Innovation Toolkit

2020

Postcode Recovery Fund Application Process

Stage One

One Page Application

30th October

Stage Two

Detailed Application

18th December

Stage Three

Presentation

8th & 9th February

This Toolkit is designed to help you develop your Postcode Recovery Fund ideas and Stage One Application.

Further support will be provided to projects shortlisted to Stage Two and Stage Three.

GOOD INNOVATION

Postcode Recovery Fund Criteria

This Toolkit is designed to help you find ideas that will meet the fundamental criteria outlined by the Postcode Recovery Fund

Applications must be innovative, impactful, and have a clear link to the recent pandemic.

DO

Dream big
Think about the future
Develop something new
Involve people from across your
organisation and beyond

DON'T

Hold yourselves back
Think short term
Scale up an old application
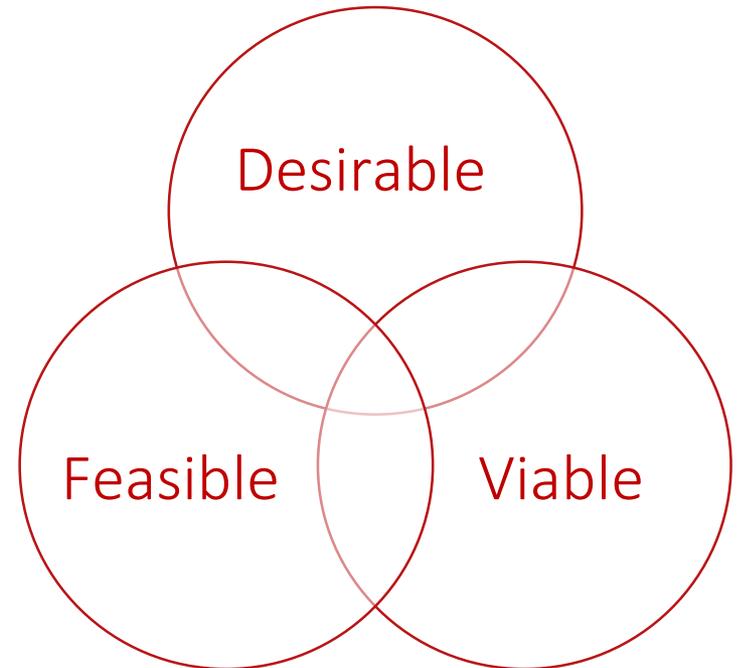Apply for activities you already do

GOOD
INNOVATION

Good idea?

This is a useful matrix to assess your ideas.
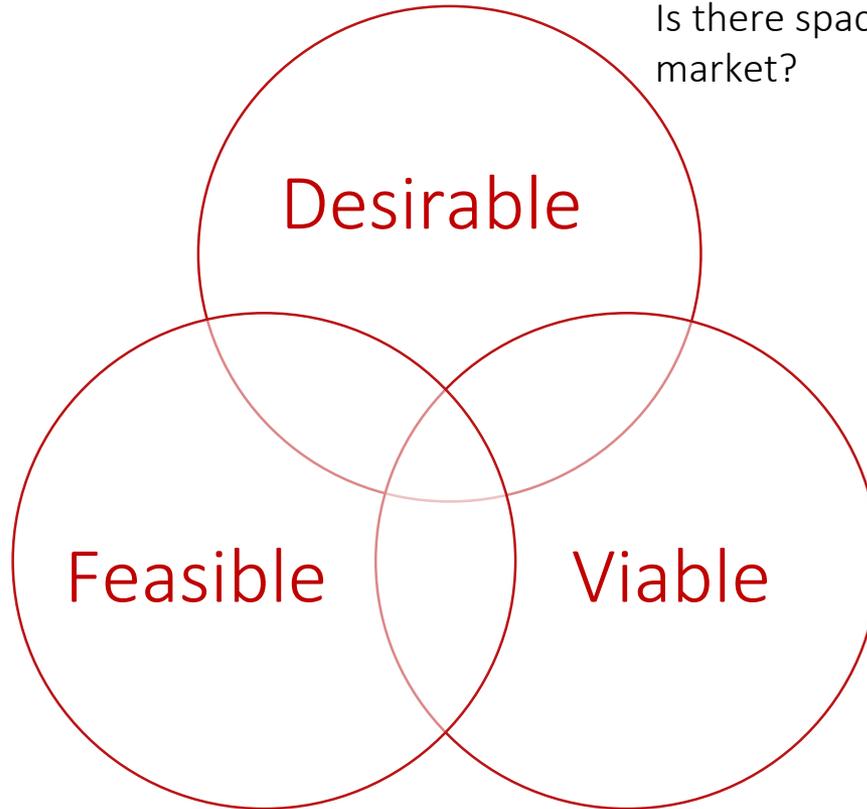
Return to this throughout your idea development process.

