

INSP Strategic Plan 2021-24

August 2021



International
Network of
Street Papers

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Introduction:

INSP had enjoyed a relatively stable period in the years leading up to the pandemic, and in late 2019 we embarked on a full review of our strategic plan with the intention of creating a longer-term 10-year strategy. The COVID-19 crisis hit during our strategic planning process and had a significant impact on our network, highlighting how precarious the world can be – both for people living in poverty, and for the organisations who support them.

At the beginning of the crisis, we produced an interim strategy to enable us to provide the best support to a network in crisis. We then developed a 3-year strategy, with the intention of reviewing annually on a rolling basis, to ensure that we respond to the crisis and its aftermath, in the best way for our network. Recognising the impact of the pandemic on our network, our organisational sustainability, and the changing world around us; our strategy has a focus on developing our member support and communications, our external communications, and our longer-term fundraising strategy.

As always we will continue to consult with members about our strategic development. For the past two years, this consultation has been online this year and we will continue to do everything we can to ensure that our members have the opportunity to contribute.

The strategic plan has been written by the Chief Executive with input from our board and senior staff. The plan will be delivered by the INSP team, led by the Chief Executive, working to a detailed delivery plan; and monitored closely by the board throughout the year.

Vision, Mission & Aims:

Our vision: People living in poverty have opportunities to earn an income and have their stories heard and understood.

Mission: To support the global street paper network to alleviate poverty and build a movement for social change.

Strategic aims:

1. Build a strong and supportive global network.
2. Challenge perspectives on poverty and inequality.
3. Support innovative and enterprising solutions to poverty.
4. Develop INSP's own strength and sustainability to lead the network.

About INSP:

About INSP:

INSP is a Glasgow-based charity and social enterprise organisation that works to alleviate poverty and build a global movement for social change. Founded in 1994, we now lead and develop a network of more than 90 street paper organisations in 35 countries worldwide.

We provide a range of specialist support and technical assistance to our network of organisations, including an international news agency for street papers. We also bring our street papers together to provide peer-to-peer support, and exchange ideas, resources and best practice.

The street paper model:

Street papers exist to tackle poverty and social exclusion. They provide an enterprising hand up not a charitable hand out: vendors buy their local street paper or magazine and sell it at a profit to generate an income. Social enterprise is core to the street paper model with profits reinvested back into their social mission. In addition to employment, many street papers offer their vendors on-going support and access to practical training and other social services. Street papers are also independent media, reporting on social justice issues and providing a unique platform for alternative perspectives and unheard voices, challenging public perceptions of poverty and social injustice around the world.

The history of our network:

The world's first 'street paper' (as we recognise them today) was born in New York in 1989. 'Street News' inspired early North American street papers in the late 80s and early 90s and also inspired The Big Issue UK launch as a 'social business' in 1991, which paved the way for a street paper movement across Europe. INSP launched as a network in 1994 and NASNA (the North American Street Newspaper Association) launched in 1996 and worked collaboratively with INSP until 2013, when INSP became the single global network for street papers. INSP was incorporated as a Scottish charity – The INSP Foundation – in Glasgow in 2005. From that point, INSP began to grow as an organisation, supporting an expanding network and developing its projects and services to street papers. We have been supporting and developing our network of street papers for 26 years.

The impact of our network:

- 300,000 marginalised people supported in the past 26 years.
- 8,750 vendors selling street papers at any one time.
- 20,500 vendors who earn an income per year.
- 19 million street papers sold per year.
- 4.6 million readers worldwide.
- 600 towns and cities with a street paper presence.
- £24.2 million earned by vendors each year.

Our values:

- We are committed to challenging inequality and social exclusion.
- We nurture creative and innovative approaches to social problems.
- We respect different approaches and perspectives and are committed to learning from each other.
- We are committed to socially responsible, transparent and ethical operations.
- We use our resources wisely and seek pro bono support and partnerships to ensure low costs.
- We respect our network of members and our board as their elected representatives.
- We are committed to fair pay and we value our staff, interns and volunteers.
- We are committed to providing a safe and dignified working environment for our staff, volunteers and network colleagues.
- We are opposed to all forms of unfair discrimination.

Equity, Diversity and Inclusion Statement:

INSP believes in fairness, equity, diversity and inclusion, both as an employer, and as a provider of support and leadership to the global street paper network.

We recognise that many forms of discrimination and oppression exist and we are committed to eliminating discrimination on the basis of gender, race, sexuality, age, disability, religion, belief or social class. We are committed to an approach of anti-racism and anti-oppression as central to our aspirations of social justice.

