

# A Feasibility Study to Explore the Potential for Participatory Grantmaking (PGM) in North Yorkshire



## USEFUL RESOURCES & LINKS

**Supported by North Yorkshire Council and the UK Shared Prosperity Fund**

Skyblue Research Ltd

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## Useful PGM resources and repositories

### [Resources \(notion.site\)](#)

This site contains **95 resources** (when last accessed for this study on the 19<sup>th</sup> of January 2024) organised across these classifications.

 [Case Study](#)

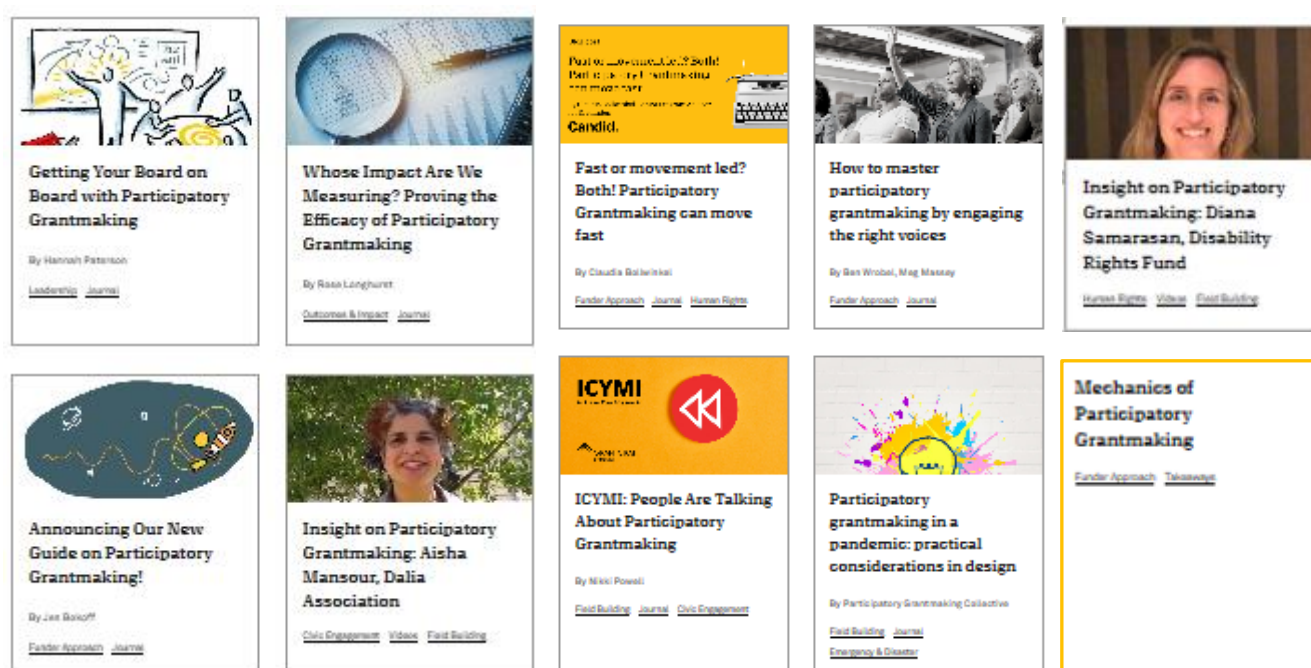
 [Report](#)

 [How to](#)

 [Community Voice](#)

 [\\*\\*Webinar\\*\\*](#)

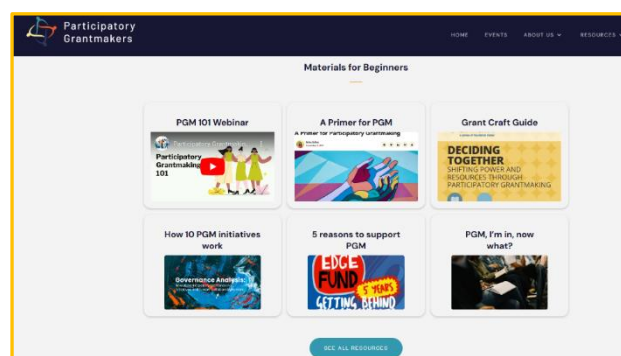
**Candid Learning for Funders** offers a suite of resources that delve into the what, how, and why of PGM. It includes insights from various participatory grantmakers and explores the benefits, challenges, and strategies for engaging in PGM. The resources also feature descriptions of how different funders engage in PGM and offer a collection of online media produced on this topic. Resources are found here: [Practical wisdom for funders | Candid Learning for Funders](#)