If an idea is lacking in one area, don't just throw it out. Try and build your idea first.

The best ideas can take time to grow.

Desirable

Feasible

Viable

GOOD
INNOVATION

Good Idea?

Is there a genuine unmet need for this?
Is there space in the market?

Desirable

Are you the right people to deliver this? Can you deliver it? Do you have the skills and capabilities?

Is this project financially viable?
Is it sustainable?
Will impact justify resource required?

Feasible

Viable

GOOD INNOVATION

Developing a Postcode Recovery Fund idea

This toolkit is designed to help you with the three main elements of a Postcode Recovery Fund project.

1

Identifying the need

2

Developing an innovative solution

3

Communicating your idea

1
Identifying the need

Postcode Recovery Fund projects make a significant and lasting difference in the world and so should solve a big problem or a meet a significant need.

This section will help you answer these fundamental questions:
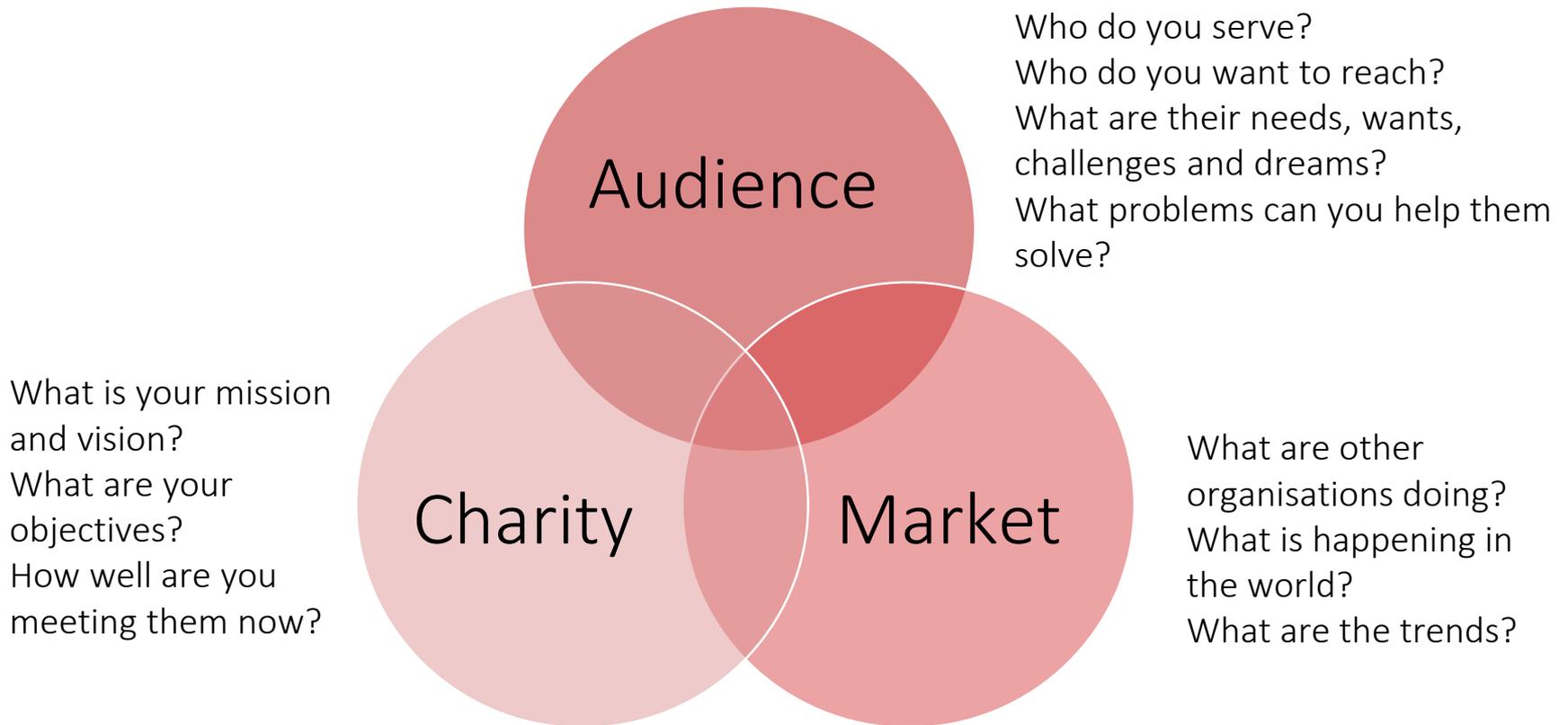
1. What is the problem you are trying to solve?