Equity means fairness in outcomes, not just in opportunity, so we will work with our network to create the conditions to advance equity, inclusion and diversity. We will work to embed these values into everyday practice, policies and procedures so that values and practices become the norm for our network.

To achieve this, we are committed to:

- Ensuring that that values of equity, diversity and inclusion are embedded in our strategy and leadership.
- Supporting and encouraging our network of organisations to adopt these values, policies and practices.
- Providing accessible services and support to our members, delivered in a way that respects the needs of individuals and does not exclude anyone.
- Engaging and supporting under-represented communities as we make decisions and take action.
- Promoting a culture that celebrates difference, ensures equitable communication, and nurtures relationship building and mutual respect.
- Continuing to develop our own internal employment policies and practices to ensure equity in recruitment and career development opportunities for staff.
- Building community partnerships that promote equitable outcomes in society.
- Working to build opportunities that support diversity in our staff, board of directors and the street paper movement.

Our current context:

For our network: Prior to COVID-19 the world was already in crisis for those living in poverty. The 2008 global recession and related political and economic changes were already having a significant impact on urban poverty and homelessness, with issues such as economic migration, unemployment and a lack of affordable housing contributing to a crisis of inequality. Our members were already facing growing demand for their services, whilst managing the challenges of funding cuts, rising costs and changes in consumer habits (i.e. cashless and digital media).

COVID-19 is impacting society's most vulnerable most severely; the numbers of which are already increasing. The street paper model has been directly affected the lock down as it centres around the physical interaction between customer and vendor, which affects income and also reduces social interaction, increasing marginalisation. At the same time, street papers are experiencing high demand including from readers seeking reliable independent media.

The street paper concept is unique, spanning the diverse fields of social development, campaigning, publishing and social business. With the support of INSP, our members have always adapted the street paper concept to suit the social, political and economic landscapes of the 35 countries and 600+ towns and cities in which they operate. Despite their different contexts, our members continue to face many of the same challenges – even more so with the COVID-19 crisis – and the need to a supportive network is ever increasing.

For our organisation: Immediately prior to the COVID-19 crisis INSP was in a relatively stable position, having focussed on our sustainability and development over recent years. We had developed several long-term grant funding partnerships and we were generating nearly half of our own income through our membership services and events. As a result of this, we were beginning to plan for the longer term, working on a new 10-year strategic plan and continuing to develop a robust governance structure, including financial management, impact measurement & risk management strategies.

The crisis has had a significant impact on INSP as an organisation, changing our events, the way we support members and resulting in a loss of various funding streams, including both generated income and grant income. Grant income is increasingly challenging as foundations and other funders limit their focus to local and national beneficiaries as a result of the crisis.

Objectives, Outcomes & Measures:

Objectives:	Outcomes:	Measures:
AIM 1: Build a strong and supportive global network		
a) Provide resources, translations, toolkits and proactive, tailored support to members. b) Facilitate sharing, exchange & mutual support between members. c) Hold Summit & regional meetings / exchanges. d) Offer tailored support & guidance to start-ups. e) Support the development & growth of regional groups & networks aligned with INSP's strategy.	- A stronger more sustainable network. - Members increase their quality, impact & effectiveness. - Membership valued by members. - New street papers are supported effectively. - Network grows in members and regions. - INSP's capacity increased through regional groups & networks.	- Number & location of members in network. - Number of members accessing INSP support & services. - Number of vendors benefiting from INSP support to members. - Combined readership. - £ in vendors' pockets. - Fee income, number of paying members & fee band movement. - Street papers increasing their annual income.
AIM 2: Challenge perspectives on poverty and inequality		
a) Facilitate exchange and collaboration on editorial content & resources between members. b) Produce in-house editorial content focussing on social issues including poverty & inequality. c) Share & promote editorial content publicly. d) Promote the street paper concept, the network & its impact internationally.	- Street papers improve their editorial quality & impact. - Increased public understanding of street papers and related social issues. - INSP seen as leading international social justice network. - Increase in INSP's brand recognition & reach.	- Combined readership of street papers. - Digital interaction. - Combined digital reach. - In house content produced. - Editorial collaborations between members. - News service member usage stats. - INSP marketing & communication plan developed.
AIM 3: Support innovative and enterprising solutions to poverty		
a) Work with street papers to explore & develop explore new innovations, advocacy opportunities, & income generation opportunities. b) Share learning on innovation, multimedia, and digital technology between members & support replication. c) Develop external partnerships & strategic alliances.	- Future proofing & sustainability of the street paper model. - Street papers have tools to adapt to technology & communication changes. - Increased readership & capacity of street papers. - INSP network seen as cutting edge & relevant in a changing world.	- Combined readership of street papers. - Members adopting technology (& success rate). - Number of resources used by members. - Media coverage of street paper innovation & development. - External partnerships formed.
AIM 4: Ensure INSP's organisational sustainability.		
a) Increase INSP income from diverse sources. b) Invest in fundraising capacity for longer term sustainability. c) Maintain robust governance structure including finance, impact measurement & risk management. d) Develop staff team in line with strategic plan. e) Maintain & develop IT systems & infrastructure. f) Develop strategy to support and develop regional networks.	- Sustainable balance of income sources. - Able to plan ahead for growth of organisation & network. - Able to navigate future crises with healthy reserves. - Stable staffing, leadership & governance in accordance with INSP values. - Reliable member services able to meet growing demand.	- Income from different sources. - Annual surplus secured. - Annual governance checklist met. - Staff retention. - Website developments completed and IT systems & hardware maintained.