‘For any grantmaker looking to get started, we recommend Candid’s terrific guide, [Deciding Together](#), which provides specific advice for funders considering participatory approaches. It offers guidelines for how to support existing participatory funds, and how to get started with a pilot in your own institution, including common concerns and roadblocks—from setting expectations with a board of trustees to mitigating possible conflicts of interest. See also: [\[Watch the video on YouTube\]](#)’

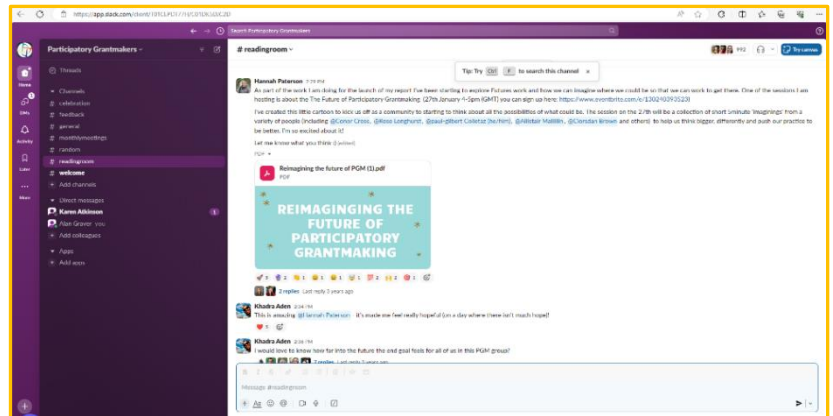
### [PGM Resources \(participatorygrantmaking.org\)](#):

‘Founded in March 2020 as an informal group of a dozen people, the Participatory Grantmaking Community has grown to more than 1,400 people in 73 different countries. Access to free resources such as PGM primers and tools to help PGM ‘newcomers’ find practical ways of getting started and guidance aimed at supporting the expansion of PGM practice amongst participants<sup>1</sup>.



The Participatory Grantmakers global community of practice is a dynamic forum for sharing learning, latest insights and opportunities. For anyone interested in PGM – whether novice or established in the practice – joining their dedicated Slack channel is highly recommended:

[general - Participatory Grantmakers - 1 new item - Slack](#)



[‘Participatory Grantmaking Toolkit from London Funders and Camden Giving’<sup>2</sup>](#) last updated in May 2023.

**‘A Better Way’ Network** – has a range of useful resources linked to the theme of sharing and building power including a specific focus on participatory Grantmaking (February 2022) [Sharing and building power: participatory grantmaking — A Better Way Publications — A Better Way](#)



**GrantCraft and Governance Lab**

<https://medium.com/open-grantmaking-innovations> and [www.grantcraft.org](http://www.grantcraft.org)

## Diversity, equity and inclusion resources

### Resources on equity in PGM and other types of grantmaking

This survey alone cannot do justice to the vast topic of equity in PGM. Here we highlight several resources that provide further information on this topic.