2. Why should you solve it?

If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.

Albert Einstein

GOOD INNOVATION

Identifying the need

There are three places where you can uncover needs

Audience

Who do you serve?
Who do you want to reach?
What are their needs, wants, challenges and dreams?
What problems can you help them solve?

Charity

What is your mission and vision?
What are your objectives?
How well are you meeting them now?

Market

What are other organisations doing?
What is happening in the world?
What are the trends?

GOOD INNOVATION

Your charity

Think about why you were set up to do as a charity. What is your mission?How will your project get you closer to achieving it? Print this on A3 to complete it collaboratively.

Mission and vision

What are you great at? How could you scale it up?
What are you not achieving? What would help you double your impact?

Objectives

What are your charitable objectives? How well are you meeting them?

Gaps

What projects are you delivering now? Where are the gaps?

The wider market

Look outside of your own organisation to identify gaps and also find inspiration. Desk research and competitor analysis will provide insight in to under-served areas or particular challenges.

Trends

What are the future trends affecting what you do and your organisation mission? Are these opportunities or challenges?

What trends could make what you do easier? What will make your work harder? What are the trends that will impact your audience?

Look beyond the charity sector.

GOOD INNOVATION

Your audience

The <u>most important</u> sources of insight are the people you want to reach. Speak to your audience and you will:

Lose toxic assumptions	Uncover needs and wants	Bring them to life	Understand behaviours
It is very easy to hold on to hunches or assumptions about what people need and want that aren't true or that are outdated. These assumptions become toxic when they kill ideas.	You will gain a much deeper understanding of the needs, wants and dreams are of your target audience. It will help you understand the true 'why' behind some of their problems and challenges.	You will be able to place yourself in their shoes and imagine what they are seeing, hearing and feeling as you develop your project. This will help it be more relevant to their lives	You can understand how they currently solve their needs. This can help you avoid duplication but also tap in to existing behaviours

GOOD INNOVATION

Ways you can speak to your audience

Tool	Why it works
Depth interview individual or paired	Speaking to people in person is invaluable for gathering insight. If they are with a friend or partner they can be more relaxed. You can use activities or visual stimulus which can aid discussions.
By phone	Contacting people by phone can help you to reach people who might not be able or want to meet face to face. It can also be quite time effective.
Online	Gaining insight online works well if you have specific ideas you want feedback on. Gaining deeper insight is harder as it's hard to build rapport online.
Ethnographic (Observations or diaries)	Ethnographic research like observation (with permission) or asking people to keep diaries helps gain unfiltered insight in to how people behave and the challenges they face. Diaries are a great way to get a longer view as you can ask people to keep them for a week, month or longer.

GOOD INNOVATION

How to reach people

You don't have to use specialist market researchers to speak to people. Once you know who you want to reach, here are some ideas for reaching them:

Ask your existing contacts	Do you already work with your target audience? Write a few questions and ask everyone in the organisation to call at least two people (that you have permission to call) and then feedback what they heard.
Go to where they are	What sort of places does your audience go to? For example if you want to reach new mums why not contact your local NCT and ask if you can go along to the next meeting and speak to a few members?
Use social media	Do you have a Facebook Group? Set up a poll and ask for comments or ask people to Private Message you if they are happy to chat by phone. Review what they are already talking about too, are there themes?