Strategic objectives and targets for 2021-22:

Over the course of the next year, we will focus on building our organisation and our network to thrive in the post-pandemic world. In particular, we will:

- 1) Develop and deliver a new member support & engagement strategy (see more below), focussing on building relationships with and communities within our network.
- 2) Develop regional networks and groups within the INSP network, in order to expand and improve our support.
- 3) Organise a 'reunion' Summit & Awards for 2022 in Milan, Italy, in line with our new member strategy.
- 4) Develop an ambitious new communications strategy (see more below), with a focus on increasing our visibility globally.
- 5) Invest in our fundraising capacity to ensure our sustainability and growth in the post-pandemic world.
- 6) Maintain our financial reserves, in order to maintain stability in uncertain times.

Our member support and engagement strategy:

For the past two years, we have been unable to hold our annual Summit event – a key way that we have always delivered support to and built community with our network. At the same time, new ways of working and communication methods have emerged as a result of the pandemic. Our new member support and engagement strategy will allow us to provide better support our members, whilst working with the challenges and opportunities created by the pandemic. Our strategy aims to:

1. Increase member engagement build relationships with members.
2. Build communities and mutual support within our network.

Our key objectives for 2021-22 are:

- Increase and develop the street paper resources available on the INSP Hub.
- Increase high quality editorial content and support for members.
- Facilitate regular international, regional and thematic Zoom calls and webinars for members.
- Interact with members and amplify their work through our social media platforms.

Our communications strategy:

Investing time, energy and resources into building a robust communications strategy presents us with opportunities to communicate to the world who we are, educate people about the street paper movement, strengthen relationships with members, and support a new fundraising culture within INSP. Our new communication strategy aims to:

- 1) Increase INSP's profile, brand awareness and visibility.
- 2) Increasing awareness and understanding of the work of street papers and of the street paper concept.

Our key communications objectives for 2021-22 are:

- Increase our online support and engagement.
- Share key messages about our work across our communication platforms.
- Amplify the voices, stories and campaigns of our street papers.
- Interact with and inspire members publicly.
- Increase engagement with relevant organisations, supporters and funders.

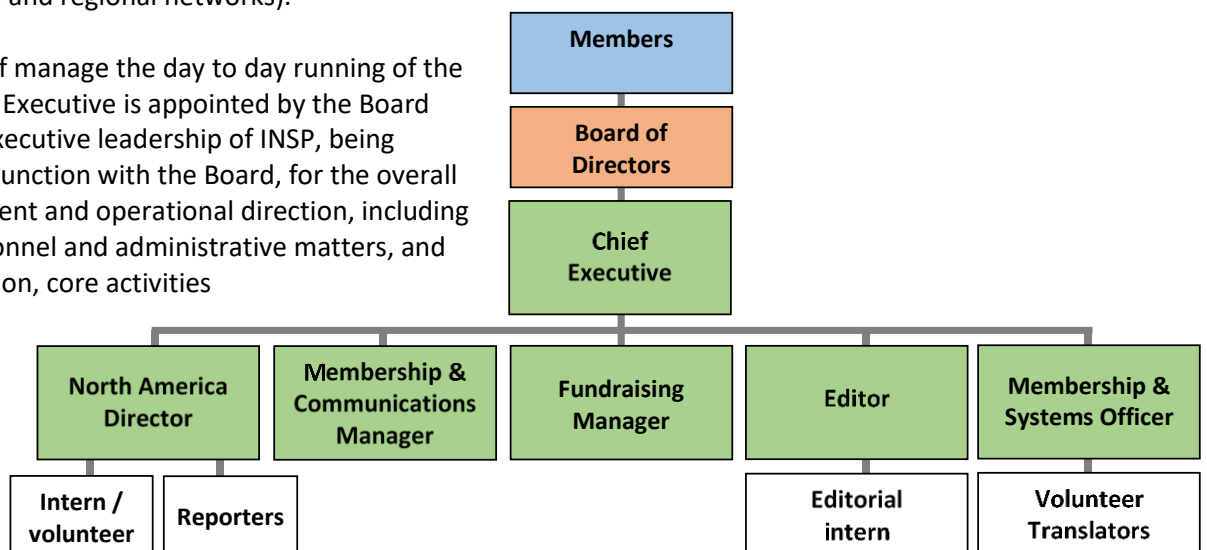
Organisational structure & governance:

