P U Z Z L D

#peacebypiece

WHY PUZZLD WILL WORK

Version 1.1

The case for Puzzld, and the hardest objections to it

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Not left. Not right. Against hate.

Founded in the United Kingdom · Open to the world

PART I: THE CASE IN BRIEF

Puzzld proves where ordinary people are being failed, and fixes it: by holding institutions to account, or by building what is missing.

Puzzld will work for five reasons.

(1) **The gap is real.** Official data records what a policy says. It does not record what the policy does to the person on the receiving end.

(2) **The model is proven.** Organisations in the UK have already changed law and policy by collecting ordinary people's accounts and presenting them as evidence.

(3) **The method is public.** Every finding is tested against a published standard, so it can be checked by anyone, including those it criticises.

(4) **The fix is built in.** A finding does not end at publication. It ends in a response: an institution held to account, or a product built to supply what is missing.

(5) **The structure cannot be bought.** Puzzld has no shares, can never be sold, pays nobody from profit, and caps pay at twice the lowest paid.

None of the five is unique alone. No other organisation holds all five together.

PART II: ONE PURPOSE, TWO SECTIONS

Puzzld has a single purpose and a single order of work: people speak, Puzzld proves, Puzzld fixes.

(1) **Speak.** Anyone may give a first-hand account of how they have been failed.

(2) **Prove.** Puzzld tests the accounts against its published standard and publishes what holds up.

(3) **Fix.** The finding decides the response.

The two sections of Puzzld are the two kinds of fix. Both begin from the same evidence.

Section	When it acts	What it does
Puzzld Evidence	Always. Every case begins here.	Gathers and tests accounts, publishes findings, and holds institutions to account.
Puzzld Inventions	Only when a finding shows that something people need does not exist or is out of reach.	Designs and builds it, using the accounts as the design brief.

The order never reverses. No product is built without a finding, and no finding is shaped to suit a product.

PART III: WHERE PUZZLD STANDS

Not left. Not right. Against hate. People are being divided and blamed for problems they did not cause. Puzzld takes on the hate, wherever it comes from, and answers it with evidence. Equality means everyone equal: no group above another.

(a) **It protests.** Peaceful protest grounded in evidence is one of Puzzld's methods. It protests when a finding is ignored, joins peaceful protests in defence of people's rights, and stands with people at once when they are attacked for who they are.

(b) **It names parties that attack people's rights.** Puzzld backs no party and tells nobody how to vote. But it condemns any party, politician or government whose conduct attacks the rights in the Charter, with the evidence, whichever party it is.

(c) **It never uses violence.** That rule cannot be changed by an ordinary vote.

PART IV: THE GAP

A person refused a service, a home or a hearing has an account that appears in no dataset. Official statistics count decisions. They do not record how the decision was reached, whether the rules were followed, or what happened to the person afterwards.

Three things follow.

(a) **Individual accounts are dismissed.** One complaint is treated as an anecdote, however true it is.

(b) **Patterns stay invisible.** The same failure can happen to hundreds of people in one area without any of them knowing about the others.

(c) **Those with the least power have the least evidence.** The body that made the decision holds the records. The person affected holds a letter, if that.

Puzzld exists to close this gap. It gathers the accounts, tests them, and shows the pattern.

Why existing channels do not close it

The routes open to an ordinary person each deal with one case at a time, so none of them is built to see a pattern.

(a) **Complaints are answered in isolation.** Each one is treated as a single event. Nobody is responsible for noticing that the hundredth complaint matches the first.

(b) **Regulators and ombudsmen act on what is brought to them.** A person who does not know that others are affected has little reason to bring a case.

(c) **Journalism needs a pattern before it has a story.** One refusal is not news. Two hundred identical refusals are.

(d) **Elections are blunt.** A vote every few years cannot say what went wrong in one service in one place.

(e) **Social media gave everyone a voice and no weight.** Millions of posts describe real harm. None of them is tested, counted or taken to anyone with the power to act.

The missing step is the one between a person speaking and an institution having to answer. That step is what Puzzld is.

PART V: WHY NOW

Public trust in how Britain is governed is at the lowest level on record, and the people least trusting are those under most strain.

(a) A record 45% of people said they almost never trust governments of any party to put the nation's needs above party interest, in the British Social Attitudes report published in 2024.

(b) 58% said they almost never trust politicians of any party to tell the truth in a tight corner.

(c) Among people struggling on their income, that figure was 72%, against 49% of those living comfortably.

(d) The following year's survey found only 12% trust governments to put the country first most of the time or always, below the previous record low of 14%.

When people no longer accept an institution's account of itself, argument stops working. What remains is evidence that both sides can check. An organisation that produces it, by a public method and with no owner behind it, is offering the one thing that low trust has made scarce.