GOOD INNOVATION

Some tips for audience interviews

- Ask open ended questions where you can. Allow the respondent to answer without presented or implied choices.

- Question people as to why they've answered in a particular way. Ask "why" and then ask "why" again.

- Let the interviewee lead the conversation. Being quiet and not saying anything can encourage the interviewee to say more.

- Be flexible. Adapt the conversation, jump between questions, add new ones in, go with how the conversation flows.

- Have a conversation. Don't conduct the interview like you're completing a checklist. Develop a rapport with the interview and you'll get better, deeper answers.

GOOD INNOVATION

Recording what you hear

- Take notes of things that people say that strike you as insightful, can be useful or tell you something interesting. There's no need to transcribe or write up the interview word for word.

- If you can record audio or video that can come in very hand for bringing people to life to colleagues later!

- If someone says something particularly interesting, try to capture what they said as a quote as this helps bring it to life when sharing with others.

- At the end of the interview, take fifteen minutes to go back through what you discussed and note down the top observations that struck you and that you don't want to forget.

- Complete the Insight Capture Framework after each interview as well

Name:

What have you heard that's confirmed what you've already heard?	What have you heard that's new?
What have you heard that's surprising?	What have you heard that you want to follow up further?

GOOD INNOVATION

Making sense of all you have heard

- Read through all you have heard and discuss it together

- Pull out interesting observations or statements and write them on a post it

- Group them in to common problems, needs and challenges that you can help to meet

- Write up these problems using the template

- Create an empathy map for your audience(s)

GOOD
INNOVATION

Need:
(written in first person)

Explain why this is a need.
What is the impact?

Quotes from research

GOOD
INNOVATION

Need: "I want to know that my child will be safe if they are playing outside."
(written in first person)

Explain why this is a need.
What is the impact?

Parents are frightened to let their children play outside in open space. They worry that either they will hurt themselves or someone will hurt them.

The impact is that they keep their children indoors unless they can keep an eye on them at all times.

This is a contributing factor to a lack of physical exercise in children.

Quotes from research

"You hear awful stories about children going missing. I don't want to be that parent who's child was 'just outside' but never came back."

"They could hurt themselves on all sorts! I don't have eyes on the back of my head."

"I don't think he understands how dangerous things are."

EXAMPLE

GOOD INNOVATION

Empathy Map Example

THINK & FEEL
What are her main fears and
aspirations in her life – now and in
next 5 years?

SEE
What does she see in her
surroundings?

HEAR
Who would influence them most?
What would they say?

INTERACT
How does she act socially?
How does she want to interact with UUK?

SAY & DO
What's her behaviour in public?
How does she behave with close ones?

Identifying the problems

- Review everything you have heard and read

- Pick out the biggest problems, challenges or opportunities that you think exist

- Write these up as 'Problem Statements' using the template provided

Note: It is very difficult to do this alone! Work in groups of people from across your organisation or organisations.

Audience

Charity

Market

GOOD
INNOVATION
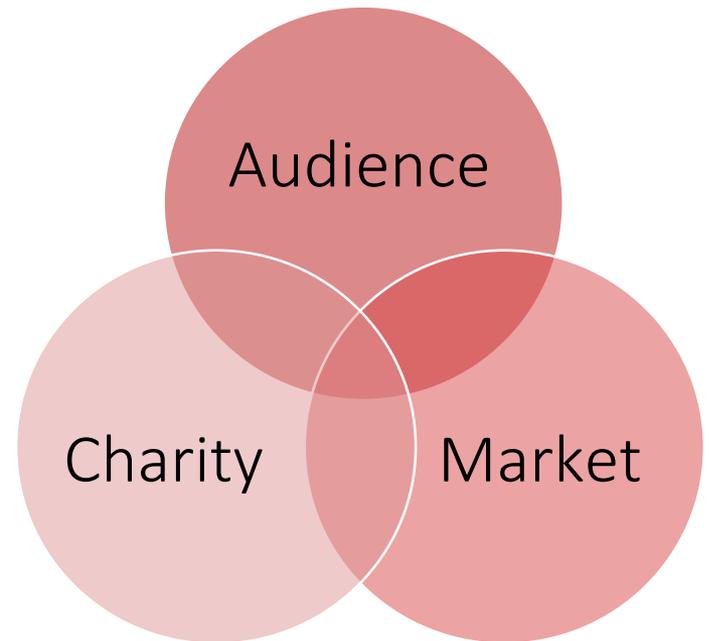
Title:

What is the problem?