INSP is a company limited by guarantee (company number: SC280250) with charitable status (Scottish charity number: SC036369). The organisational structure of INSP can be broken into three main bodies, each of which has a function in the running of the network; the members; the Board of Directors; and the staff:

Members: The INSP network currently consists of around 90 street papers in 35 countries. Any street paper can apply to become a member of INSP, if they adhere to the INSP Membership Standards. Members pay an annual membership fee which contributes to the running of the network. Fees are calculated as a percentage of the income of the whole street paper organisation (which may include income from other projects).

Board of directors: The international voluntary board of directors represent the INSP membership and are elected by the membership during the INSP AGM. Board members are INSP's legal directors for the term of their office (registered under Scottish Law). The Board is mandated by the members to make decisions on their behalf, to work on and implement agreed policies and to guide and support the Chief Executive in the implementation of the agreed strategy. In addition to their main duties (including Chair, Treasurer, Secretary and Director roles), board members each also support with a key area of INSP's operations (including finance; fundraising; marketing & communications; and regional networks).

Staff: The INSP staff manage the day to day running of the network. The Chief Executive is appointed by the Board and provides the executive leadership of INSP, being responsible, in conjunction with the Board, for the overall strategic management and operational direction, including the technical, personnel and administrative matters, and the strategic direction, core activities and finance. Our Fundraising Manager role is currently in development and is to be filled later in 2021.



INSP North America: As part of INSP's strategic objective to support the development & growth of regional groups within the network, *INSP North America* was established in early 2019 as a regional bureau of INSP. *INSP North America* works in strategic alignment with INSP, working to support new and existing street papers in the United States, Canada and Mexico; and develop the sustainability of the organisation. *INSP North America* is currently fiscally sponsored by INSP's Seattle-based street paper *Real Change*.

Member involvement: The members are the policy makers of INSP, deciding on the actions and activities they wish the board and staff to deliver on their behalf. The INSP staff and board engage members in decision making in various ways, including:

- Presenting the strategic plan for review and feedback at each INSP Summit (or digitally, during the pandemic) through a range of plenary, roundtable and breakout sessions.
- Inviting members to sit on Working Groups to develop partial projects, strategies, governing documents and policies.
- Inviting members to meet with the INSP board and staff during the Summit (or remotely during the pandemic), to discuss strategic issues such as board membership, Summit hosting, INSP governance and regional development.
- Inviting street paper staff to attend INSP board strategy meetings, to ensure voices from across the network can contribute to INSP's strategic development.

APPENDIX: INSP Membership Standards

INSP street papers are newspapers or magazines whose sales provide socially excluded people with the means to earn an income. INSP reserves the right to refuse or end membership of its network.

INSP street papers should:

- 1) Align with the following INSP values:
 - a) We are committed to challenging inequality and social exclusion.
 - b) We nurture creative and innovative approaches to social problems.
 - c) We respect different approaches and perspectives and are committed to learning from each other.
 - d) We are committed to socially responsible, transparent and ethical operations.
 - e) We use our resources wisely and seek pro bono support and partnerships to ensure low costs.
 - f) We respect our network of members and our board as their elected representatives.
 - g) We are committed to fair pay and we value our staff, interns and volunteers.
 - h) We are committed to providing a safe and dignified working environment for our staff, volunteers and network colleagues.
 - i) We are opposed to all forms of unfair discrimination.
- 2) Treat their vendors with dignity and encourage self-help.
- 3) Ensure that a significant percentage of the cover price of the street paper goes to the vendor
- 4) Operate as an independent organisation, social business, NGO or association.
- 5) Re-invest organisational surplus back into the street paper and/or associated projects that work for the benefit of the vendors and marginalised people.
- 6) Aim to create a quality and respected publication with high journalistic standards and ethics.
- 7) Ensure that editorial independence and freedom are not compromised, or dependent on, another organisation or the state.
- 8) Avoid unnecessary competition with other street papers
- 9) Display the INSP logo in their street papers and digital platforms.
- 10) Contribute and give back to the network.