Company

Innovate Dublin Communities CLG

Innovate Dublin is a social enterprise and we believe that real change in communities comes through social innovation, new ideas that work. Using our expertise in innovation, we help people solve old problems in new ways, in the places they live, work and play. With an exciting blend of fresh thinking, design, technology and common sense, we work with communities to create and deliver projects that work in real life and create a lasting impact.

Our Vision: Bold ideas build better communities.

Our Mission: Support communities to create new solutions that result in sustainable improvements.

What do we do?

We transform the way communities solve problems

We understand that people are the experts in their own lives and that the best results come from working closely with them to solve the challenges they face. We also understand the importance of partnering with relevant organisations which, like us, are committed to better outcomes, to effectively deal with these challenges. That is why collaboration is key to our success. We work directly with individuals, local authorities, statutory bodies, business, not-for-profits and universities. At the heart of all our work is the ambition to shape dynamic innovations and projects that create economic and social benefits for all.

Ensuring our work is effective and creates a positive impact is key to everything we do. We work together with stakeholders in the public and private sectors as well as local communities to create and develop innovative solutions to test and, in some cases, establish projects, programmes and even businesses that can help to meet their needs.

To find those innovative solutions we use an iterative process to diagnose & frame, discover, prototype & test and implement.
Who is involved?
Who is involved?

Board of Directors
We have 8 directors who represent a range of sectors and all bring individuals skillsets to the table for the strategic benefit and growth of the Company.

<table>
<thead>
<tr>
<th>DIRECTOR</th>
<th>AREA OF WORK</th>
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<tbody>
<tr>
<td>MARY TAYLOR (CHAIR)</td>
<td>Local Government</td>
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<tr>
<td>CLYDE CARROLL</td>
<td>Industry</td>
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<tr>
<td>PAUL MCAULIFFE</td>
<td>Dublin City Council Councillor</td>
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<tr>
<td>EDWARD FLANAGAN</td>
<td>Industry</td>
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<tr>
<td>ANNE KEATING (COMPANY SECRETARY)</td>
<td>Community</td>
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<tr>
<td>MICK CREEDON</td>
<td>Community Service</td>
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<td>JANENE WARE</td>
<td>UK Social Innovation Industry</td>
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Staff Team

Fiona Descoteaux, CEO Innovate Dublin
Fiona has 10 years’ senior executive experience in the non-profit, local development and social enterprise sectors in Ireland and the UK. A specialist in social innovation, Fiona has put her experience into launching Innovate Dublin – an organisation that demonstrates the value of social innovation and design thinking to advance community development.

As CEO, she has a proven track record in building relationships for strategic and operational gain across a range of sectors: non-profit, private, statutory, academic, local and central government. Fiona is skilled at developing engagement with target groups, successfully delivering programmes and accessing funding nationally and on a European platform, whilst adhering to corporate governance structures and best practice.

Annabelle Conway, Social Innovation Manager
Annabelle is a skilled professional with extensive experience in the areas of innovation, change management, business development and human resources management. Having worked across several sectors she has a comprehensive understanding of the many challenges involved in getting a business off the ground and the importance of creating new systems and processes for implementing innovations.

In addition to being involved in the strategic development of Innovate Dublin, Annabelle manages the Social Innovation Hub. She also uses her skills in partnership and collaboration to develop and implement social innovation programmes that help make positive changes in local communities. Annabelle believes in the power of social business and social investment to tackle society’s big issues and is passionate about empowering people and communities to achieve creative and transformative forms of impact.

Anne Orroock, Finance & Administration Manager
Anne has worked in local development for several years and has managed the finance function for numerous large projects as well as several programmes funded by Pobal, Solas, Department of Social Protection and City of Dublin Youth Service Board. As the Finance and Administration Manager of Innovate Dublin, Anne has the opportunity to combine her love of numbers with her desire to support social causes and her precision and experience are an asset to the staff and the board.
How do we do it?
How do we do it?

Our Social Innovation Hubs are at the heart of our operations. Social Innovation Hubs are our development spaces for like-minded creative, socially minded entrepreneurs and community leaders to support one another, identify solutions to unmet needs, prototype/test these ideas and mainstream those that prove successful.

