



# The QTIPOC CookOut

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*Pump-priming community investment to establish a new liberation technology, activating ancestral wisdom and lessons from our lived experience, to co-create a vibrant and dynamic, annually observed, modern ritual for QTIPOC freedom, joy, and community.*

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## **Project Plan**

Version 1.0 — Working Draft

February 2026

Prepared for **Diaspora Rainbow Coalition**

For discussion and development

# THE QTIPOC COOKOUT – PROJECT PLAN

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## Pump-priming community investment to establish a liberation technology

**Version:** 1.0 — Working Draft **Date:** February 2026 **Prepared for:** Diaspora Rainbow Coalition **Status:** For discussion and development

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### EXECUTIVE SUMMARY

This plan sets out the critical path, milestones, and budget for a five-year programme to establish the QTIPOC CookOut as a self-sustaining modern ritual — a liberation technology that QTIPOC communities across Britain can own, adapt, and operate for themselves.

The programme follows a pump-priming logic: investment is front-loaded (Years 1-2), transitions to shared ownership (Year 3), and reduces to stewardship (Years 4-5). By Year 5, the CookOut should be operable by any QTIPOC community with the desire to hold one.

**Total budget:** £1,387,650 over 5 years **Peak investment:** Years 1-2 (£652,300 / 47% of total) **Transitional investment:** Years 3-5 (£735,350 / 53% of total) **Breakeven point:** Year 3 — community capacity exceeds external coordination dependency

**Note on budget shape:** The overall budget declines year on year (£292k → £361k → £310k → £237k → £189k), but the decline is gentler than a simple wind-down. Three workstreams *intensify* as the programme matures:

- **Knowledge Fire** (archiving, analysis, synthesis, toolkit creation) — the documentary work that makes the technology transferable
- **Arts grants** — direct resource to QTIPOC artists creating work within the CookOut, increasingly community-curated
- **Capacity building** — the skills training (facilitation, documentation, research, organising) that enables communities to run the technology themselves

What decreases is *coordination* (the relational and operational work that communities take over). What increases is *codification and capability* (the knowledge, skills, and cultural output that make self-sustainability possible). Both movements are necessary for the pump-priming to succeed.

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## 1. WORK BREAKDOWN STRUCTURE

### 1.1 Programme Workstreams

The programme has six concurrent workstreams, mapped to the five phases plus programme management:

WORKSTREAM	LEAD	PHASES SERVED	ACTIVE YEARS
<b>WS1: Programme Management</b>	Project Director	All	1-5 (reducing)
<b>WS2: Relational Infrastructure</b>	Regional Coordinators	Inviting	1-3 (then community-held)
<b>WS3: Cultural Production</b>	Creative Lead / Coordinators	Cooking	1-5
<b>WS4: Distribution &amp; Care</b>	Digital Lead / Coordinators	Serving	1-5
<b>WS5: Gathering &amp; Ritual</b>	Project Director / Community	Hosting	1-5
<b>WS6: Knowledge &amp; Research</b>	<b>Knowledge Fire Lead (from Y2)</b>	<b>Cultivating + Knowledge Fire</b>	<b>1-5 (increasing)</b>