- Digging Deeper - A call for scaled, sustained, and engaged investment into racial justice, by the Baobab Foundation, 2021: <https://www.baobabfoundation.org.uk/news/digging-deeper-a-call-for-scaled-sustained-and-engaged-investment-into-racial-justice>
- Using a Racial Justice Lens in Grantmaking Around the Globe, by Lori Villarosa, 2020: <https://racialequity.org/2020/08/using-a-racial-justice-lens-in-grantmaking-around-the-globe/>
- The Power of Participatory Grantmaking to Advance Racial Equity: Part I and Part II by the Giving Practice, 2021: <https://philanthropynews.org/news/power-participatory-grantmaking-advance-racial-equity-part-i>
- Three lessons learned from a holistic shift to participatory grantmaking, by Jocelynn Rainey, 2023: [https://philanthropynewsdigest.org/features/commentary-and-opinion/three-lessons-learned-from-a-holistic-shift-to-participatory-grantmaking?utm\\_medium=email&utm\\_source=Candid%20Newsletter%20-%20All%20Subscribers&utm\\_campaign=CAN-M-01-19-2023](https://philanthropynewsdigest.org/features/commentary-and-opinion/three-lessons-learned-from-a-holistic-shift-to-participatory-grantmaking?utm_medium=email&utm_source=Candid%20Newsletter%20-%20All%20Subscribers&utm_campaign=CAN-M-01-19-2023)
- Grantmaking with a racial equity lens, by Grantcraft, 2018: <https://learningforunders.candid.org/wp-content/uploads/sites/2/2018/12/equity.pdf>

### Examples of funders/networks with an equity & justice focus

- [Baobab Foundation](#)
- [Funders for Race Equality Alliance](#)

# 46 THE 8 BREATHS OF PROCESS ARCHITECTURE



The 8 Breaths model is a useful process map developed by the Art of Hosting community.

It builds on three basic movements:

**Divergence** (opening up perspectives and options),

**Emergence** (letting new patterns and orders develop), and

**Convergence** (closing in on a joint decision and action).

The model describes a cyclical process of initiating, preparing, and hosting a community event.

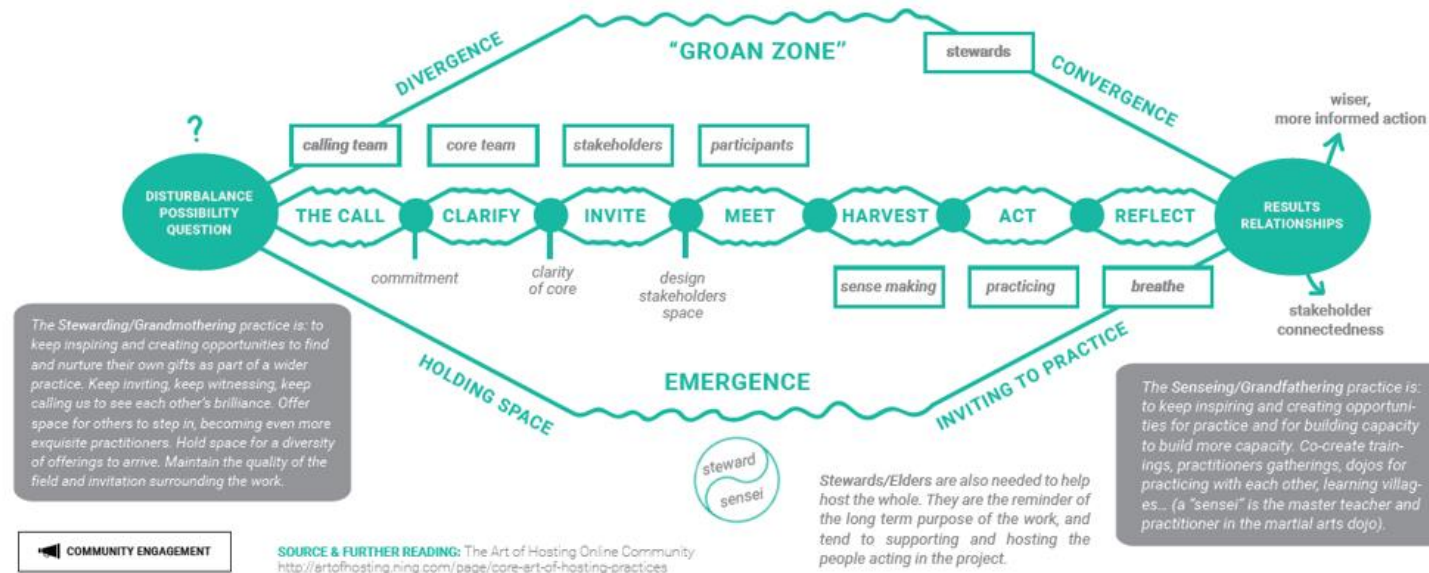
Each step in the process is associated with one "breath." When you start, there is either a disturbance, a possibility, or a question.