How have you identified it?

Audience:

Market:

Charity:

Why is it a problem? What is the impact?

What would be the impact if you fixed it?

Title: Children from low income families are not physically active and it is impacting their health both now and on the long term

What is the problem? What is causing it?

Children in lower income areas in our city are not getting enough exercise. They are unhealthy and overweight.

There are limited green spaces where they can play and sports facilities too expensive.

Parents are scared to let their children play outside and they're also lacking in confidence with physical exercise themselves.

How have you identified it?

Audience: *We interviewed parents and children and observed them doing physical activity together*

Market: *We reviewed the exercise opportunities available in our area, academic research and spoke to experts*

Charity: *One of our objectives is to ensure all children have the same development opportunities.*

Why is it a problem? What is the impact?

- Health problems
- Poor concentration
- Decreased motor skills
- Long term health especially risk of diabetes

Why are you the right people? Who else do you need to involved?

We are experts in social exclusion and child development.
We are known and trusted in the area.
We could partner with: sports organisations, environment or 'outdoors' charities, schools, sports clubs or teams

Shortlisting your problem statements

You can't fix everything at once.
To help you shortlist your problem statements you could use the following criteria:

1. How big would the impact be if you were to fix this problem?

2. How long-lasting would the impact be?

3. How strong is the evidence you have that this is a problem?

4. How many other people are currently fixing or have fixed this problem?

You'll find an example scoring template on the next page. Create your own and use this to objectively shortlist the problems you want to fix.

GOOD
INNOVATION

Example scoring template

Scale of Impact	Longevity of Impact	Strength of evidence	Space in market	Scoring
Low	Short term	Anecdotal or hunches	Saturated with projects	1
Medium	Medium term	Competitor research	Some projects	2
High	Long term	Competitor & Market	Some projects (but not effective)	3
Transformational	Permanent	Competitor & Market & Primary Audience insight	Space	4

2
Innovative solutions

Once you know what the problem is that you are trying to solve, and why it is a problem, the next step is to create a project that will solve it.

This section will provide you with some tools and techniques to use to help you step outside of your comfort zone and develop ideas that are truly new and innovative.

Creative thinking - in terms of idea creativity - is not a mystical talent. It is a skill that can be practised and nurtured .

Edward de Bono

GOOD
INNOVATION

Idea generation methods

Tool	What it is	What you need
Idea generation workshops	A day or half day structured workshop with staff. They bring ideas from across organisation and provide engagement.	A schedule for the workshop. Facilitation. Open minded participants with different perspectives. Stimulus for creativity.
Co-creation	A workshop involving your end users who work with you to design solutions. Done well, co-creation can provide some powerful ideas and build engagement.	A schedule for the session. Facilitation. A plan for sharing back with those who participate. Open minded participants. Stimulus for creativity.
Hack day(s)	Usually at least a day long. Involves staff, end users and external experts, creatives, interested groups. Hacks can bring together a much wider set of expertise resulting in more unexpected solutions.	Networks to tap in to for participants. Facilitation. A clearly articulated problem for the group to solve. Pre-briefing materials Structure for the day.

GOOD INNOVATION

Tips on running workshops

Idea workshops are the simplest and can be very effective…

- Good way of creating engagement and excitement

- Helps set the foundations for organisational buy in

- Provides a wide range of ideas in a short amount of time

…but they need proper planning:

- Diversity of thinking is important - involve people from outside of your immediate colleagues. Go broad – invite people from other departments (including those outside of fundraising) and include your suppliers if you can!

- You need to have a plan, structure and stimulus or you are likely to end up with a very uninspiring list of ideas.

- You don't want to be left with 100+ post it notes but with no sense of what half of them mean and what people were thinking.

GOOD INNOVATION

Overall workshop structure

IDEATE

Use idea generation techniques to generate quantity of ideas or stretch them further

IDEAS

- No judgement
- No logic

GO BROAD

- Quantity
- Imaginative
- Free
- Gut

SHORTLIST

Use shortlisting techniques to identify the best opportunities to take forward

EVALUATE

- Use judgement
- Use logic

FOCUS

- Quality
- Disciplined
- Rigour

GOOD
INNOVATION

Idea Generation Technique 1   Needs & Wants

What is it?

