

# Roadmap to Recovery + Regeneration

Opportunities for a post-pandemic recovery  
that creates better futures for all

Version 1  
May, 2020

“This is a once-in-a-century occurrence in the backdrop in the once-in-many-centuries transition to a new industrial age, the exponential age.

No-one alive has experienced what we are going through, not our politicians, scientists, or state. Our models will be wrong. Wildly wrong — but in which direction? Too optimistic or too pessimistic? That uncertainty itself may call for applying the precautionary principle. And equally, as we work out what to do next, we’ll need a critical, wide-ranging discussion, not nightly-news soundbites delivered in saccharine packages.

We have the tools to equip ourselves with the knowledge, debates, critical questions —and our leaders should admit that. I’d encourage you all to level up. And to the politicians reading this, it is time to do the same.”

Azhar, 2020

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# Preamble

## An Opportunity for Recovery + Regeneration

Recovery from the coronavirus pandemic will demand ‘the most ambitious fiscal rescue of modern times’ (Experimental Treatment, 2020). Beyond mitigating the immediate impacts of the pandemic, stimulus packages will also determine social and economic outcomes for years to come. In this sense, the characteristics of response strategies now, open up possibilities for very different futures.

On the one hand, there are scenarios where stimulus packages focus on restoring ‘business as usual’ but fail to anticipate a new normal while incurring crippling liabilities, leading to long-term economic stagnation and political instability. On the other, we have the possibility to shape economies fit for the demands and aspirations of the 21st century – unlocking new capacity and productivity, and fostering prosperity alongside improvements in well-being and the natural environment.

Certainly, the unparalleled public investments made now need to strive for

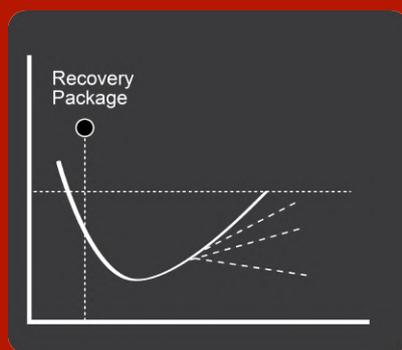
equitable future dividends – returned in the quality of services, work, infrastructure, environment, security, and opportunity.

This project is designed to foster co-creation and drive an agenda of recovery and regeneration. The goal is to support innovators and decision makers by opening up potential approaches they might explore, adapt or use to generate better outcomes for people, places and the planet. This is a starting point, not a blueprint.

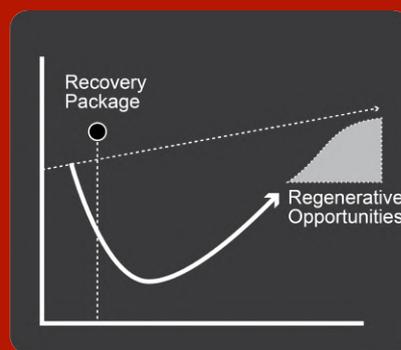
We propose a mission-oriented framework for pandemic recovery, organised into seven domains for innovation. Building on this resource, we will support existing work and processes, and seek to inform and inspire thinking that leads to effective action.

While short-term priorities abound, we cannot leave the future until later. The challenge is to shape an effective recovery now, while building for a regenerative future.

The Yunus Centre wants to work with you to achieve it.



**Reactive recovery to sub-par BAU**



**Recovery with regeneration: broader public outcomes**

*Stimulus and rescue measures will be critical to recovery. We have a choice about how to shape these measures.*

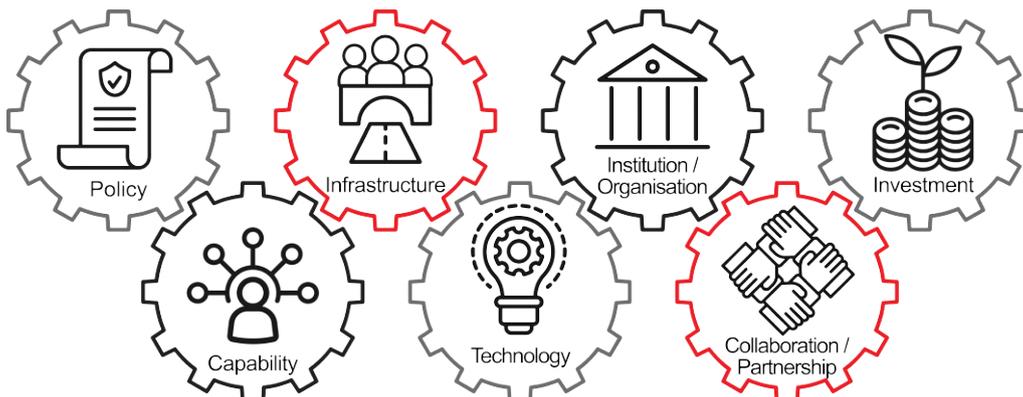
*We can apply rescue measures that seek to get us back to where we were and likely achieve a degraded ‘business-as-usual’ economy, with a significant fiscal hole to fill. Or, we can intentionally design these measures to reshape our economy for recovery plus regeneration.*

*This could build an economy in better shape to withstand the longer-term effects of the pandemic, and also deliver better outcomes for people, places and planet into the future.*

# 7 Action Domains for Catalysing Recovery + Regeneration



## 7 Modes of Intervention



## Introduction

The COVID-19 pandemic has had an extraordinary global impact intersecting health with economic, social, cultural and environmental consequences. For many, this is not only a time of crisis, but one that offers glimpses of a 'new normal' and the possibility to build a better future from the havoc wrought by the pandemic. There are many suggested visions for this future. In some ways what we offer sits alongside other offerings, but with an aim of catalysing both conversation and collective action based on a mission-led approach (see Mazzucato, 2018; Miedzinki, Mazzucato and Ekins, 2019).

### Project purpose: a mission-led approach to pandemic recovery

There is no doubt that given the fallout of the pandemic, we will face disruption and constraints, necessitating that we do things differently and better.

Now is not therefore the time to narrow down options to singular tracks, bank on 'silver bullets' or scatter recovery resources into a million small pieces. We need intentional, clear missions, with achievable ambitions, a diversity of actors engaged in

responses, and innovations that will contribute to the challenges ahead of us.

What will it take to move forward into recovery modes that move on from the past and are fit for the future? How do we avoid reactive mind-sets which will be ill-equipped to engage with an emergent and fiscally constrained landscape? How can we bring together relevant stakeholders, know-how and resources to create post-pandemic futures in which more people can thrive?

*"By setting the direction for a solution, missions do not specify how to achieve success. Rather, they stimulate the development of a range of different solutions to achieve the objective."*

(Mazzucato 2018, p. 810).

This is easier said than done, and that is why we have developed this project. Our purpose is to help people organise and innovate toward a better future, by:

1. Developing and sharing a mission-led framework that coalesces a vision for both recovery and regenerative futures.
2. Fostering discussions and co-creation that shapes the innovation and actions needed to achieve the vision.

### What are regenerative approaches?

Regenerative approaches involve the question, 'how do we develop futures that are not only sustainable, but that are generative' - that not only seek to 'do no harm' but that intentionally aim to create positive impact, whether that be from an environmental, economic, social or cultural perspective. Indeed, regenerative approaches seek to integrate these perspectives and develop a

systemic approach to how people, places and planet can thrive into the future. In other words:

*"Instead of focusing on social and environmental health using traditional reductionist logic to "solve problems," it aims directly at building healthy human networks as the objective, drawing on universal principles and patterns, with "sustainability" becoming an outcome, a natural byproduct of systemic health". (Fullerton, 2015;p.10).*

Regenerative approaches seek to generate well-being *by design* rather than 'fixing' problems or restoring systems due to extractive or exploitative practices. In economic terms this points to 'impact economies, or what Kate Raworth (2017) has called 'doughnut economics' recognising the environmental ceiling and the social foundations that grow safe and sustainable economies (see figure 1).

## Where we start

To frame thinking and provide direction, we're proposing an overarching goal:

***'A pandemic recovery that fosters a thriving economy and creates well-being for people, places and the planet'***

This goal orientates us to regenerative approaches to recovery and beyond.

To create a starting point for designing interventions, we then propose seven 'domains of action'. Below we outline what they involve and why they're important in the context of recovery and regeneration.

These domains can be used as missions as they are (see the mission-oriented innovation framework on page 7), or the base elements for groups who want to co-create missions specific to their own context (while retaining the overarching goal and framework properties).

