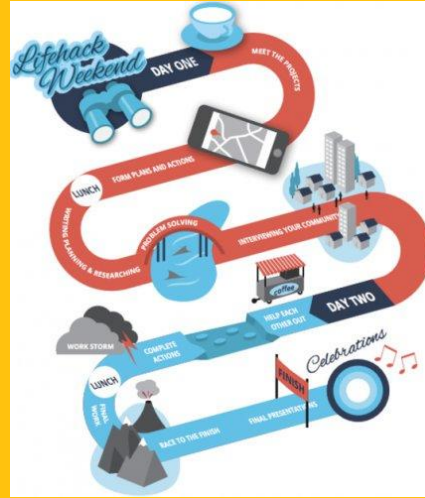
**what kind of work is this?**



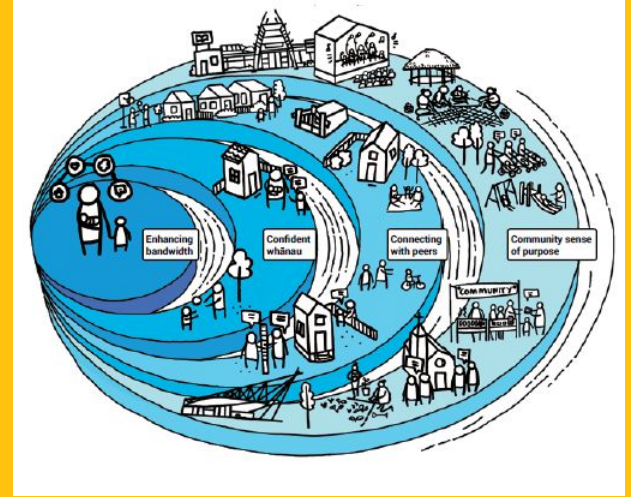
What kind of work is this?



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



**Lifehack**  
Youth Wellbeing  
Innovation  
platform



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

# Characteristics common to this work [social innovation for transformation]

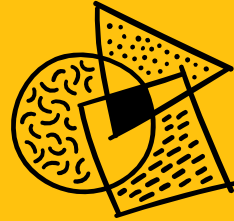
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**Place-based**



**Cross sector**



**Reconfiguration**



**Indigenous  
knowledge systems**



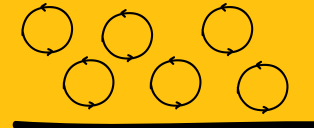
**Strengths-  
based**



**Co-design**



**Systems focused**



**Platforms**



What is the goal?

---

# **New norms in the system**

*Place-based local responses*

*Indigenous knowledge systems integrated and  
as source of innovation and prosperity*

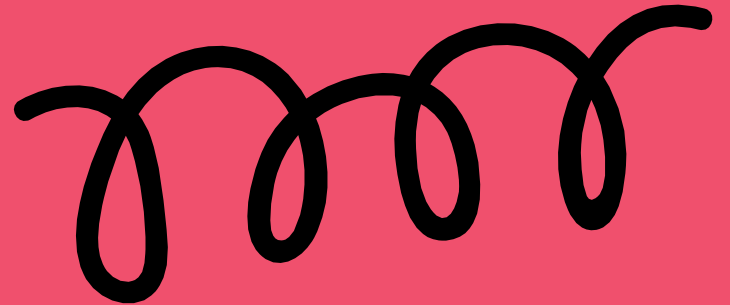
*Whānau led their own change*

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

*Narratives are shifted*

*Increased incomes, safety and security*

**what are teams  
trying/doing?**



**prototyping**

demonstrating,  
modelling &  
sharing new  
ways of  
working

+

**growing**

& building the  
capacity for  
new ways of  
working



**Prototyping,**  
demonstrating, modelling  
& sharing new ways of  
working

What it  
takes

The text 'What it takes' is written in a black, handwritten style. The words are arranged in two lines: 'What it' on the top line and 'takes' on the bottom line. Below the word 'takes' is a single, continuous, wavy black line that underlines the text.