**Divergence:** Opening a space for ideas, experiences, etc.

**Emergence:** If you want change, you need to have an in-between space, i.e., the emergence (also called the "groan zone"). As we come into that space, we feel a disturbance. This is the space for change. People usually say "I don't understand why we are here." This is the moment where you might lose an old way of doing things, but then come to a new order, a place of newness and great potential.

**Convergence:** By clarifying the way forward, you can jointly plan the action that is needed.

\* Sometimes the space between divergence and convergence is small (there might be a fear of complexity). One has to sense how divergent they need to be and when to converge.





## How much does it cost to do PGM?

These are examples only and can only be thought of as a guide as each PGM context will differ as will the amount of funding available to invest in the various processes involved.

### Example 1: Camden Giving, 2023

## RESOURCING PGM

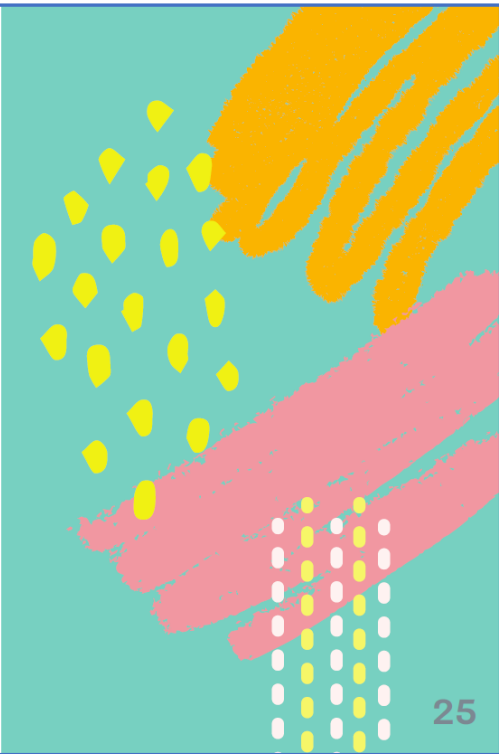
The PGM process delivers outcomes beyond the outcomes of the funding itself, so it should be resourced accordingly.

As a rough guide, in 2023 it cost around £17,500 to run one round of participatory grantmaking, including grant administration, working on the basis we will distribute £100,000. This is reflective of inflation increases that affect both organisational costs and direct costs relative to delivering participatory grantmaking.

Some costs you may need to consider:

- Paying panellists\* for training, reviewing grants, making decisions and evaluating the experience
- Changes to your grant-giving portal or system to make it easily accessible for panel members
- The cost of running payroll for the panellists
- Staff time to recruit, train and support panellists
- Devices, digital tools and internet access so digitally excluded panellists can take part
- Covering costs that make it possible such as childcare, carers, access requirements, and translators
- A fee for any partners who will help co-deliver the fund or supplement the panel's experiences to aid their decision making. For example, safeguarding leads, referral partners, external facilitators

\*It's important to acknowledge the current socio-economic environment we operate in as PGM organisations. We ensure that we compensate panellists above the London Living Wage as a true wage for the work they deliver as knowledge experts. Payment should also be reflective of annual increases to inflation and it's even more important to consider paying a fair wage in light of the cost of living crisis, which burdens many panellists.



### Example 2: Anonymised at request of contributor

The total cost of the PGM projects comprised:

- £75,000 for 18 months of community developer expertise to facilitate community engagement on the ground, build trust (i.e. 36% of total budget)
- £130,000 community pot of funding for panellists to decide how to spend (63% of total budget)

Within the first two years the £75,000 community development funding expired, and by that point c£20,000 of the community pot had been used, deemed a much slower rate of getting money into communities compared to traditional approaches. However, further community ideas – increasingly larger in scale too – have started to come through meaning that the community pot will ultimately be used but important at the pace the community wishes.