The individual domains, or missions, offer strategic value in their own right, but are more powerful when combined and

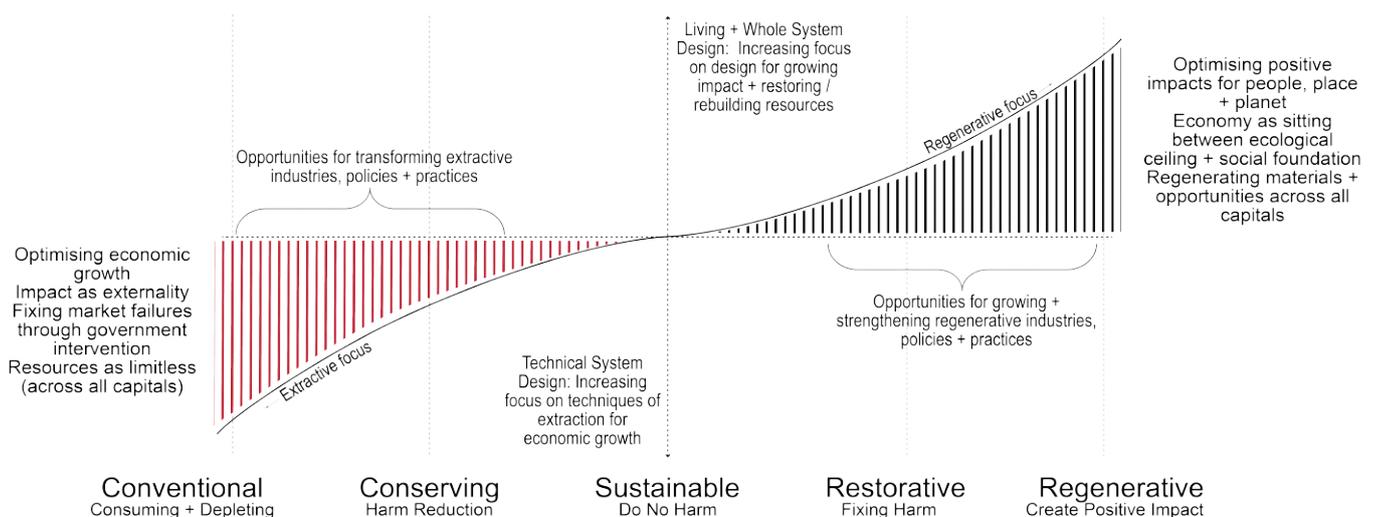
connected. Complex challenges require systemic approaches – by framing and linking up missions as interdependent parts of a holistic strategy, we can achieve this.

Cutting across the domains, we also provide a set of potential 'modes' of intervention. These modes are provided to prompt thinking about the different types of approaches and projects that could be developed and drawn upon to deliver the missions, and the stakeholders who need to be involved in different interventions.

## Project roll-out

Through this project we aim to support groups and associations to run their own discussions and design processes around recovery. In some cases, we will host and work directly with groups. We are also happy to provide resources and support from distance.

Alongside these engagements, The Yunus Centre will look to curate case studies and emerging ideas (organised by domain and intervention mode) that are delivering



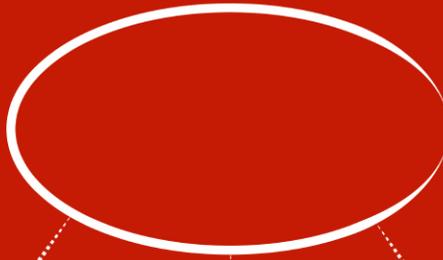
Source: Based on + adapted from Reed (2018)

**Figure One: Regenerative approaches optimise impacts for people, place + planet**

# Mission-oriented Innovation

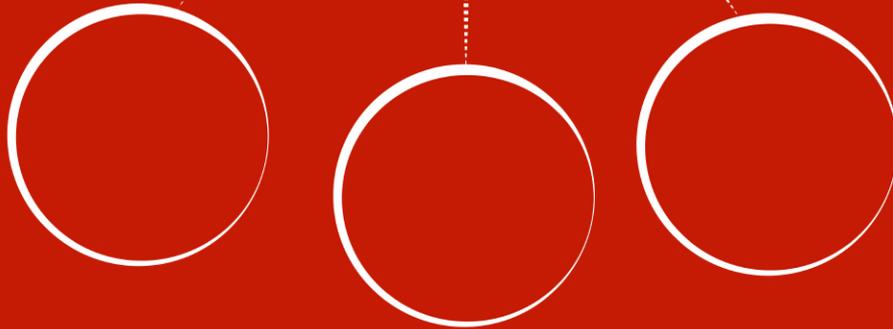
## Challenge / Goal

Broadly defined area identified as a priority by leaders or movements in civil society



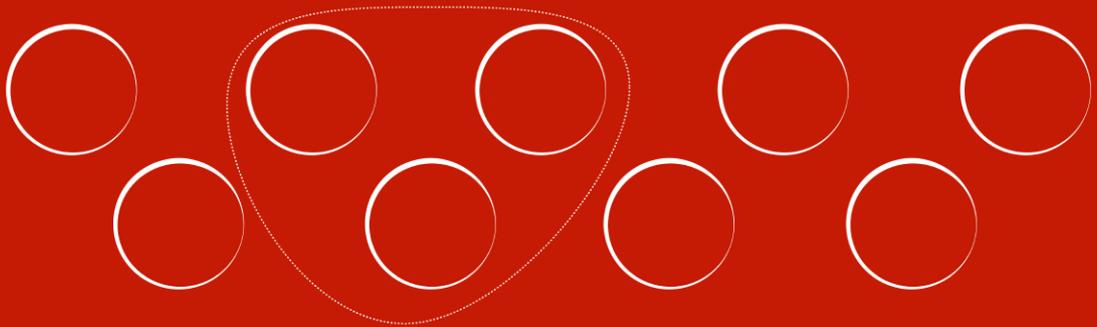
## Missions

Targeted problems requiring multiple sectors to invest, multiple actors to collaborate, many bottom-up solutions



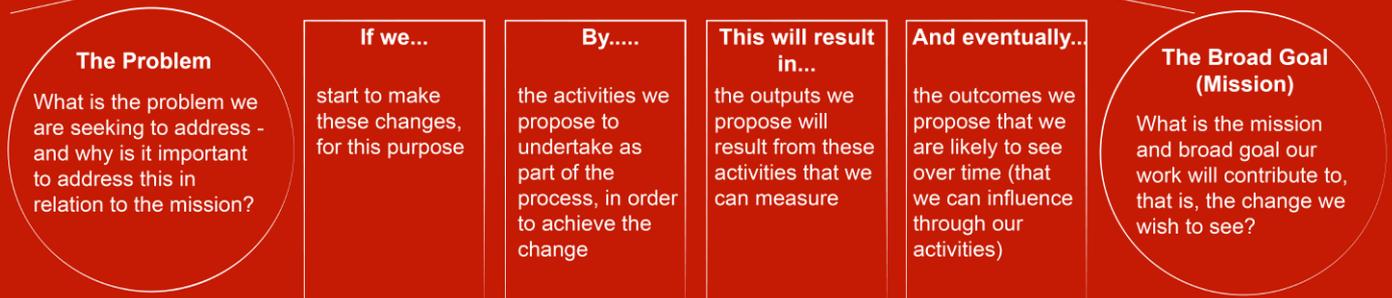
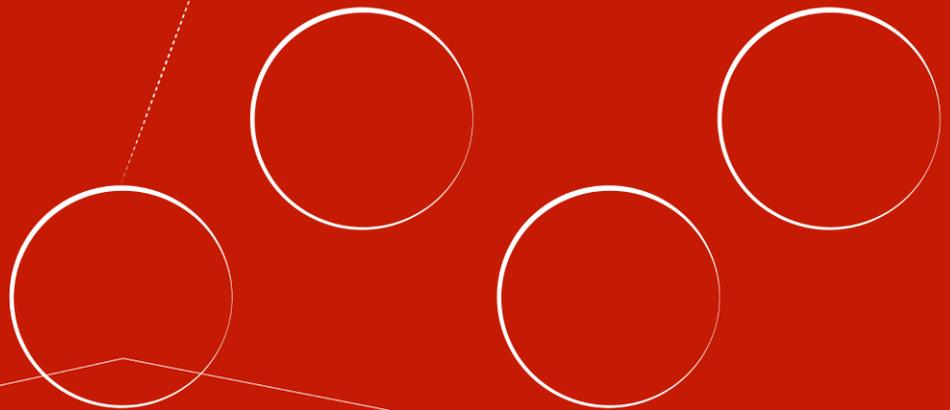
## Cross-Sector Stakeholders

Connection of all relevant actors through new forms of partnership that promote co-design + co-creation



## Impact Projects

Multiple, bottom up solutions that encourage experimentation + learning with the aim of growing action towards achieving the goal



regenerative outcomes, or have the potential to do so. Over time, we see potential to create an open evidence base that can be drawn on (and contributed to) by anyone engaged in shaping, determining or implementing recovery strategies and investments.