**Prototyping / Modeling/  
Sharing for example**

News service models;  
pastoral care

Policies & practices; social  
procurement, wage  
strategies

Building capability;  
employees & employers

Transition pathways from  
sunset to sunrise industries



***Image from Māori Pasifika Trades Training***

The Southern Initiative



## **Growing**

capability, capacity,  
conditions, ecosystems,  
markets



**Growing  
capacity/ecosystem  
for example**

Growing business  
ecosystem

Entrepreneurial  
capacity

Social procurement  
supply chain



**He Waka Eke Noa**



## **Growing capacity/ecosystem for example**

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

Urban Planning, Water monitoring,

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



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

**prototyping**  
demonstrating,  
modelling &  
sharing new  
ways of  
working

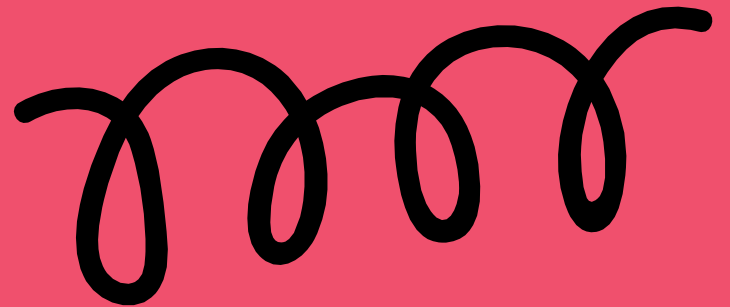
+

**growing**  
& building the  
capacity for  
new ways of  
working



# what are we learning?

Scale & success

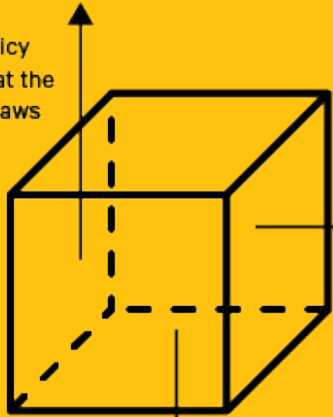


what are we learning?

# Scaling up, out and deep

## Scaling Up:

Impacting Law and Policy  
Changing Institutions at the  
level of policy, rules & laws



## Scaling Out:

Impacting greater numbers  
Replication & dissemination,  
Increasing numbers of  
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## Scaling Deep:

Impacting culture  
Changing relationships,  
cultural values & beliefs,  
Including 'hearts & minds'

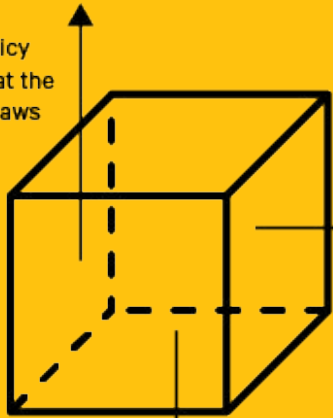
Working across all three  
dimensions

New kind of skill set  
going in all directions

# Scaling Up

## Scaling Up:

Impacting Law and Policy  
Changing Institutions at the  
level of policy, rules & laws



## Scaling Out:

Impacting greater numbers  
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## Scaling Deep:

Impacting culture  
Changing relationships,  
cultural values & beliefs,  
Including 'hearts & minds'

Yes **Scaling up** is required

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

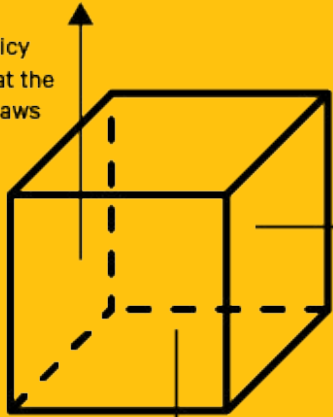
Channels not consistent

Subject to windows of  
opportunity & political  
imperatives

# Scaling Deep

## Scaling Up:

Impacting Law and Policy  
Changing Institutions at the  
level of policy, rules & laws



## Scaling Out:

Impacting greater numbers  
Replication & dissemination,  
Increasing numbers of  
people or communities  
impacted

## Scaling Deep:

Impacting culture  
Changing relationships,  
cultural values & beliefs,  
Including 'hearts & minds'

Yes **Scaling deep** is  
required

Especially around  
narrative

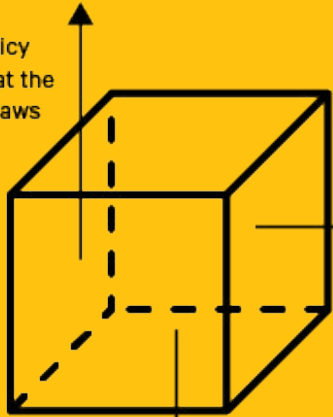
And narrative is in part  
connected to scaling up

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

# Scaling Out

## Scaling Up:

Impacting Law and Policy  
Changing Institutions at the  
level of policy, rules & laws