Idea generation technique that allows you to take the perspective of your supporter.
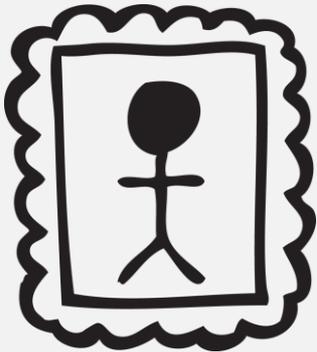
Why use it?

Pen Portraits and Empathy Maps provide a focus for the team as well as giving different perspectives that need to be taken into account.

.

How to use it:

Review the need statements and Empathy Maps you have created for your audience.

Create ideas that can help to meet their needs that would make sense for them.

GOOD INNOVATION

Idea Generation Technique 2   Parallel Worlds

What is it?

Idea generation technique that uses examples from other industries as stimulus. What could we steal, adapt and use?

Why use it?

Adapting in a new and innovative way ideas that already work well elsewhere enables learning from the existing uses of these ideas.

.

How to use it:

Think about how other industries or organisations are tackling the PROBLEM you are trying to fix or engaging the AUDIENCE you want to engage.

How have they solved the problem?

What can you steal, adapt or use?

GOOD INNOVATION

Parallel Worlds example

Minecraft

Minecraft is a game about breaking and placing blocks. At first, people built structures to protect against nocturnal monsters, but as the game grew players worked together to create wonderful, imaginative things. The creative and building aspects of *Minecraft* allow players to build constructions out of textured cubes in a **3D world. Other activities in the gam**e include exploration, gathering resources, crafting, and combat.

Characteristics
-
-
-
-

Characteristics:

- Building stuff
- Get progressively harder
- Can share with friends what you built
- Can learn to build new things on YouTube

IDEA NAME

Tree house project

IDEA DESCRIPTION

- ‼ Young people from urban areas learn new skills and spend time outdoors

- ‼ Design their own tree houses/shelters using computers

- ‼ Build their treehouses/shelters over a weekend in a forest/woodland

Idea Generation Technique 3   Break the Rules

What is it?

Takes the key assumptions, rules or constraints that may exist in an organisation or industry and deliberately breaks them one at a time.
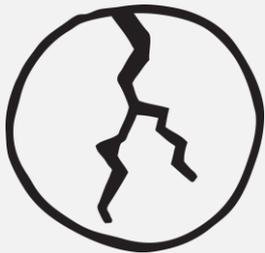
Why use it?

Forces participants to think beyond the industry or organisational constraints and create ideas that work when this rule no longer exists.

.

How to use it:

Think about your audience.

What assumptions do you make about them?

What assumptions do they make about you?

Reverse or break these assumptions

What ideas are possible in this new universe?

Shortlisting techniques

There are a number of ways you can shortlist your ideas and start to prioritise. We recommend doing this collaboratively to ensure that the final decision is supported.