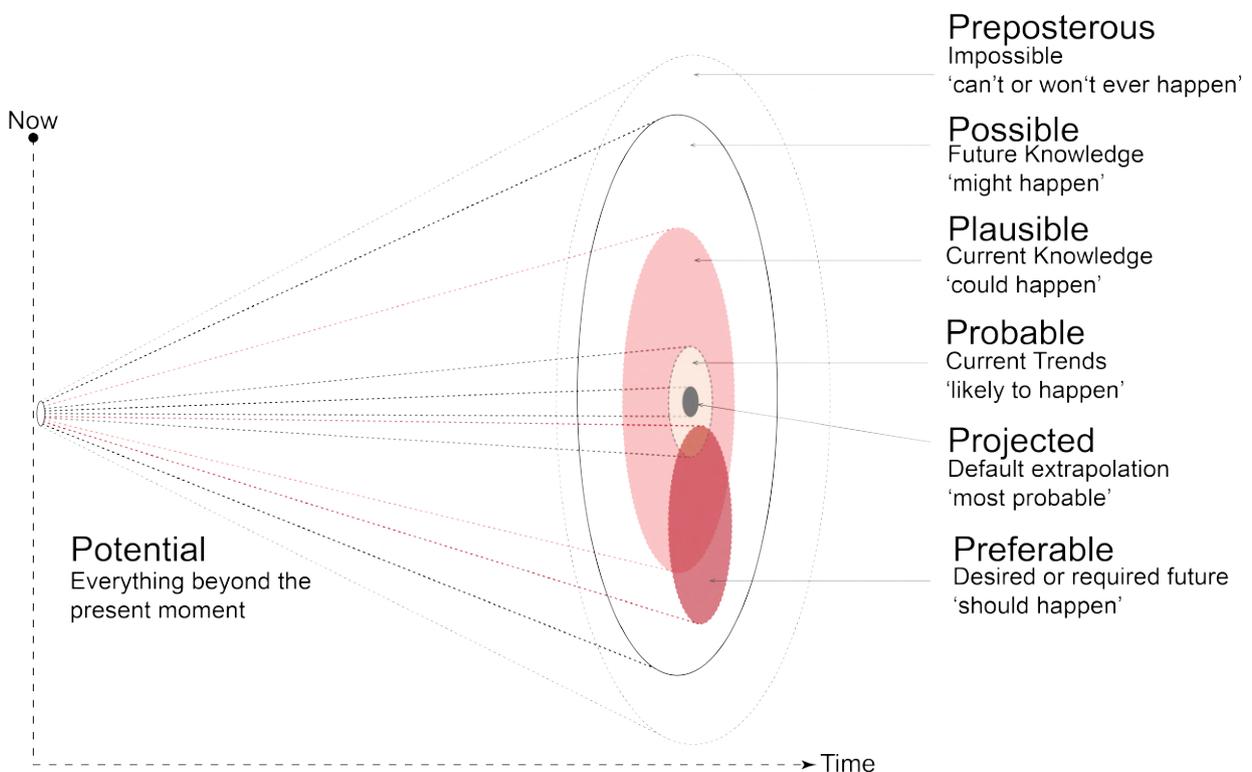
Depending on how this project progresses, case studies may be supplemented with research and analysis to draw together patterns of good practice and technical guidance on interventions.

We understand that big picture thinking needs to be context specific and concrete in implementation. We see our role as enabling groups to explore scenarios, and create bridges between the current reality and preferable 'futures' (see figure 2).

## Our approach

At the Yunus Centre, the way we go about our work is as important as the work itself. Culture and mindsets are the enablers and the glue that facilitate change. Through our contribution, we aim to encourage mindsets and behaviours that generate open inquiry and experimentation.

The issues facing those engaged in recovery agendas are complex. As a result, the design of strategies and solutions will be greatly improved by drawing on a diversity of skills, perspectives, cultural knowledge and experiences. Diversity can help overcome groupthink, challenge preconceptions and biases, and provide groups with the coverage they need to solve problems and work toward effective change (Syed 2019).



Source: Adapted from Voros (2003, 2017), Hancock and Bezold (1994), and Dorsser et al, 2018.

**Figure Two: Voros Funnel Depicting Potential Futures and Scenario Spaces**

Working with diversity can be challenging, and we see open-minded curiosity as key to being able to do so. That is, an open mind to hear and learn new and different things, or see familiar things in new relationships and contexts.

Beyond diversity, another tension in the business of innovation is how we bridge the range of what is possible with the narrowing down of what is feasible and probable. There are many potential futures being explored and proposed in response to COVID-19 (an initial scan of this space found more than 45 related frameworks and strategies produced in between March and May 2020 alone). This creativity is normal in times of disruption, but how do we make sense of all the variables and options?

As depicted in the Voros future funnel, there are many potential, possible, probable and preferable 'futures' within which we can explore scenarios (see figure 3).

In order to bridge what is currently projected as a narrow set of options, with what is more preferable for positive outcomes, we need to draw together insights from existing practice and research, and learnings from live experimentation around what remains unknown. In facing this tension there can often be an over-reliance on ideology over insights, or a reversion to the status quo, rather than learning our way into futures that are preferable.

Our approach recognises that navigating a pathway towards a broad, future goal is difficult. While we aim for transformative changes, given how uncertain the future is, (even the near future in terms of what happens next with the virus), we recognise that these will be dependent on context, subject to constraints, need negotiation, and require much iteration.

We therefore emphasise the importance of bringing the open mindsets to this work. We encourage groups to adopt approaches that



### **Latent Potential + Capacity for Change**

An underlying capacity, support for, impetus and logic for things to be different. The seeds for change already exist in the system.



### **Precipitating Factors**

Events that create momentum for change, challenge pre-existing assumptions + reinforce the desire for change.



### **Workable Structures**

Concrete ways of embedding change in social structures. The political coalitions, the social imagination, the innovations ecosystem exists to take advantage of more open minds ready to accept change.

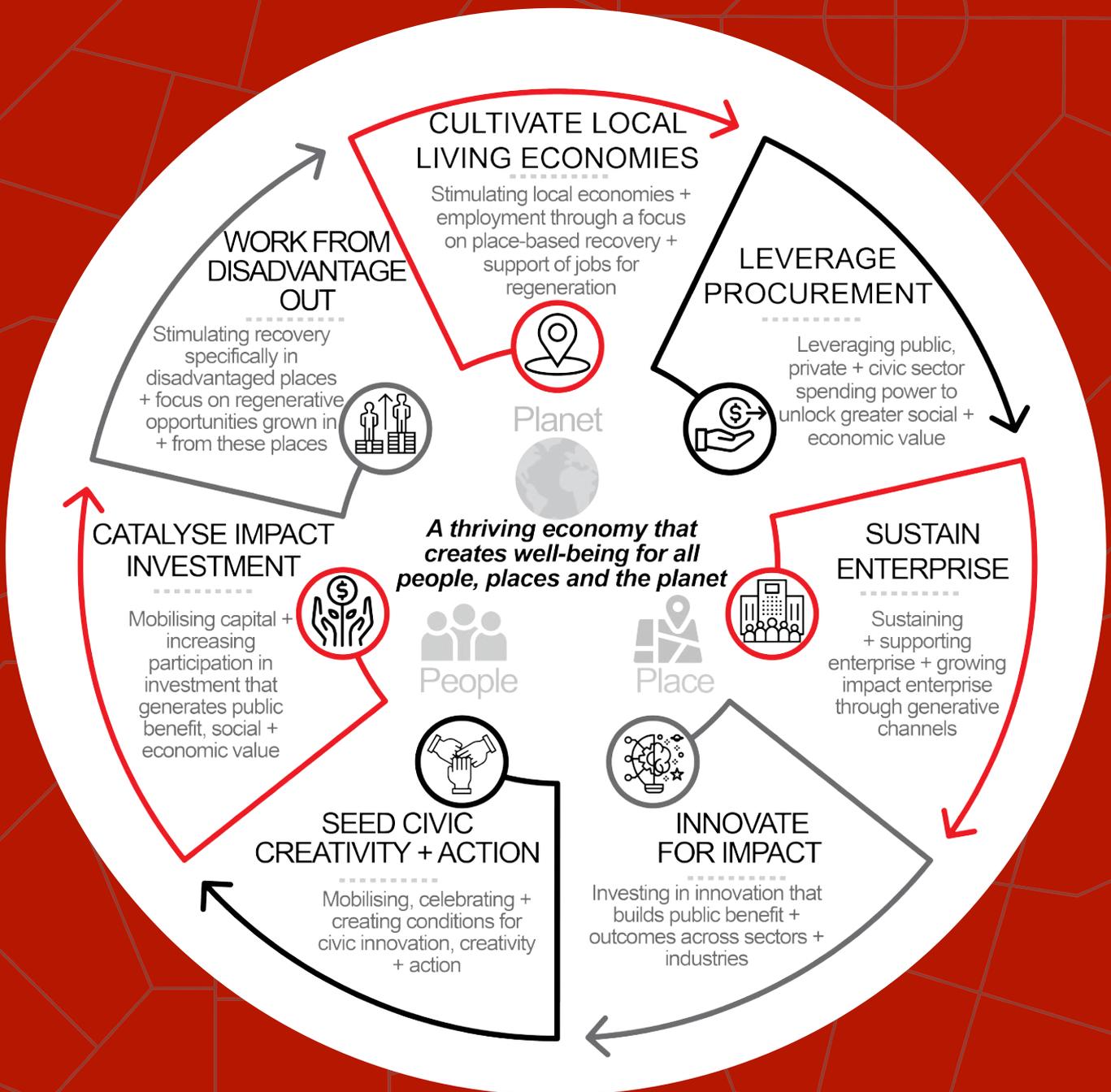
**Figure Three: Three Pre-conditions for Ensuring Lasting Change following Crisis**