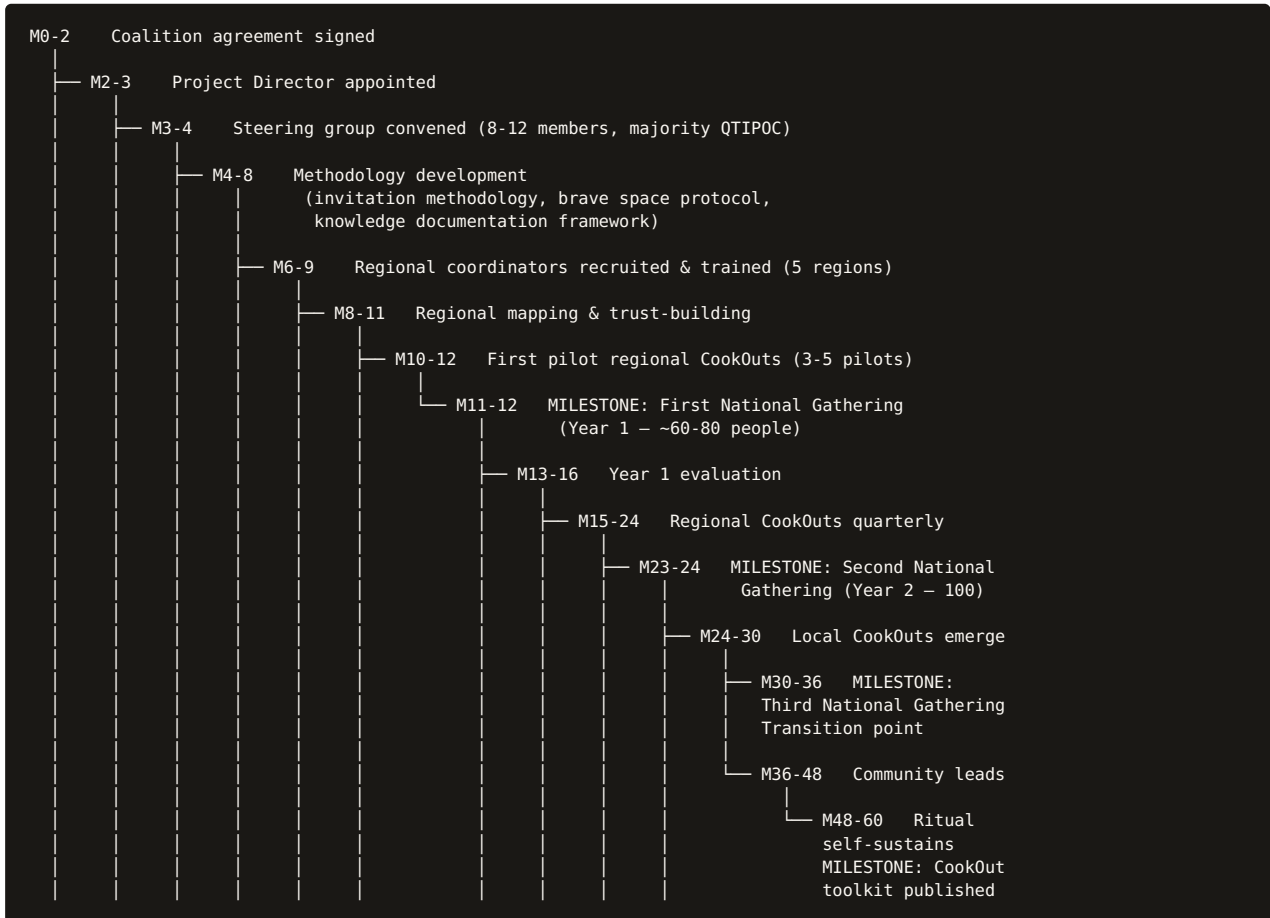
### 1.2 Three-Tier Operating Model

TIER	FUNCTION	INVESTMENT PERIOD	SELF-SUSTAINING FROM
<b>National</b> (Diaspora Rainbow)	R&D, demonstration, methodology	Years 1-5 (declining)	Year 5 (custodial role)
<b>Regional</b> (Partner-led)	Adaptation, quarterly CookOuts	Years 1-4 (declining)	Year 4
<b>Local (Self-organised)</b>	<b>Technology in use</b>	<b>Years 2-5 (growing)</b>	<b>Year 3</b>

## 2. CRITICAL PATH ANALYSIS

### 2.1 Critical Path (determines overall programme timeline)

The critical path runs through the following sequence. Delays to any of these items delay the entire programme:



### 2.2 Non-Critical Activities (with float)

These activities can run in parallel and have scheduling flexibility:

ACTIVITY	EARLIEST START	LATEST START	FLOAT
Digital platform development	M3	M8	5 months
Brand & visual identity	M2	M6	4 months
Artist commissioning framework	M4	M10	6 months
Archive infrastructure	M4	M12	8 months
Sectoral relationship-building	M6	M10	4 months
Research ethics framework	M4	M8	4 months
Accessibility audit & policy	M3	M6	3 months
<b>Safeguarding policy</b>	<b>M2</b>	<b>M4</b>	<b>2 months</b>

## 2.3 Dependencies Map

ACTIVITY	DEPENDS ON	DEPENDENCY TYPE
Project Director appointment	Coalition agreement	Finish-to-Start
Steering group convening	Project Director in post	Finish-to-Start
Methodology development	Steering group convened	Finish-to-Start
Regional coordinator recruitment	Methodology framework (draft)	Finish-to-Start
Regional mapping	Coordinators in post	Finish-to-Start
Pilot regional CookOuts	Mapping + methodology + coordinators	Finish-to-Start
First National Gathering	Pilot feedback + venue + methodology	Finish-to-Start
Year 1 evaluation	National Gathering + pilot data	Finish-to-Start
Year 2 regional rollout	Year 1 evaluation learnings	Finish-to-Start
Local CookOuts emerge	Regional groundwork (18+ months)	Start-to-Start (lag 18m)
Living archive (searchable)	24 months of content capture	Start-to-Start (lag 24m)
CookOut toolkit	48 months of documentation	Start-to-Start (lag 48m)
<b>Community ownership</b>	<b>Transition period (Year 3)</b>	<b>Finish-to-Start</b>