PART VI: THE PRECEDENT

The model has already worked in the UK. In each case below, ordinary people's accounts were gathered, presented as evidence, and forced a response from a body that had not acted.

Organisation	What it gathered	What followed
Everyone's Invited	Anonymous accounts of sexual abuse and harassment from young people, published on its website. More than 16,000 had been collected by June 2021.	The government ordered an Ofsted review in spring 2021. Ofsted visited 32 schools and colleges, spoke to over 900 young people, and found that leaders had consistently underestimated the problem.
Citizens Advice	Evidence that long-standing customers were charged more than new ones in five markets, submitted as a super-complaint in September 2018.	The Competition and Markets Authority agreed within three months, put the cost at about £4 billion a year, and set deadlines for regulators to act.
Justice for Subpostmasters Alliance	One former subpostmaster sought out others who had been blamed for the same accounting shortfalls. 555 joined a group legal action.	In 2019 the High Court found that the Post Office's Horizon system contained bugs, errors and defects. The judgment opened the way for convictions to be overturned.

Two lessons follow. Each began with one narrow issue, not a broad cause. And anonymous accounts that cannot be verified, as with Everyone's Invited, leave the evidence open to challenge. Puzzld's published standard exists to remove that weakness.

Why these worked

The three cases share four features, and Puzzld is designed around each.

(1) **Scale turned anecdote into pattern.** One subpostmaster was a man with a grievance. 555 were a case the High Court had to hear. An institution can dismiss a person. It cannot easily dismiss a pattern.

(2) **The accounts were specific.** Dates, places, named schools, named markets, named software. Specific claims can be checked, and claims that survive checking are hard to deny.

(3) **The evidence went to a body with a duty to respond.** Ofsted, the Competition and Markets Authority and the High Court each had to give a public answer. Evidence sent nowhere changes nothing.

(4) **Someone held the accounts together.** In every case one organiser gathered people who did not know about each other. Without that, each stayed alone.

The Post Office case also shows the cost of delay. It took ten years from the founding of the alliance to the 2019 judgment. A standing organisation, with a method ready and routes already mapped, exists to shorten that.

PART VII: THE LEVERS

Puzzld does not need new powers to create change. The routes below already exist in UK law and practice, and are open to any member of the public. What most people lack is organised evidence to bring to them.

Lever	What it gives Puzzld	Its limit
Freedom of Information requests	Any person may ask a public authority for recorded information. The authority must respond promptly, and within 20 working days.	Exemptions apply, and some bodies respond late.
Parliamentary select committees	Any member of the public may send written evidence to an inquiry. Accepted evidence is published by Parliament and may lead to an invitation to give oral evidence.	A committee can recommend but cannot compel. Evidence already published elsewhere is not accepted, though a submission may refer to it.
Regulators and ombudsmen	Each has a remit to examine failures in its sector, and patterned evidence is what allows it to act beyond a single case.	Remits are narrow, and action can be slow.
Members of Parliament	An MP can raise a constituent's case with a minister or in the House. A finding covering many constituents is harder to set aside than one letter.	Depends on the MP's willingness.
The press	A tested, graded finding with documents attached is a story a journalist can verify and publish.	Coverage is not guaranteed, and attention is brief.
The courts	Organisations that advise and litigate need evidence of a pattern. Puzzld can refer those affected, with their consent.	Puzzld is not a law firm and gives no legal advice.
Peaceful protest	Public pressure grounded in evidence: when a finding is ignored, in defence of people's rights, and at once when people are attacked for who they are.	Must stay peaceful and lawful. Never violence.

One power is out of reach. The super-complaint used by Citizens Advice is open only to designated bodies. Puzzld can supply evidence to those bodies, but cannot file one itself.

PART VIII: THE METHOD

Puzzld does not publish opinions. It publishes findings that have passed the Puzzld Evidence Standard, which anyone may read and hold Puzzld to.

(1) **Ask.** A narrow question is set about one right, one body and one place.

(2) **Gather.** People answer structured questions about what happened to them. Documents and official records are collected alongside.

(3) **Test.** Every account is checked for first-hand knowledge, detail and independent support, then graded from A to D.

(4) **Publish.** The finding is published with its method, its grades and its limits. The body named is given a right of reply.

(5) **Fix.** The finding decides the response. Where an institution is failing, the finding goes to the body responsible, then the regulator, Parliament, the press and legal organisations, and Puzzld protests if the finding is ignored. Where something is missing, Puzzld Inventions builds it.

This is the difference between Puzzld and a social platform. On a platform, the post is the end. At Puzzld, the account is the beginning.

A worked illustration

The following case is invented to show how the method runs. It is not a Puzzld finding.