Source: RSA, 2020

value the interchange between creativity and design, practice-based evidence (things that work on the ground) and evidence-based practice (action informed by data and well-founded theory).

It will also be necessary to draw on the present and the past in order to navigate towards preferred and possible futures. The 'pre-conditions for lasting change' outlined by the RSA (2020) can help us to ground potential futures in pre-existing foundations.

Indeed, the characteristics of the domains we propose are not pipe-dreams. They have all been prefigured for many years, and may already be in the mix of current pandemic responses. They are relevant now not because they are new but because they work and already have currency.



# Seven Domains of Action

Opportunities for Recovery + Regeneration

In this section we outline each of the seven domains for action that we propose could be used as 'missions' for working towards regeneration-focussed recovery post-pandemic.

The outline of each domain articulates how and why this particular action field could stimulate recovery and regeneration. We do not, however, suggest hard and fast actions within the domains. Rather, we suggest that specific actions will need to be contextually developed in ways that draw on local realities, capabilities, cultural conditions and institutional arrangements.

Bridging preferable futures with what is probable requires an appreciation of what could work in specific places rather than a 'cookie-cutter' approach. The mission-related model, alongside the suggested seven domains for action (which are effectively 'missions'), provide an overall direction and organising framework for recovery and regeneration. However, specific actions, stakeholders, and experimentation need to be grounded in cultural, social and economic contexts.

As the project progresses, we intend to collect case studies to illustrate effective action has been taken within each domain, and how diverse approaches have grown based on the capacities and challenges in various contexts. We also know, however, that case studies can suggest that some places have 'worked it out', or become beacons that lessen other approaches, or can reduce our capacity to really focus on local realities rather than what is happening elsewhere (where things appear easier - which they never are). So, in this initial iteration of the framework, we have decided not to include case studies. Rather, we offer 'sign-posts', based on aggregated evidence and experience, that point to good practice in each domain. While they offer guidance on how strategies and interventions may be shaped, they cannot replace contextual co-production of responses.



## **Innovate for Impact**

Investing in innovation that builds public benefit + outcomes across sectors + industries.

Innovation has long been considered key to economic growth. Described as the application and implementation of something new or better that creates value, innovation can be examined through the lenses of entrepreneurship and firms, industries, sectors, nations or outcomes.

The pandemic is already causing businesses to pivot their business models or develop new products and services in order to survive but also to respond to pressing community needs such as access to PPE and other essential goods and services. It is also resulting in a significant rethinking of innovation at industry and sector level, and in relation to mechanisms such as supply chains.

The impact of the COVID-19 pandemic demands innovative responses at all these levels, but it may also catalyse a rethinking of the direction of innovation. Historically, as highlighted by Carlota Perez (2017), crises of this scale often precipitate revolutionary innovations that shift technologies, institutions and social arrangements (2017). Given that the pandemic has highlighted the extreme intersections between economic, social, cultural and environmental forces, it is very likely that innovations will need to demonstrate value across them - so, innovation will be regarded from an impact perspective not only a value perspective.

Close on the tails of the direct impact of the pandemic, other crises lie in wait, in the form of climate change, growing inequality, populism and loss of biodiversity on land, in soils, and in oceans. In order to respond effectively not only to the current crisis but to this broader set of crises, innovation will be critical. However, innovation will need to be directional, achieving missions that address the grand challenges of our time. Innovation

will also need to create both value (in an expanded sense) and impact. It will involve not only the application and implementation of new or better technologies, but also new and adaptive business models, governance and welfare and institutional arrangements.

The innovation that emerges post pandemic will need to grow new collective futures not just individual goods, services or enterprises.

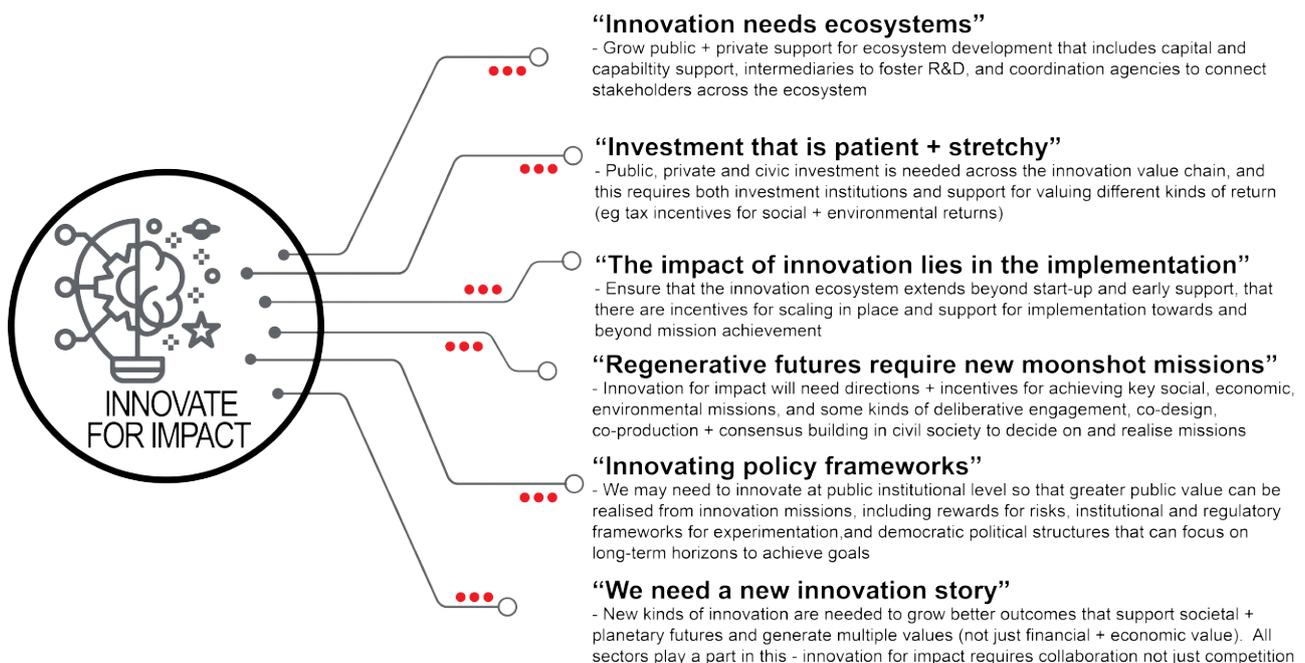
Innovation for impact is mission-oriented - it seeks to develop innovative projects and collaborations to address key societal, economic, environmental missions, which together will enable the achievement of broad goals such as the UNs Sustainable Development Goals. It will require us to realign the ecosystems that support and enable innovation to produce clearly articulated impact goals, not merely generate corporate value. It will also require

catalysing through intentional investment by the government and investors focussed on generating not merely profit, but long-term public value, and a new era of inclusive and green growth.

