

Street-to-Scale

Origins

- Charlie Howard: Young people are the solution not the problem
- Problem Solving Booths
- Solutions to problems that might benefit from some finance
- How do we get money to citizens and trust them to do good
- The basic concepts and delivery model was designed by young people
- The model applies to all citizens

Street to Scale

- A bank (with sort code and account number) and up to £1,000
- Three to five citizens lead the bank, give it a name and set out a vision
- Recruit up to 10 citizen card holders to spend the money
- All are linked together with Street to Scale via WhatsApp
- After 8 weeks the bank closes

What is the point?

- Nearly all the funds get spent on connection (bringing people together)
- The primary impact is trust
 - Funders trust Street to Scale
 - Street to Scale trusts the bank leaders
 - The bank leaders trust the citizen card holders
 - The community trusts the bank

Five Phases of Learning

- Phase 1: Street to Scale acts as the bank: *young people say 'why would we trust you? What is Street to Scale?'*
- Phase 2: Young people lead the bank: *young people say 'this is too good to be true'. Very little money is spent*
- Phase 3: A Box and an Avon Lady takes the idea to scale: *a lot of good but significant unethical spending*
- Phase 4: Introduction of WhatsApp groups that place agency in hands of bank leaders and card holders: *ethical spending reaches 95% threshold but process is slow and depending on organisational brokers*
- Phase 5: Direct relationships between Street to Scale and banks around U.K.: *more learning to come....*

Measured change

- We are learning how to machine learn the WhatsApp feed to measure trust, belonging, connection and pride
- We can place this alongside data from credit card spending
- The two datasets capture patterns of trust

Stories

- The banks are beginning to tell their stories on Instagram and Twitter
 - *Two divided communities in Blackpool organising an event to bring citizens together for first time in eight years*
 - *Young people in London building a fixed bike for their local park that generates electricity to charge mobile phones*
 - *Homeless young people in Liverpool go into a studio to make a record*
 - *Community in Plymouth coming together to save their local cinema*

Challenges

- Organisations slow down the process: How to find optimal relationship with organisations and citizens
- Ethics and Safeguarding: How to trust citizens to reflect and be their better selves
- Brand: How to build a brand that conveys the trust upon which Street to Scale depends
- Can we scale this?: How to create pull from citizens across the U.K.



In Plymouth

POP+'s mission

POP+ supports and leads real, purposeful and lasting change in Plymouth.

Our purpose is to build strong grassroots organisations, charities and social enterprises by supporting them to work together and take a lead role in creating change.

We are driven by the energy, passion and skills of local people taking action to make our society and environment a better place to live. A small team of dedicated staff, associates and trustees do this by influencing, connecting, training and creating opportunities.

Our values define everything we do: we are committed to building and strengthening trust and relationships; collaborating with others and being innovative. With all our work we strive to learn - and encourage learning - through our actions.

We advocate and support the growth of active citizens and social connectivity

We have a membership of grassroots groups and organisations who we nurture through our core offer.

We work strategically to support grassroots organisations, charities and social enterprises.

Deploying £1.3m

In 2018 Esmee Fairbairn invested £1.3m into Plymouth through POP+

2 vital decisions made

- Grants pot dispersed out into the sector (not spent on POP+)
- Decisions made by a participatory panel (Network of Networks)

Recommendations & comments (from independent review) after year 1 grant making:

- “POP+’s commitment to openness, participation and networking also provided a good foundation for a new and more engaged approach to grant-making”
- “POP+ does not simply tweak and improve the first phase grant programme but takes a step back, focuses on the strategic impact the overall programme.”

Change has been attempted many times before

We understand that Plymouth is a complex system made up of many moving parts

People and relationships are the units of change, not structures and activity

How we do the work is as important as what we do; so our values will be held central to what we do

Brought together prior conversations & experience from year 1 grant holders.

We developed our own thinking through a commissioned report on how to combine the principles of Participatory City, Sustainable Development, Inclusive Growth & Compassionate City.

Worked with the Network of Networks on the approach to year 2 over 6 months.

Taking a step back into year 2

It resulted in 5 funds

Community
fund

Network fund

Grassroots fund

Using funding to
leverage values
into action

Challenge fund

A timely intro and speedy action (fail fast?)

Beginning of April 2019 – all by the 9th April!

- Toby Lowe to Michael Little
- Communication with Michael
- Trustee approval by the 9th April (via email)

End of April agreement with Network of Networks

Test with selected groups

Launched on 3rd July 2019

Allocated £47k by 27th July and had to pause (although kept young people's groups eligible)

A time for reflection

Had to wait 8 weeks for Street-to-Scale banks to complete.

October 2019 with the Network of Networks we decided to allocate the whole year's funding to Street-to-Scale and the Learning & Collaboration Fund (challenges could wait).

October – Dec – initial redesign period.

Delays

- Safeguarding reared its head
- Natural events and conversation

Ready to go and then....Covid!

Areas of learning – on Street-to-Scale

- Without Ratio having taken the first, even trickier steps, Plymouth would never have benefited from this method
- Having an independent view was critical to challenging our own experiences – you don't know what you don't know
- How to work together with Ratio –importance of communication and continued focus – duh!
- Having the confidence in Michael's understanding of safeguarding and being able to have safe but challenging conversations was critical to being able to proceed and not succumb to pressure

Areas of learning – on Street-to-Scale

- Existing groups know how funding should look, what they are comfortable with and feel they understand. S2S looks different, with few rules, operating in a different way, this led to uncertainty and confusion from some groups and organisations.
- Counter intuitively (for us), we got in the way. Many organisations contacted us direct to ask questions, check understanding and for reassurance about what to do, especially when there was a relationship with POP+. This ‘sucked’ us into the work.
- We used our normal ‘routes to market’ and application process so those the benefited from the funding were mostly already connected with POP+ i.e. little to no reach.
 - It also set up expectations that this was ‘normal’ funding.
- However, this shouldn’t take away from the 30 amazingly diverse projects that were delivered <https://www.plymouthoctopus.org/esmee-fairbairn-2/street-to-scale/>

Questions & discussion

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