(1) **Ask.** Several people in one borough say their council has left damp and mould unrepaired for months. Puzzld sets the question: is the council meeting its own published time limit for these repairs?

(2) **Gather.** Tenants complete the structured form: the date they reported the fault, the reference number, each response received, photographs. Puzzld files a Freedom of Information request for the council's repair records and its stated time limits.

(3) **Test.** Accounts with a reference number and dated correspondence are graded A. Accounts that match each other but lack documents are graded B. Accounts of what a neighbour said are set aside as leads.

(4) **Publish.** The finding states how many documented cases exceeded the council's own limit, by how long, and what the council's records show. The council is sent the finding first, and its reply is published beside it.

(5) **Act.** The council is asked for a remedy and a date. If none comes, the finding goes to the housing ombudsman, the local MPs and the local press, with every response recorded in public.

At no point does the finding depend on anyone's opinion of the council. It rests on the council's own rule, the tenants' own documents and the council's own records.

The same case, continued

This part is also invented, to show the second kind of fix.

Suppose the accounts reveal a second problem. The council disputes how severe the damp is, and tenants have no means of proving it. A photograph carries no measurement. In this illustration, nothing within the tenants' reach records the conditions in a home over time in a form a council or ombudsman will accept.

That is an absence, not misconduct, so the finding passes to Puzzld Inventions.

(1) **Brief.** Tenants' answers to the question "what would have helped?" set the requirements: low cost, dated readings, no technical skill needed.

(2) **Check.** Puzzld confirms that nothing meeting those requirements is available to the tenants at a price they can meet.

(3) **Build and test.** A simple device that logs damp levels with dates is built, and tried by tenants who gave accounts.

(4) **Measure.** Puzzld publishes whether tenants using it obtained repairs sooner.

The council is still held to account for its delays. The product does not replace that. It gives the next tenant documented, Grade A evidence from the first day, which strengthens every finding that follows.

PART IX: WHAT MAKES PUZZLD DIFFERENT

Puzzld does not replace the organisations below. It does the one thing none of them is set up to do: take first-hand accounts on any rights issue, test them by a public method, and follow the finding through to a fix.

Kind of organisation	What it produces	What it leaves undone
Social platforms	Posts and opinion, at great volume.	Nothing is tested, counted or taken to anyone with power.

Kind of organisation	What it produces	What it leaves undone
Petition sites	A count of how many people support a demand.	Shows how many care, not what happened to them.
Research institutes	Analysis drawn from statistics and studies.	Often written at a distance from those affected, and usually ends at publication.
Advice charities	Help for individuals, and evidence drawn from those they help.	Limited to their own clients and the areas they advise on.
Campaign organisations	Advocacy and legal action for a chosen cause.	Begin from a position, so their evidence is often read as advocacy.
Product companies	Goods designed for a market.	Begin from what will sell, not from a proven need.
Puzzld	Tested, graded findings built from first-hand accounts, and a fix for each: accountability, or a product built from the evidence.	Does not give individual advice or legal representation, and refers people to those who do.

The distinction that matters most is the order of work. A campaign starts with a conclusion and gathers support for it. Puzzld starts with a question and publishes what the evidence shows, including when it shows nothing.

The same order governs products. A company starts with what will sell. Puzzld Inventions starts with a published finding and builds only what the evidence shows is missing.

PART X: THE STRUCTURE

Puzzld is built so that no future owner, funder or leader can turn it away from its purpose.

(a) **No shares.** There is nothing to buy, so there is nobody to answer to but the people Puzzld serves.

(b) **Never sold.** The constitution rules out any sale of the organisation.

(c) **A cap on personal gain.** Nobody is paid from profit, and nobody earns more than twice the lowest paid.

(d) **Elected leadership.** After the ten-year Founding Period, the Leader and Vice Leader are elected each year by the Puzzld team.

(e) **A council from every part of the organisation.** At least two members from each sector of Puzzld sit on the main council.

(f) **A Charter of Rights.** Puzzld opposes discrimination against any individual or group, and the Charter binds its own conduct as well as its findings.

An organisation with owners can be pressured through them. Puzzld has no owners, and its founding documents ensure it never will.

PART XI: THE HARD QUESTIONS

These are the strongest objections to Puzzld, with the answer to each.