Government has already invested significantly in supporting industries and employers to survive the initial impact of the pandemic. Recovery programs will benefit from complementary innovation agendas and frameworks which help to unlock new business models and innovative infrastructure, ensuring that we not only build back, but build back better. Such an innovation agenda will need to be led by government in collaboration with business - as Mazzucato suggests, “a smart state to work smartly with smart companies to deliver really important solutions to public problems” (Alessi 2020). For lasting and systemic impact, civil society also needs an equal voice in the conversation.

## Signposts towards Innovating for Impact:

What may we need to think about to innovate towards recovery + regeneration





## Sustain Enterprise

Sustaining + supporting enterprise + growing impact enterprise through generative channels.

Sustaining enterprise through the COVID-19 lockdown has been an immediate priority for government-led pandemic responses. However, over the longer term there are choices to be made about the type of businesses that we (as state and citizens) invest in, and the enterprise sectors, behaviours, and outcomes we want to improve and grow.

Firstly, considerations need to go to matters of viability. Through this disruption, many businesses will fail, others will thrive, and new ones will emerge. We need to differentiate between these groups and calibrate support so that it is focussed on businesses that have a future, and not ventures in terminal decline. For businesses that close, we need to think about how we support the people behind them (who have valuable skills and experience) to adapt and start again.

Beyond business viability, we need to consider the sectors we want to grow over the next 5, 10, 50 years. This is a pivotal moment to shift attention from sun-setting industries to those necessary for a sustainable future, such as clean technologies, regenerative agriculture and improved and more equitable care services.

We need to ensure these unparalleled public investments put us on course for tomorrow's economy, and are not wasted on stranded assets or propping up the past.

We should also be intentional about the business behaviours and qualities which we want to incentivise. Businesses vary greatly in terms of how they treat their employees, how they impact the environment, the societal value of their goods and services, their transparency, and how they're governed.

The pandemic recovery provides us with an opportunity to better align business behaviours with the interests of society. Canada, for example, has announced that businesses seeking COVID-19 aid will be required to improve their environmental practices and disclose their impact on the climate. A fair deal.

This is the moment to accelerate the growth of businesses that simply create more value. This includes purpose-led businesses (e.g. B Corps), who actively pursue dividends for both stakeholders and shareholders. Or social enterprises - businesses which address market failures and generate benefits for people, places and planet. Or First Nations businesses, which operate in the interests of community and the long-term. Or cooperatives and community businesses, which offer opportunities to increase economic inclusion and resilience through diversified ownership.

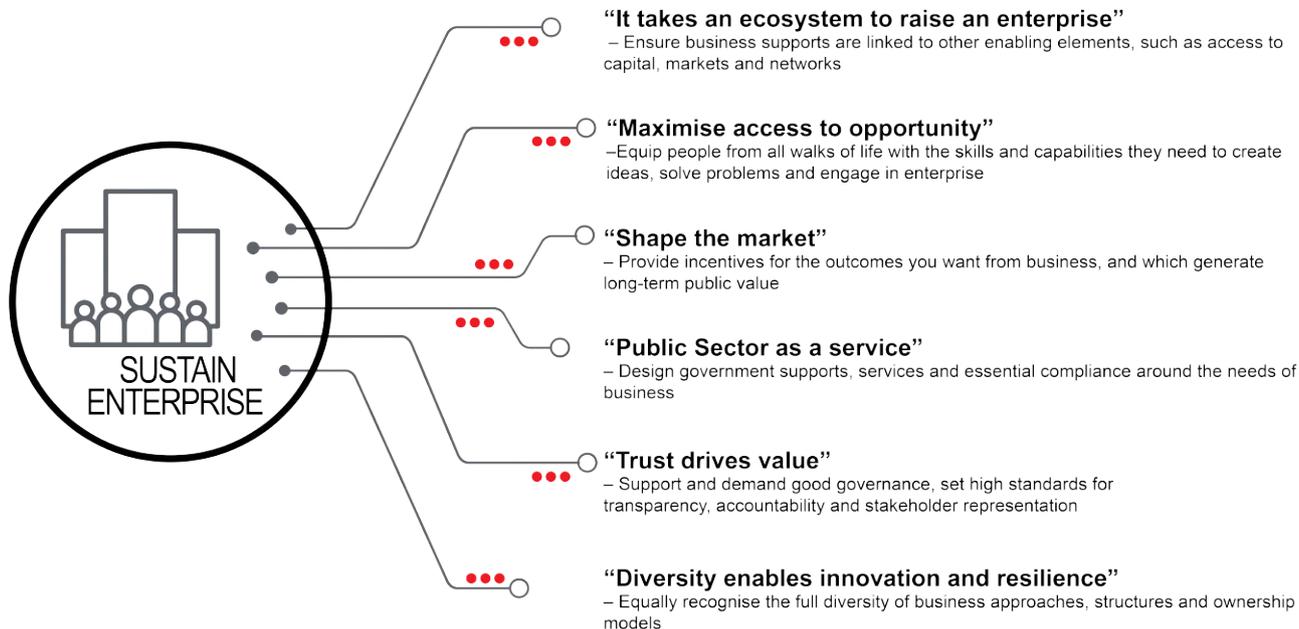
Now is the time to challenge the silos that have been assumed around private and public value creation, because enlightened business approaches prove you can achieve both.

Lastly, there is the question of ambition. The need for bottom-up entrepreneurship and creativity will be vital going forward, and we need to consider a step-change in the scale and sophistication of innovation support. In this matter, we can draw on previous post-crisis investments that have responded boldly to the requirements of the time through the provision of work, housing and health care.

If innovation is central to our next cycle of economy, what is the appropriate level of intervention?

## Signposts towards Sustaining Enterprise:

What may we need to think about to sustain enterprise towards recovery + regeneration



## Cultivate Local Living Economies

Stimulating local economies + employment through a focus on place-based recovery + support of jobs for regeneration

Local Living Economies (LLEs) aim to build community wealth through improving the power, choice, and ownership that people have over their economic lives (see Common Future 2001).

At the core of the LLE approach is the recognition that ideas, models, and solutions already exist in many communities.

Therefore, there is a strong emphasis on uplifting local leaders around collaborative agendas, and on shifting capital into community-oriented investment (e.g. Pacific Community Ventures). At their core, LLE strategies and programs aim to address the conditions that lead to structural disadvantage, through developing equitable and inclusive economies with local communities.

Communities that have adopted LLE models support economic activity that adheres to clearly articulated sustainability principles. Importantly - as it has social, environmental and economic impacts - these principles include producing and exchanging within the defined local area wherever reasonably possible.

More broadly, the principles include attention to matters such as - paying fair wages and taxes, ensuring healthy workplaces, creating meaningful work, producing quality products and services, preferencing local ownership, building local supply chains, prioritising local recruitment of staff, fostering participatory civic budgeting processes, facilitating local reinvestment, upholding green building standards, and stewardship of the environment.

Proponents of LLE models have long been engaged in countering the local-level impacts of globalisation, and in creating conditions that can underpin community resilience during times of crisis. In fostering regenerative approaches to recovery, there is much to be learnt from communities that have been experimenting with LLE-related practices and policies.

We know already that many communities will be faced with complex local economic development challenges – including issues of long-term unemployment and under investment in vital infrastructure. Responding to these challenges at a place-level will be compounded by other issues, like depleted ecosystem capacities and reduced democratic participation in governance.

For those interested in regenerative approaches to post-pandemic recovery, LLE models offer a structure around which to design and deliver responses, and for navigating the complex inter-relationships between the many issues that will compete for attention and resources. For example, where there is a focus on a particular ‘place’,

LLE models could help establish coherence amongst priorities and initiatives, including those outlined in the activity domains in this framework. Cohesive approaches will be particularly useful for engaging anchor institutions in place-focussed regenerative initiatives, and for working with them to align their existing resources around like-minded objectives. LLEs may also be described as place-oriented collective impact models, and through this lens can provide the structure needed to move towards anchor collaborative models, where groups of these key ‘place actors’ work together to achieve mutually agreed outcomes.

At the regional level, fostering networks of LLE models could strengthen community capacity to weather and emerge from the types of social, economic and environmental shocks many around the globe have been living with in recent times – the pandemic, natural disasters like bushfires and droughts, and also financial crises. LLEs show how the ties within and between places can be deepened and thickened, through localising where-ever possible.