## Scaling Out:

Impacting greater numbers  
Replication & dissemination,  
Increasing numbers of  
people or communities  
impacted

## Scaling Deep:

Impacting culture  
Changing relationships,  
cultural values & beliefs,  
Including 'hearts & minds'

Yes **Scaling Out** is  
required

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

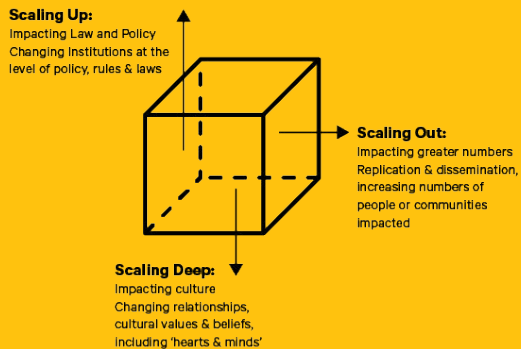
And scaling opportunities  
for people to work  
differently

Not just scaling of  
prototypes, programmes  
and services

what are we learning?

---

# Scale out is also a sort of scaling down



## Scaling down

Handing over & letting go, folding back in

Letting others lead and own



what are we learning?

---

**What about scaling versus  
biodegradability versus  
regeneration?**

# **Is success always scale?**

Prototypes take us  
different places...

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

what are we learning?

---

# Is success always scale?

Is a single street  
scale?

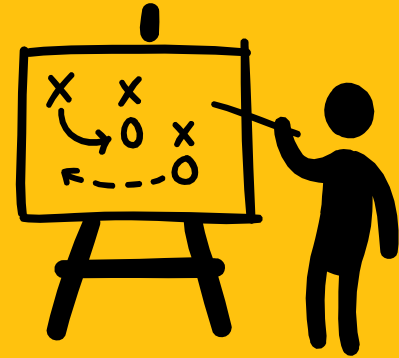


what are we learning?

---

# Whose version of success?

Success might be  
learning what  
success is



These are question evaluators and evaluative practice can help with....

---

What kind of scale?

What is success?

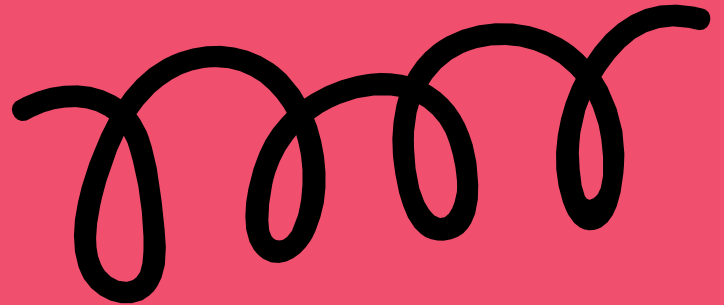
*“Evaluation helps bring rigour & fidelity...helping those in the trenches adapt/learn”*