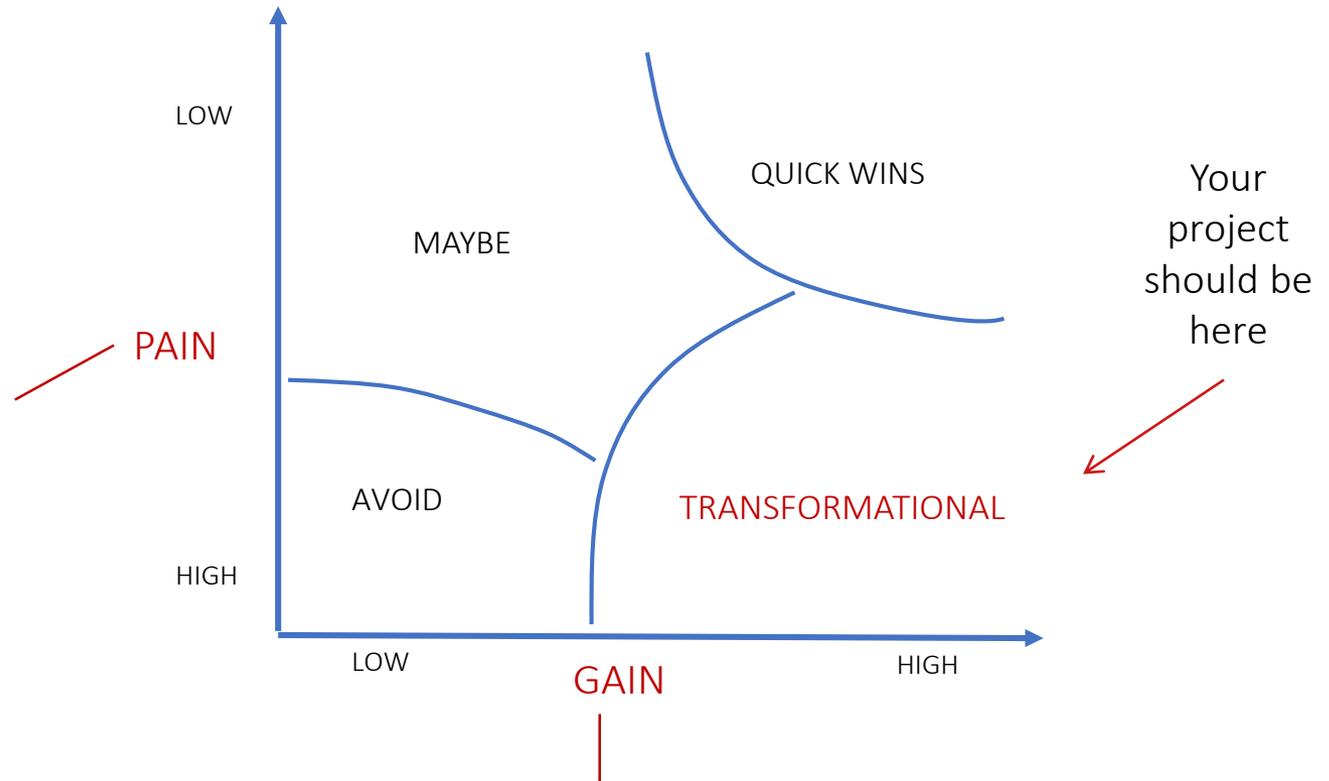|	
Voting	Participants vote on their favourite idea. You can use sticky dots they can stick on their favourites of even fake £250k notes that they can 'invest' in their favourite ideas.
Criteria	Agree the criteria against which you will score your ideas and objectively score them. Include the Dream Fund criteria to increase your chance of funding!
Pain v Gain matrix	Once you have a shorter list of ideas, complete a Pain v Gain matrix. See the next page for a template.

GOOD
INNOVATION

Pain v Gain

Criteria could include:

- Cost to implement
- Difficulty to implement
- Level of new capabilities required
- Level of cross-organisational working required
- Time to market
- Competitive threat

PAIN

GAIN

LOW

HIGH

LOW

HIGH

MAYBE

QUICK WINS

AVOID

TRANSFORMATIONAL

Your project should be here

Criteria could include:

- People reached
- Size of impact
- Scale of innovation
- Opportunity to work collaboratively
- Potential for PR/increased profile

GOOD INNOVATION

3
Communicating

The first stage Postcode Recovery Fund application only asks for a single page outline of your project.

It is essential that you understand and articulate clearly what is most important about your project, why it will work and what you are going to do.

You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

Lee Iacocca

GOOD
INNOVATION

Writing a concept statement

Writing a concept statement is an excellent way to ensure that you truly understand your project and can communicate it with clarity. They only have three elements so you have to be concise.

Once you have written your concept statement, revisit it regularly to check that it still holds true. As you develop your project this should be your anchor.