## Signposts towards Local Living Economies:

What may we need to think about to create local living economies towards recovery + regeneration





## Catalyse Impact Investment

Mobilising capital + increasing participation in investment that generates public benefit, social + economic value.

Impact investment is an investment approach that seeks to generate positive social and/or environmental outcomes alongside financial returns (GIIN 2009). Going beyond practices of 'negative screening' (or 'doing no harm'), it's a proactive approach to tackle societal challenges and create public value through the allocation of financial capital.

Globally, the impact investment market has grown significantly over the last decade, and is estimated to reach \$500bn (assets under management) in 2020. In Australia, a Federal Government Taskforce recently identified opportunities to grow the domestic market. Similar strategies have been undertaken by governments around the world. With finance set to play a critical role in post-pandemic recovery, catalysing the growth of impact investment provides a means to address economic and social goals concurrently, and mitigate the trade-offs between short and long-term priorities.

While sectors such as health care, human services, housing, and agriculture will require renewed development, they also need investment approaches that champion equity, ethics, and sustainability. Impact investments have a track record of achieving these 'blended' outcomes. Likewise, if we want to optimise public value from the continued roll-out of critical technologies (e.g. energy, connectivity and mobility), we need to consider how accessibility, good governance and workforce development are factored in from the get-go. Impact-based approaches do this.

Moreover, with the prospect of the pandemic creating and exacerbating hardship, we need investments that can arrest cycles of disadvantage and unlock capacity in areas that are often overlooked or actively avoided.

We need to combine financing with other levers, such as place-based economic development and strategic procurement, and take a hands-on approach to market making and value creation.

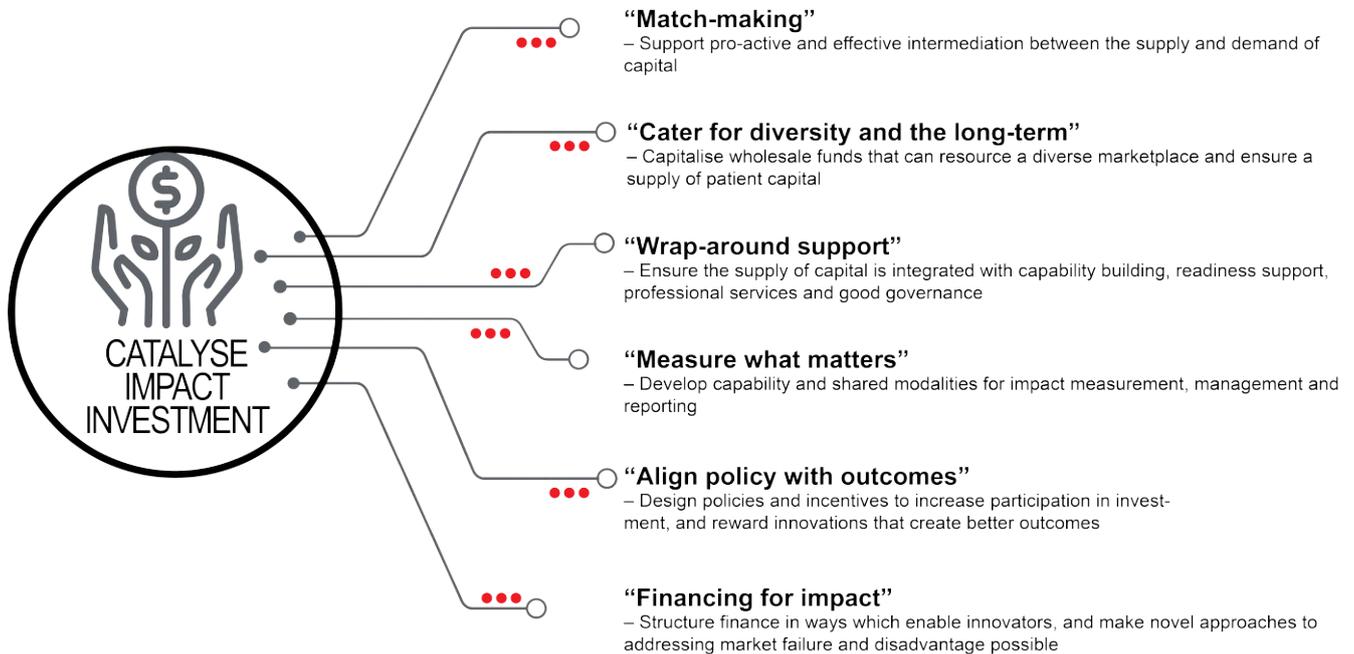
A small but innovative impact finance sector already exists in Australia, and could be scaled. Approaches that have a proven track record in other jurisdictions could also be adopted and adapted. These include initiatives such as Blue Hub Capital - a highly effective community development finance initiative, and the establishment of wholesale investment funds, such as Big Society Capital.

With increasing pressure on public funds, we should also explore options to create liquidity by leveraging the capacity of institutional, philanthropic and civil society balance sheets. Furthermore, there is scope to grow bottom-up financing through crowdfunding and community shares. Easily enabled by little more than good policy, these approaches democratise and broaden participation in investment, and can unlock capital for myriad small businesses and community assets.

There is an imminent risk that the strain of economic downturn paired with escalating public debt, subordinates pre-existing priorities of economic inclusion and low-carbon transition. But we ignore these at our peril. Impact investment can create a bridge between would-be trade-offs, and a means to address multiple financing demands in a regenerative and integrated way. How do we catalyse and shape this opportunity?

## Signposts towards Catalysing Impact Investment

What may we need to think about to catalyse investment towards recovery + regeneration



## Leverage Procurement

Leveraging public, private & civic sector spending power to unlock greater social + economic value

Procurement is the process of finding, agreeing terms, and acquiring goods, services or works from an external source. ‘Leveraging procurement’ refers to the strategic practice of structuring procurement activities to intentionally seek social, economic, cultural and/or environmental outcomes that go beyond the needs being addressed through the purchase of the specific goods and services (Furneaux and Barraket 2014). These practices are often referred to using the ‘shorthand’ label of social procurement.

The key to designing effective social procurement policies and initiatives is the explicit requirement that additional forms of value be generated. This additional value is often referred to as blended value, and sometimes as horizontal value – in essence,

it is the social, environmental and/or cultural value delivered, over and above the benefits conferred by the goods or works being purchased. In many instances, social procurement initiatives re-frame existing budgets that are already allocated to the delivery of products and services.

The uptake of social procurement policies and initiatives is growing around the world – with particularly strong examples coming from Scotland and Canada. In Australia, the Victorian and Queensland state governments are recognising the opportunities social procurement offers for working across social, economic and environmental objectives. Whilst these leading examples come from the government sector, social procurement is an approach to resource allocation that can be

taken up by any organisation and any sector. It is also a powerful method for supporting supply chain diversity and capacity building, where the focus is on marginalised groups and local suppliers (e.g. Supply Nation, US National Minority Supplier Diversity Council); and can also be embedded within collective impact initiatives, like ‘Anchor Collaboratives’.