*(from Michael Quinn Patton’s talk on transformation)*

# what are we learning?

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

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



# The journey to impact



*A process that brings emotional challenges & learning for practitioners*

# Extending how we think about change & outcomes



Action



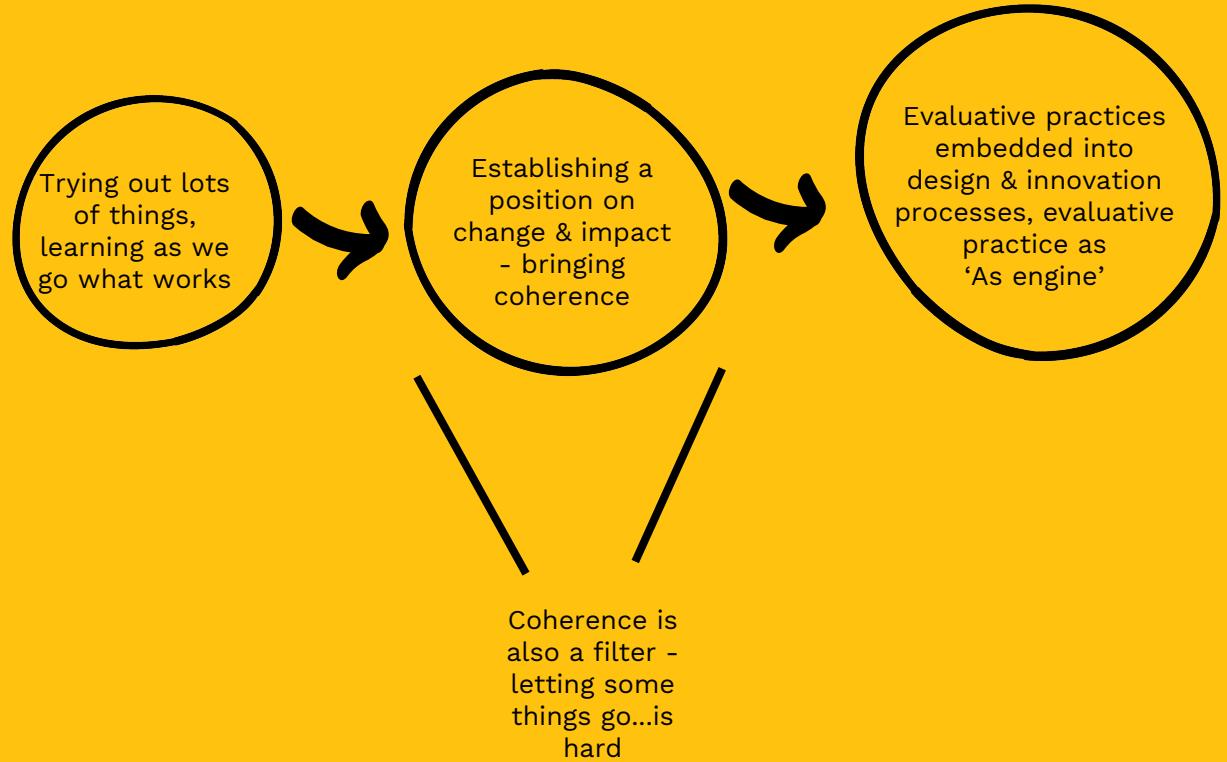
Did it lead to a change?



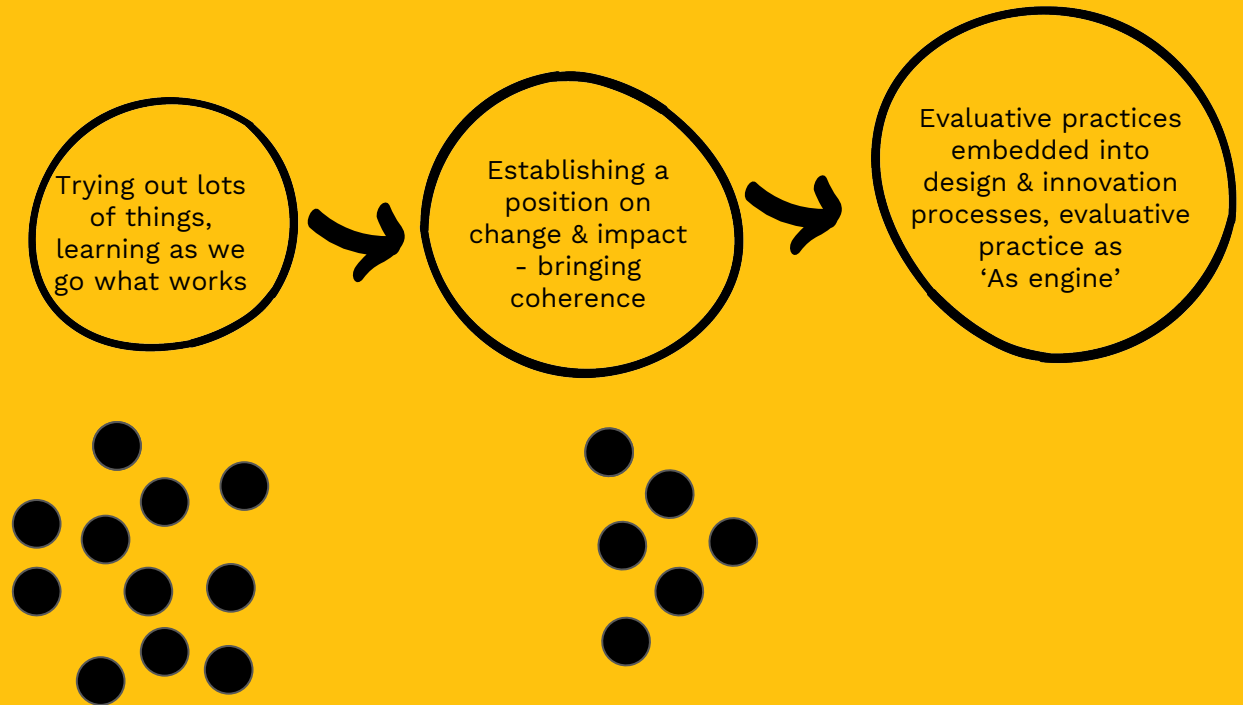
Is it sustained?