What makes our hubs successful is how they engage with external audiences - shaping citizen-led rejuvenation of communities. Core to the Social Innovation Hub offering is its partners businesses, groups & organisations; ‘critical friends’ who can help shape a solution (see overleaf). We work with ‘critical friends’ to uncover challenges for communities and co-design and deliver projects, services or business.

- Our hubs promote and facilitate the socioeconomic development of the communities within Dublin city and provide more effective, efficient and sustainable solutions by enabling social innovation.

- We focus not only on solutions that create societal value but also processes aimed at community engagement with planning and decision-making to increase the sense of community ownership and foster transitioning towards holistic and sustainable city-making.

- We embrace the principles of open innovation to advance the development of solutions with respect to the breadth of ideas, opportunities, and know-how, as well as to evolve business models and investment strategies. Co-creation and multi-stakeholder collaboration at both community and city scale is pivotal in the implementation of the project. During the project, not only innovative solutions will be created, but also new tools for the assessment and evaluation of such solutions will be developed (technological & digital innovation).

- Our framework has significant potential to stimulate business innovation, by creating a constant flow of ideas between entrepreneurs, investors, city innovators and cutting-edge expertise coming from science and research. Unlocking a broader roll out of solutions has the added value of making urban areas more to open to fostering behavioural change, to promote the re-connection of citizens with innovating their communities and building resilience in our city.
Critical Friends we have worked with on our community solutions projects – these organisations, groups and individuals are essential to our social innovation process.
Our Process through the Social Innovation Hubs
Our Process for creating new services/provisions through the Social Innovation Hubs

1. **MULTI-STAKEHOLDER PARTICIPATION IN EACH COMMUNITY:** Our approach adapts the Quadruple Helix Model to deal with place-based complexity, focusing on public authorities, the knowledge sector, entrepreneurs, finance and civil society (especially representatives from historically marginalised groups).

2. **CO-CREATION** encourages constructive collaboration between all relevant stakeholders and actively facilitates both long-term strategic vision creation and on-site implementation for new solutions to create new sustainable relationships and ultimately added value through changed products, services and business, as well as shared knowledge and learning in research and practice for the benefit of all stakeholders involved.

3. **MULTI-METHOD APPROACH** brings together methods in vision creation, design and project development to deal with the complexity of social innovations. The critical vision creation stage, applies the principal partners planning approach to activate stakeholder engagement, creating conditions to facilitate constructive dialogue and follow a systematic approach to managing urban scale complexities. This approach applies design thinking to urban planning and helps to align stakeholder interests, expose both challenges and opportunities, define specific city-wide actions, as well as proposes public & private governance models and financing strategies to ensure long-term viability and impact.

4. **ACTIVE CITIZEN INVOLVEMENT:** Citizens and local communities drive the social innovation development cycle, which ensures that the projects address the real social, behavioural, economic, environmental and physical challenges and needs in each community, while increasing community ownership and engagement in planning, the decision-making process and project implementation.

5. **ON-SITE APPLICATION:** Areas for a smaller scale demonstration are screened, considering strategic development and infrastructure funding that is already set in place, allowing facilitation of scaling-up and replication of urban interventions.

6. **COLLECTIVE DISCOVERY LEARNING AND EXPERIMENTATION:** We recognise that more innovative and sustainable solutions can be developed by integrating and aligning diverse perspectives and knowledge. We facilitate creation of interactive mechanisms and experimentation environments where knowledge is shared, disseminated and further perfected through a dynamic and mutual learning process involving all communities with hubs.

7. **BUSINESS ACCELERATION:** The Hubs define replicable business models and financing strategies for urban development and market push.

8. **COLLABORATIVE GOVERNANCE:** Drawing on the extensive knowledge and experience of the critical friends, we apply novel collaborative governance and management approaches that build inclusive partnerships, consensus oriented decision making, trust building, development of commitment and understanding of shared responsibilities to achieve the project goals.