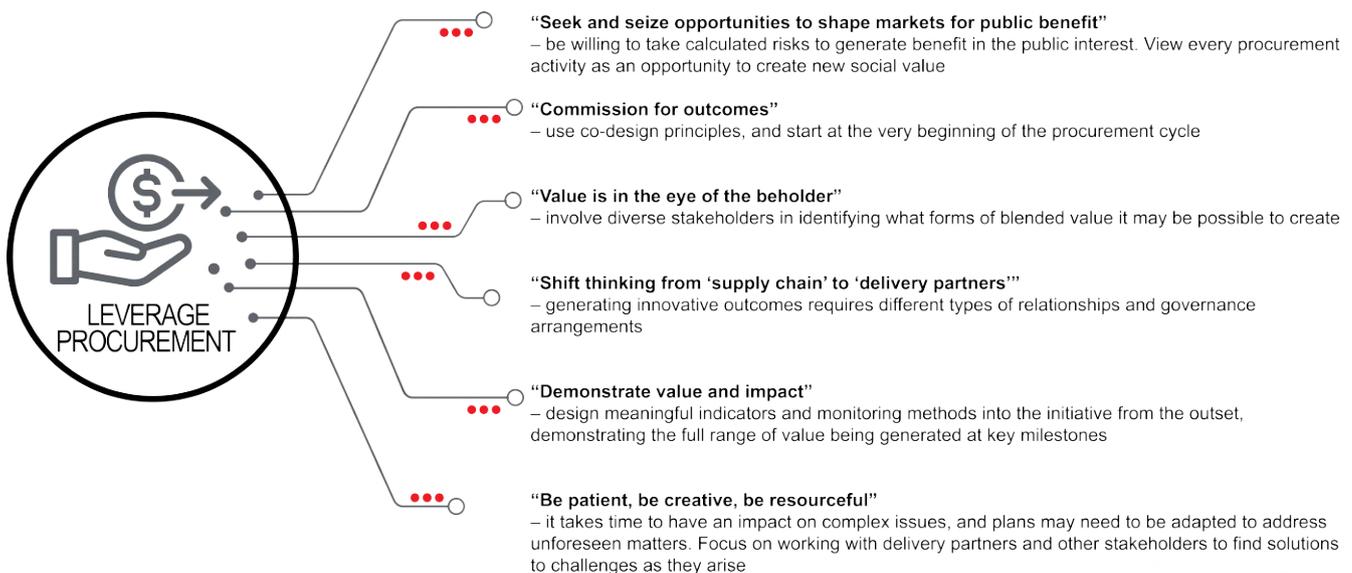
Social procurement policies offer a proven method for focusing and coordinating expertise and resources around specific issues. In a post-pandemic world, mutually agreed and carefully designed missions have the power to draw in a wide range of actors to collaborate on regenerative agendas. Coming with the best intentions, all these actors will however be facing resource constraints and navigating their own viability concerns. In this context, social procurement offers a practical and measurable implementation method, that is purposefully designed to maximise the value generated through the resources allocated – the blended value returned. Adopting social procurement as an organising frame for

budgetary decision-making ensures that opportunities to improve social, environmental and/or cultural outcomes are considered as part of each and every transaction.

Realising this transformative potential of social procurement requires genuine collaboration between all parties - purchasers and suppliers - and from the design phase right through to the contract evaluation. As part of this, those involved should have clearly expressed intentions to co-create specific forms of blended value, including agreeing the outcomes being sought and what the indicators of progress towards these will be. These negotiations are best informed by a range of perspectives – procurement category experts, contract management staff, social and/or environmental know-how, suppliers, and ideally also those who will be the beneficiaries of the value being generated. Therefore, in many cases, delivering effective social procurement programs requires shifts in business-as-usual practices.

## Signposts towards Leveraging Procurement

What may we need to think about to leverage procurement towards recovery + regeneration





## From Disadvantage Out

Stimulating recovery specifically in disadvantaged places + focus on regenerative opportunities grown in + from these places.

Early data on the impacts of COVID-19 shows that many of the people and places considered 'disadvantaged' before the crisis, have been hardest hit by the medical and economic consequences of the pandemic (World Bank 2020).

Whilst Australia's infection rate has been relatively low, Australians living in disadvantaged communities and the businesses which operate in those communities are likely to face significant challenges recovering from resultant economic impacts due to the cumulative impacts of disadvantage. Slow recovery, or worse, further decline in wellbeing and productivity in these communities will directly impact business viability and welfare demand and thus, significantly influence the speed and quality of National recovery.

By prioritising recovery efforts to disadvantaged communities and working from 'disadvantage out' we have the opportunity to expedite both local and national recovery whilst also fostering regenerative approaches which improve equity, social justice and sustainability.

Many opportunities exist to 'work from disadvantage out' by growing the capacity of local residents and organisations. Social enterprises typically emerge in response to local needs and often buy, sell, service and employ locally so strategies which support them deliver wide-ranging benefits (see 'Leverage Procurement' and 'Cultivate Local Living Economies'). Similarly, many large 'Anchor' institutions (e.g. Universities, Hospitals, Local Governments) operate within disadvantaged communities and have significant assets along with educational, employment, investment and governance capacities which could be applied in ways which grow local capacity and strengthen local recovery and regeneration efforts.

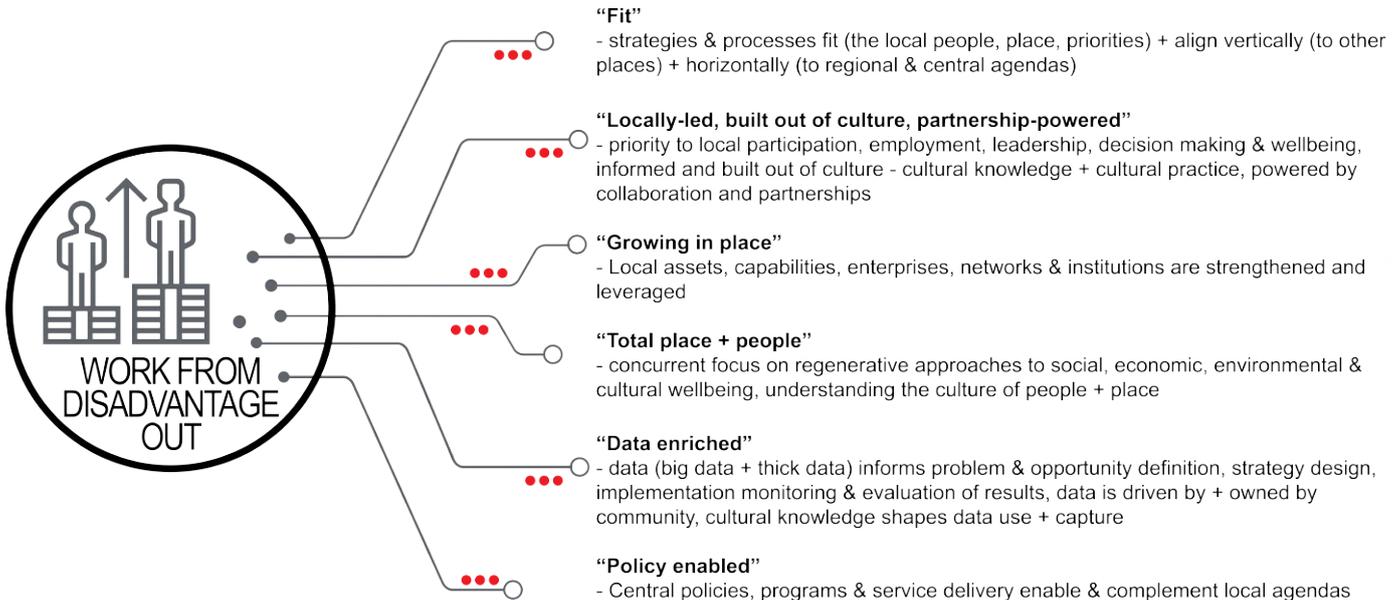
Place-based initiatives are already being delivered across Australia. Many of these

have strategies, relationships and infrastructure in place which could be strengthened, in partnership with local communities, to advance recovery and regeneration. We can also learn from other jurisdictions and to consider opportunities to apply more holistic place-based approaches to social, economic, cultural and environmental regeneration (e.g. The Southern Initiative). The plethora of community-led and localised COVID-19 responses (see 'Seed Civic Creativity & Action') also point to opportunities to expand community-led decision-making models in First Nations and other communities.

These existing models provide insights regarding the importance of local leadership, external partnerships, useful data, enabling policies, flexible investment and transformational goals when working from 'disadvantage out'. We must learn these lessons to work purposefully and respectfully with local communities to 'build back better'.

## Signposts towards Working from Disadvantage Out

What may we need to think about to growing inclusively towards recovery + regeneration



## Seed Civic Creativity + Action

Mobilising celebrating + creating conditions for creativity, civic innovation + action

Creativity and civic action have always been at the heart of progress and economic advancement (Edwards-Schacter 2018). Civic responses to the COVID-19 pandemic highlight the countless creative ways people are capable of supporting themselves and their communities, complementing more structural interventions. From national concerts curated online, to dressmakers developing protective equipment, restaurants providing free meals (funded by donations) to essential workers, and driveway Anzac Day ceremonies. These actions lifted spirits and built social capital whilst making others safer.

These examples reveal the dynamics of civic creativity, and how they grow up and out from community. Someone saw a need or opportunity, and ‘gave it a go’ without formal guidelines or investment. Ideas that caught on did so organically, quickly ‘validated’, adopted and amplified through playful collaboration. Surges in civic action worked in concert with governments’ requests for

solutions to pressing shortages. And while government data and the advice of experts was sought and acted upon in relation to the disease, research (Chetty 2020) has found that communities often acted in advance of directives to socially distance and ‘flatten the curve’. In countless examples outside of the pandemic, the role of civic resistance and disobedience has played a crucial role in holding power to account.