Objection	Answer
Puzzld has no single purpose.	It has one: to prove where ordinary people are being failed, and to fix it. Every case starts with evidence. The two sections are the two kinds of fix.
It is just another social platform.	A platform publishes whatever is posted. Puzzld publishes only findings that have passed its standard, and then fixes what they show.
People can lie.	No finding rests on one account. Each item is tested, graded and corroborated, and the body named has a right of reply.
A hostile group could flood it with false accounts.	Coordinated accounts fail the independence test, because the people could have learned the details from each other. Every account above Grade D requires a contact who can be verified. Unverified accounts are never published.
Who decides what counts as evidence?	The standard decides. It is published in advance, applied the same way to every issue, and checked by a second reviewer.
This evidence already exists.	Puzzld reviews existing evidence first and collects only where there is a gap. First-hand accounts do not exist as evidence until someone gathers and tests them.
Evidence alone changes nothing.	Correct, which is why no finding ends at publication. Each one ends in a response: the institution is taken through a fixed route of accountability, or the missing thing is built.
The evidence is marketing for the products.	Every finding is published whether or not a product follows. The reviewer of a finding has no part in any product. Prices and proceeds are published. Puzzld expects most findings to call for accountability, not a product.
A rights organisation should not be making products.	Some failures have no institution to blame, or none that will act. When evidence shows a need that nobody will meet, proving it and walking away is not enough.
What if a product fails or causes harm?	A product is built only where it can be made safely, and is tested by those affected before release. Puzzld publishes the result, including failure. Legal review of product safety comes before any sale.
Why would anyone take the time to submit?	People already describe what happened to them online and receive nothing for it. Puzzld offers what a post cannot: the account is tested, counted with others, and leads to a fix.
Why would a public body answer a new organisation?	It does not have to answer Puzzld. It does have to answer a Freedom of Information request within 20 working days, and it does have to answer its regulator and its MPs. Puzzld's findings travel through channels that carry their own duty to respond.
It is political.	Puzzld is not left and not right: it is against hate. It backs no party and tells nobody how to vote. When any party, politician or government attacks the rights in the Charter, Puzzld condemns it publicly, with the evidence, and applies the same test to every party, whichever one runs the body in question.
It will become biased.	The standard requires researchers to seek evidence against their own conclusion. The Charter applies equally to every group. Nobody can buy influence, because there is nothing to buy.
What if the evidence shows nothing is wrong?	Then Puzzld publishes that. A body cleared by a tested finding has gained something, and Puzzld's next finding is more credible for it.
How will it be funded without losing independence?	The funding model is not set out in this document and is listed below as an open question. Whatever the source, the no-shares rule and the pay cap prevent funding from becoming ownership.
One founder holds control for ten years.	This is the objection with the least complete answer. The founder is bound by the constitution, the Charter, the pay cap and the public standard, and every finding needs a second reviewer. The risk is reduced, not removed.

PART XII: WHAT PUZZLD MUST PROVE FIRST

Puzzld has not yet published a finding under its standard. Until it does, this document is an argument, not a record. Eight risks stand between the two.

(a) **Participation.** A pattern requires enough first-hand accounts on one issue in one place.

(b) **Capacity.** Testing and grading accounts takes trained people and time. Building products takes different skills again, and a small team cannot do everything at once.

(c) **Credibility.** A new organisation has no record. The first finding must be beyond reproach, which means choosing an issue where documented, Grade A evidence can be obtained.

(d) **Conflict of interest.** An organisation that proves a problem and supplies the answer will be accused of serving itself. The independence rules in the standard must be kept visibly, every time.

(e) **Product risk.** A product that fails or harms someone damages the credibility of the evidence as well.

(f) **Legal exposure.** The data protection, defamation and product safety reviews named in the standard are not yet complete.

(g) **Safety of contributors.** People may fear consequences from the body they describe. The consent and anonymity rules exist for this and must hold in practice.

(h) **Response.** A body may ignore a finding. The route from regulator to protest exists for that case.

The first-year test is one complete investigation, start to finish.

(a) Replace free-text submissions with the structured form.

(b) Publish the Evidence Standard on the Puzzld site.

(c) Complete the legal reviews.

(d) Choose one narrow issue in one area.

(e) Publish one finding, with the right of reply honoured.

(f) Record the response the finding calls for: accountability, a product, or both.

(g) Take that finding to the body responsible, the regulator and Parliament, and publish each response.

(h) Build a product only if the finding meets all four conditions in the standard.

How success will be measured

Puzzld will publish the same six measures for every investigation, so that its record can be judged by anyone.

(1) The number of first-hand accounts received.

(2) The share of those accounts graded A or B.

(3) Whether the body named replied, and how quickly.

(4) Each route used, and the response to each.

(5) Any change the body made as a result.

(6) Where a product was built, whether it solved the problem the finding described.

Targets for each measure are to be set before the first investigation opens.

Open questions

(a) How the first year is funded.

(b) Who serves as second reviewer.

(c) Which issue and which area the first investigation covers.

(d) Who carries out the legal reviews.

(e) Which existing products sit under Puzzld Inventions, and what evidence of need has been gathered for each.

One finished investigation answers every objection in this document better than any argument can.

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