1. The Problem you are seeking to fix

2. The vision that you have

3. The three things you are going to do to achieve your vision.

GOOD INNOVATION

Concept statement

The Problem

The Vision
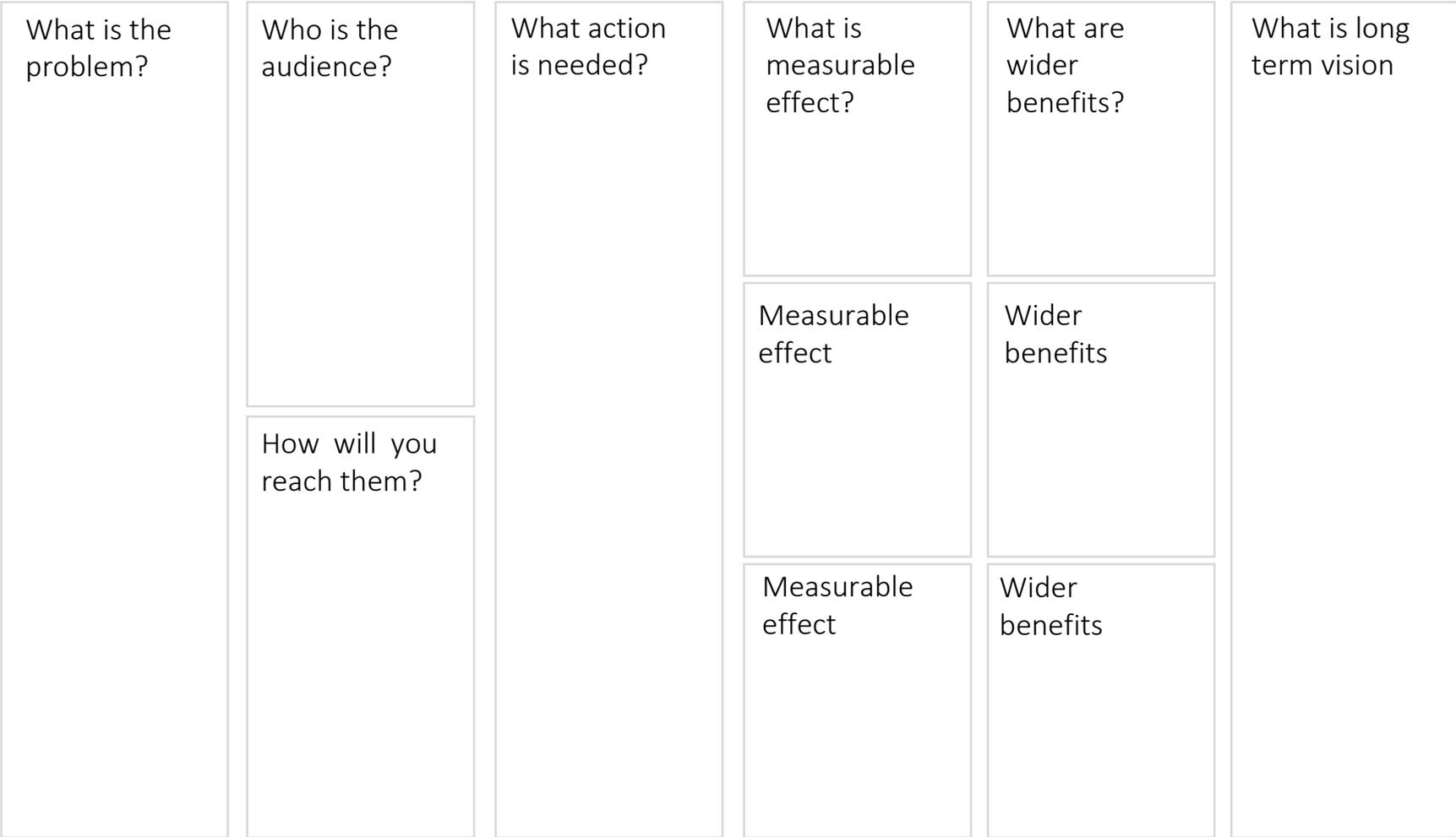
How you will achieve it:

1.

2

3

GOOD
INNOVATION

Theory of Change

Your theory of change provides more detail on how you are going to achieve your vision and how you are going to measure it. Alongside your Concept Statement, this should be revisited frequently and your assumptions checked and updated as you develop your idea.

1. Who is your audience

2. How will you reach them

3. What will the effect of your work be

4. What other benefits?

5. The long term vision (as in concept statement)

GOOD INNOVATION

Theory of change

What is the problem?	Who is the audience?	What action is needed?	What is measurable effect?	What are wider benefits?	What is long term vision
	How will you reach them?		Measurable effect	Wider benefits	
			Measurable effect	Wider benefits	

Good luck!

If you are shortlisted, we will see you at the Stage 3 Presentation workshops.