9. **SUSTAINABILITY:** We are committed to co-creating and demonstrating sustainable solutions that provide societal value. To achieve long-term development goals, we bring into sharp focus people, place, resources and processes and facilitates the creation of an open ecosystem for inclusive urban generation that is built upon the pillars of sustainability.
Strategic Aims & High Level Operational Objectives
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There are three high level strategic priorities the Board and the team will progress between 2019 and 2021:

1. **SUSTAINING & CONTINUOUSLY IMPROVING CURRENT SOCIAL INNOVATION HUBS.**

2. **CREATING FUTURE COMMUNITY SOLUTIONS THROUGH NEW SOCIAL INNOVATION HUBS IN IRELAND.**

3. **DEVELOPING THE OVERALL COMPANY’S EFFECTIVENESS.**

**PRIORITY 1: SUSTAIN AND CONTINUOUSLY IMPROVE EXISTING SOCIAL INNOVATION HUBS 2019 – 2021**

**OBJECTIVES**

1.1 Annual review of strategic and operational development plans for each Social Innovation Hub to be conducted by each Social Innovation Manager and Administration.

1.2 Annual review of local community plans/strategies to ensure synergies with existing social, economic and environmental projects to be conducted by each Social Innovation Manager and Administration.

1.3 Revise strategic plan for each Social Innovation Hub to be conducted by each Social Innovation Manager and Administration.

1.4 Compile a new operational plan for each Social Innovation Hub to be conducted by each Social Innovation Manager and administration.

1.5 Review, realign and prepare an annual financial forecast for each Social Innovation Hub to monitor and ensure the hubs are working towards self-sustainability to be conducted by each Social Innovation Manager and Administration.

**PRIORITY 2: CREATING FUTURE COMMUNITY SOLUTIONS THROUGH NEW SOCIAL INNOVATION HUBS IN IRELAND.**

**PRIORITY 2.1 LAUNCH NEW SOCIAL INNOVATION HUBS IN DUBLIN, IN AREAS OF SOCIAL AND ECONOMIC NEED 2019 - 2021**

**OBJECTIVES**

2.1.1 Engage and work with Dublin City Council Area Management to scope potential sites for future Social Innovation Hubs to be conducted by the CEO 2019-2021.

2.1.2 Once potential sites have been marked, work with the Area Management Team to verify the social and economic requirement for a Social Innovation Hub within their locality to be conducted by the CEO 2019-2021.

2.1.3 CEO to compile a review paper outlining the Social and Economic benefits for a Social Innovation Hub within the chosen locality, outlining the project strategy and associated risks of same to be presented to Central Management. Conducted by the CEO 2019-2021.
2.1.4 Negotiate with Dublin City Council in regards to property options available, based on the model delivered at the Ballymun and Liberties sites – to be conducted by the CEO 2019-2021.

2.1.5 CEO to compile and action project management plan, if successful and execute the project to full operation fruition. To be conducted by the CEO and relevant team members 2019-2021.

PRIORITY 2.2. SCALE THE ‘INNOVATE MODEL’ TO OTHER COUNTIES OUT WITH THE CAPITAL 2019 – 2021

OBJECTIVES

2.2.1 Engage surrounding county councils; Meath, Dun Laoghaire, Fingal and Kildare in highlighting the economic and social return on investment of Innovate Dublin for their counties 2019.

2.2.2 Meet and present the Innovate Model to interested councils in 2019. Conducted by the CEO and relevant team member(s) throughout 2019-2021.

2.2.3 Devise high-level plans for each interested county to be reviewed by their senior management teams, 2019. Conducted by the CEO 2019-2021.

2.2.4 Capitalise on the positive relationships devised and prepare a business plan with the council for the implementation of the Innovate Model, if successful action aims 2.2 to 2.5. Conducted by the CEO 2019-2021.

PRIORITY 3: DEVELOPING THE ORGANISATIONS EFFECTIVENESS

OBJECTIVES

3.1 Develop Innovate Dublin’s organisational framework in line with its growth e.g. governance structure and organisational resources - 2019 - 2021.

3.2 Ensure Innovate Dublin is financially sustainable, enabling it to deliver its aims and to continue to implement new Innovate Models and associated Social Innovation Hubs - 2019 - 2021.

3.3 Administer the highest standards of governance, accountability and transparency 2019 - 2021.