Civic creativity and self-organisation therefore will be critical in post-pandemic recovery and regeneration. Importantly, few people want things to return to exactly ‘the way they were’ (RSA 2020), and calls for ‘temporary’ measures such as virtual meetings, cooperative political structures and universal wage subsidies (or UBIs) to become permanent, are gaining traction. In the face of mounting unemployment and economic stagnation, UBIs offer a particularly tantalising possibility to unleash

a renaissance in creativity and community service (either voluntarily or via ‘mutual obligation’). Whether these initiatives fall away or are formalised will be greatly influenced by civil movements and public opinion.

Looking ahead, there are many proven approaches we can learn from to amplify and structure civic innovations. These include initiatives such as, participatory budgeting, citizens juries, collaborative governance models and open data (and innovation) platforms. Economic models that emphasise individual agency and collective action, such as co-operatives, offer novel ways to shape the future of home ownership, communication technologies and energy generation. They also enable services to be better configured to the context and needs of different populations.

Given the scope, scale and complexity of recovery however, civic approaches, movements and collaborations will need nurturing, and tensions are inevitable. For example, our cities, often creative hubs given their diverse and concentrated populations, are likely to operate differently given physical distancing legacies – the consequences of which are yet unknown. Diversity itself, so critical for innovation, is increasingly entwined with structural inequalities, as brutally demonstrated by pandemic impacts.

Our rural communities, often places of invention and resilience, are at increased risk of being isolated from markets and services. In the melee of recovery responses, there’s a risk the more nuanced factors of culture, solidarity and civic innovation will be overlooked in more explicit ‘economic’ interventions.

Perhaps the most powerful reasons to reexamine the role of civic agency in the context of recovery, are pre-existing trends afflicting modern societies. Levels of trust in governments and other institutions have been stagnant or declining for a number of years (Edelman 2020), while the numbers of ‘deaths of despair’ (associated with alcohol, drugs and suicide) are increasing (Case & Deaton 2020). As a counter point, the World Happiness Report (Helliwell, Layard, Sachs & De Neve 2020) found that trusted social connections are the most significant determinant of individual well-being.

Civic agency provides the life force for societies and economies, and it needs to be taken seriously amidst more muscular pandemic responses and investments. Knitting together civic creativity and cultural sagacity with public and private sector planning has the potential to stimulate the re-imagining of our future. Indeed, a successful post-pandemic recovery and regeneration depends on it.

## Signposts towards Seeding Civic Creativity + Action

What may we need to think about to seeding civic action towards recovery + regeneration





# Co-Creating Futures

Recovery + Regeneration in Context

## Where to from here?

This project proposes a framework for innovation and a way of co-creating strategies for change, not a blueprint solution. We will also seek to publish facilitation tools, case studies and links to relevant resources, to support this purpose.

We invite you to use this resource as it best fits your context, and/or work with us directly to hold discussions, run design processes and help build an 'open innovation' evidence base. We anticipate this project will change and evolve quickly over time, and relish the challenge of building a better future with you. However, in the meantime here are some 'teasers' on how you could start using the framework now.

## Discussions + Workshops

We're testing this framework as a discussion tool with 20 colleagues from the Griffith University MBA program. We're setting up a series of four co-creation workshops to:

1. Learn about + contribute to development of the recovery and regeneration framework
2. Co-create a Griffith MBA compendium of insights + practices that contributes to the Roadmap.

Each workshop in the series will focus on one or two domains from the Roadmap for Recovery and Regeneration, structured as follows:

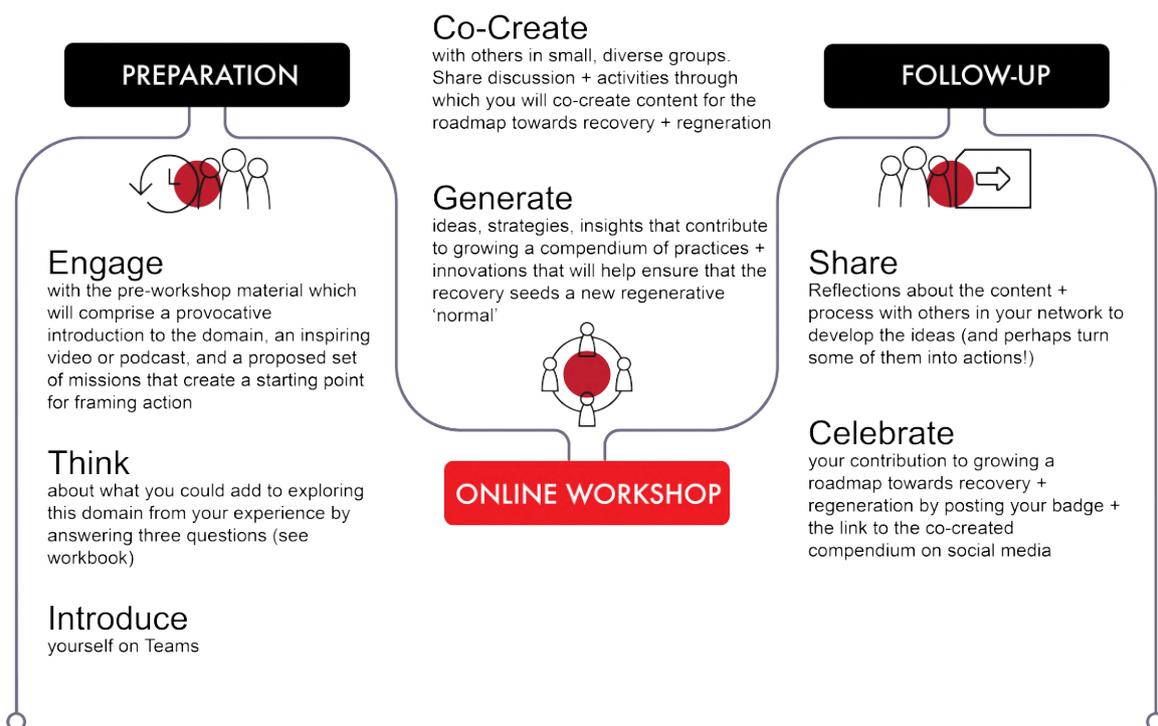
Workshop 1: Introduction to the Series + Innovation for Impact

Workshop 2: Sustain Enterprise + Cultivate Local Living Economies

Workshop 3: Catalyse Impact Investment + Leverage Procurement

Workshop 4: Work from Disadvantage Out + Seed Civic Creativity + Action

Each workshop will run for two hours and we will prepare participants in advance with a curated selection of readings, podcasts and videos. Participants will be expected to come to the sessions prepared to dive into co-creation rather than listen to explanations of the domains. Discussions will be framed around provocation questions related to the workshop domain/topic. Following the series, we will publish a compendium of case studies, recommendations and practice insights.



If you would like to explore running a similar series, maybe for the purpose of visioning or exploring specific recovery strategies, please get in contact.

## Case studies + discovery

While we haven't included case studies in this initial introduction, you may want to. You may want to do this for interest or to consider how existing approaches could be adapted and adopted in live recovery processes and strategy development.

If so, we'd encourage you to think specifically about what outcomes any given approach is achieving, its regenerative qualities, why it is relevant now, who's involved to make it work, and how aspects of the existing intervention could work (or would be unlikely to work) in your context.

We invite you to share these with us, so we can start to assemble a case study evidence base. In future project activities, we will also be proposing a canvas for 'Regenerative Interventions' with some examples of our own.

## Project design

Your work may be more pressing, and you're looking to develop new initiatives or projects now. If so, we suggest starting your design process with an impact map. This will help you clarify the problems you need to solve and the outcomes you want to achieve, and then explore the relationships between them, that any potential intervention will need to navigate.

There's a knack in the application of these mapping processes, but our key recommendation is to start with the outcomes you want to achieve (and work backwards), and not a solution you already have in mind. We also recommend you map out all the stakeholders who have an interest in what you're trying to achieve, and who need to be involved in the advancement of your work. Furthermore, you'll want to consider how your intervention aligns with higher-level missions and interconnects with other interventions

that are concurrently working toward the same goals (see the mission-orientated innovation framework, page 7).

## Watch this space

We all appreciate how emergent this situation is – complex, uncertain, ambiguous, and potentially volatile. This project is our initial contribution to help address these realities and to support groups to build bridges to preferable futures. We understand that this is neither quick nor easy work. However, it remains necessary.

We aim to be agile in the further development of this project, and we'd love to hear from you in respect to your needs, interests, and suggestions. We will adapt this resource and create others based on your collaboration and insights.

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