Bringing  
coherence  
involves  
stopping  
things



# From programmes to platforms



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

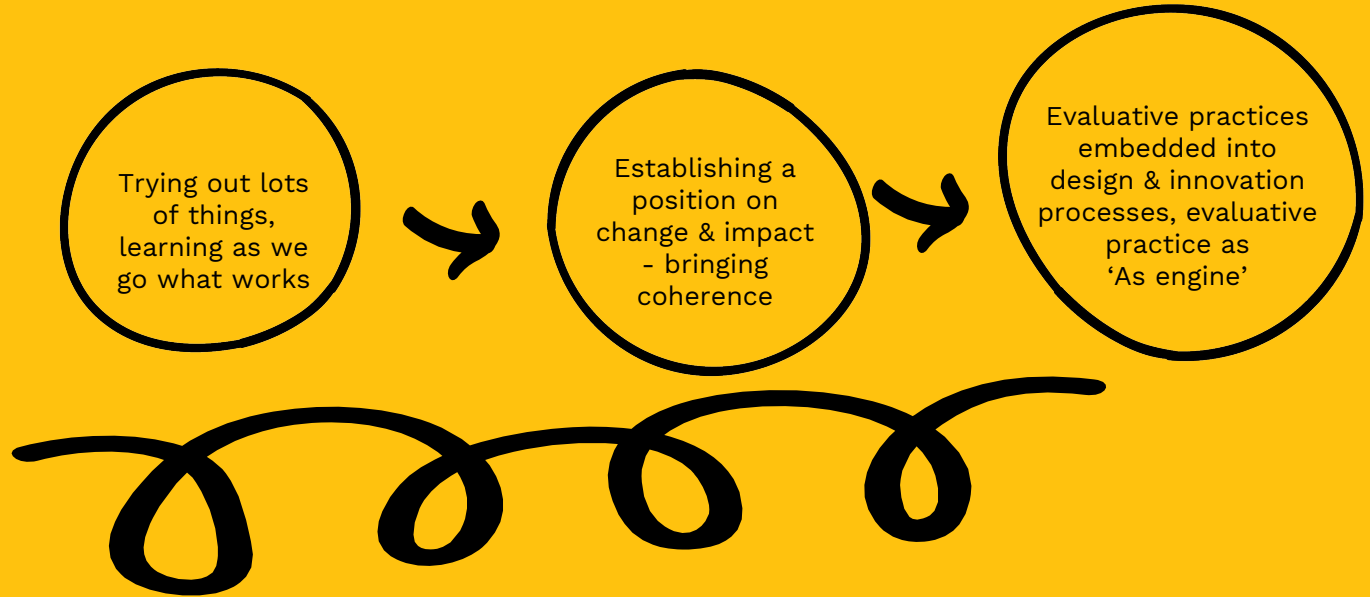
# Challenging our sense of value & how we contribute



*“Transformation requires us to understand we are contributing to change but not in control”*

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

# Embracing evaluative practice



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

Growing our  
practice

**BAU**



**Community-  
Innovation**

Requiring people to work in completely different  
ways

Growing our  
practice

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

*Learning has come from  
unusual and specific places*

*We know what we know  
and it isn't enough”*

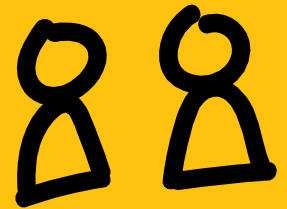
*Social Intrapreneur*

Returning to our initial questions

---

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

To work in different ways  
To grow & extend practice

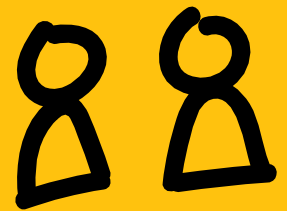


Returning to our initial questions

---

# How do we best prepare ourselves for this journey?

To challenge and grow our practice for transformation?





# Thank you

[penny.hagen@aucklandcouncil.govt.nz](mailto:penny.hagen@aucklandcouncil.govt.nz)

Auckland Co-design Lab

<https://www.aucklandco-lab.nz/>

The Southern Initiative

*The*  
**Southern  
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—————