### Example 3: Anonymised at request of contributor

‘Compared to traditional community grantmaking, we would usually pitch to a donor that we could have something up and running within 12 weeks. For PGM it’s probably closer to 10 months at a minimum. If pitching a grants programme to a donor you would pitch 15% (for our operating costs and everything associated with running the programme), but for PGM you would probably need to pitch and cost at 25%. It might become more efficient over time with more PGM approaches in more places and where it becomes the norm.’

One of the topics that contributors to this study were most curious about was payment for involvement. This topic deserves more attention than this study can hope to cover, but usefully here is some insight from the Camden Giving toolkit.

## PAYING PEOPLE

### WHY

Through our participatory practices we are trying to elevate the importance of 'lived experience' because this expertise is central to creating lasting change. That's why Camden Giving pay community panellists above the London Living Wage for their time, both in training sessions, grant meetings and reviewing applications at home via our online grant portal.

Being a community panellist for Camden Giving does not provide a sustainable and significant income, but we know for some people the payment provides a temporary lifeline.

### THE PRACTICALITIES

We have paid people in different ways as this work has evolved, including:

- Providing an invoice template for panel members to send to us. The disadvantage of this is panel members are then responsible for making payments to HMRC, which is not something everyone is confident about.
- We've added people to our usual payroll, so they are paid along with the rest of the staff team.
- Where panellists are providing insights, but not doing any work (like managing evaluation process), you could compensate for their time as 'Research Volunteers', which means they don't need to pay tax. There's more information on this here: <https://www.gov.uk/hmrc-internal-manuals/employment-income-manual/eim71105>

We sometimes provide payment in advance if panellists are experiencing financial hardship.

We do not usually provide vouchers in lieu of payment but have the flexibility to do this if there is a personal reason someone needs this.

Panel members are only paid for meetings they attend, if they don't join meetings (and don't arrange a time with the team to catch-up on the session), they are not paid. We now pay panel members to review applications at home, this trust based and we do not ask for proof.

From time to time panellists tell us they don't want to be paid, this has never been because they "don't need the money", but because they want others to benefit from the money. In these cases we have arranged for the equivalent funding to be given to one of the grantees from the fund in their name. We've also seen the generosity of paying panellists benefitting the wider community. See page 27.

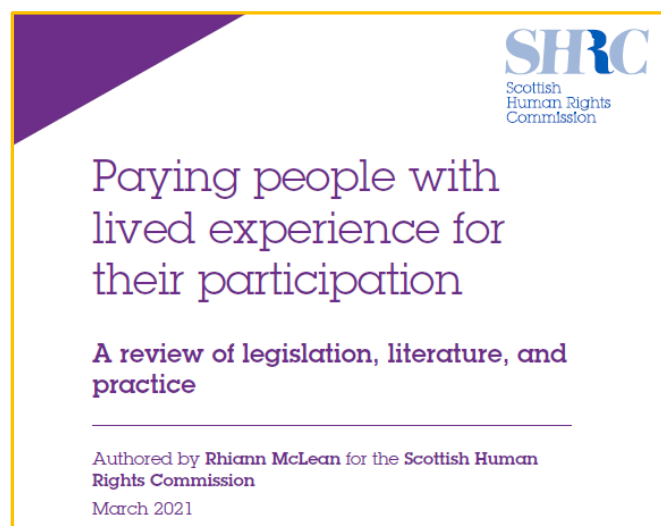
The consultant also met a PWLE who has specialised in this aspect of PGM who could make an excellent contribution, alongside the new policy expected to develop in 2024 in York – events to socialise the policy and finalise its approach commence in February 2024:

[Payment for Involvement — York MCN](#)

**Other resources are also available on this topic.**

[Payment guidance for researchers and professionals | NIHR](#)

[Paying people with lived experience for their participation \(scottishhumanrights.com\)](https://scottishhumanrights.com/paying-people-with-lived-experience-for-their-participation/)



<sup>1</sup> PGM Resources ([participatorygrantmaking.org](https://participatorygrantmaking.org))

<sup>2</sup> Participatory Grantmaking Toolkit from London Funders and Camden Giving | London's Giving ([londonsgiving.org.uk](https://londonsgiving.org.uk))