## 3. MILESTONES

### Year 0 (Pre-programme: Months -3 to 0)

#	MILESTONE	TARGET	SUCCESS CRITERIA
M0.1	Coalition agreement signed	M0	Diaspora Rainbow partners commit to 5-year vision, governance structure agreed
M0.2	Funding secured (Years 1-2 minimum)	M0	£300k+ confirmed for first two years
<b>M0.3</b>	<b>Safeguarding &amp; governance policies</b>	<b>M0</b>	<b>Policies adopted by steering group</b>

### Year 1: Design & Test (Months 1-12)

#	MILESTONE	TARGET	SUCCESS CRITERIA
M1.1	Project Director in post	M2	Experienced QTIPOC community development lead appointed
M1.2	Steering group convened	M4	8-12 members, majority QTIPOC, meeting quarterly
M1.3	Methodology framework (v1)	M6	Invitation methodology, brave space protocol, documentation framework drafted and reviewed
M1.4	5 Regional Coordinators in post	M8	Part-time coordinators in 5 regions, trained in methodology
M1.5	Digital platform (MVP)	M9	Basic community space, event coordination, archive foundation
M1.6	3-5 pilot regional CookOuts held	M11	Pilots run, documented, evaluated; at least 3 regions active
M1.7	<b>First National Gathering</b>	M12	60-80 QTIPOC attendees, 3 days, residential. Health sector witnesses. Brave space agreements tested.
<b>M1.8</b>	<b>Year 1 evaluation report</b>	<b>M14</b>	<b>Loneliness scales, sense of belonging, new relationships formed. Community-facing report published.</b>

**Year 1 Key Risk:** Coordinator recruitment in areas with thin QTIPOC networks. Mitigation: recruit nationally, support relocation/remote working; accept that some regions start later.

### Year 2: Adapt to Regions (Months 13-24)

#	MILESTONE	TARGET	SUCCESS CRITERIA
M2.1	Methodology framework (v2)	M15	Revised based on Year 1 learnings; regional variation documented
M2.2	20+ regional CookOuts held	M24	5 regions × 4 quarterly = 20 minimum; each documented
M2.3	Cross-regional exchange programme	M18	At least 2 inter-regional visits/exchanges completed
M2.4	Skill-sharing series launched	M16	Film, music, writing, food — cross-generational sessions documented
M2.5	Archive growing	M24	30+ oral histories, 20+ skill-share recordings, 10+ cross-cultural cooking conversations
M2.6	<b>Second National Gathering</b>	M24	100 QTIPOC attendees, 3-4 days, 50% new participants. Education sector witnesses.
M2.7	Year 2 evaluation report	M26	Curriculum awareness, teacher engagement, knowledge presence. Community-owned data.
<b>M2.8</b>	<b>First local self-organised CookOuts</b>	<b>M22</b>	<b>At least 2-3 local groups forming without programme coordination</b>

**Year 2 Key Risk:** "NGO creep" — regional coordinators professionalising the CookOut beyond what communities need. Mitigation: rotation, community feedback loops, steering group oversight.

### Year 3: Transition (Months 25-36)

#	MILESTONE	TARGET	SUCCESS CRITERIA
M3.1	Regional partners take operational ownership	M30	Coordinators employed/supported by regional orgs, not centrally
M3.2	10+ local self-organised CookOuts	M36	Kitchen-table, living-room, park gatherings without programme funding
M3.3	Community coordinator training programme	M28	Local people trained to hold CookOuts; train-the-trainer model documented
M3.4	Living archive searchable	M30	Digital archive with community-controlled access, 100+ items
M3.5	<b>Third National Gathering</b>	M36	100 attendees, 50% rotation. Employment sector witnesses. Community co-designed programme.
M3.6	Year 3 evaluation report	M38	Employment outcomes, community leadership, self-organisation metrics
M3.7	<b>Inflection point confirmed</b>	M36	Community capacity exceeds programme dependency — evidenced by local activity, reduced coordinator dependency
<b>M3.8</b>	<b>Staffing rebalanced</b>	<b>M33</b>	<b>3 of 5 coordinators transitioned to partner/community employment. Knowledge Fire Lead increased to 0.6 FTE. Director to 0.8 FTE. Staffing centre of gravity shifts from coordination to codification.</b>

**Year 3 Key Risk:** The transition stalls — community isn't ready, or coordinators resist letting go. Mitigation: transition plan agreed from Year 1, built into all contracts and job descriptions.

### Year 4: Community Leads (Months 37-48)

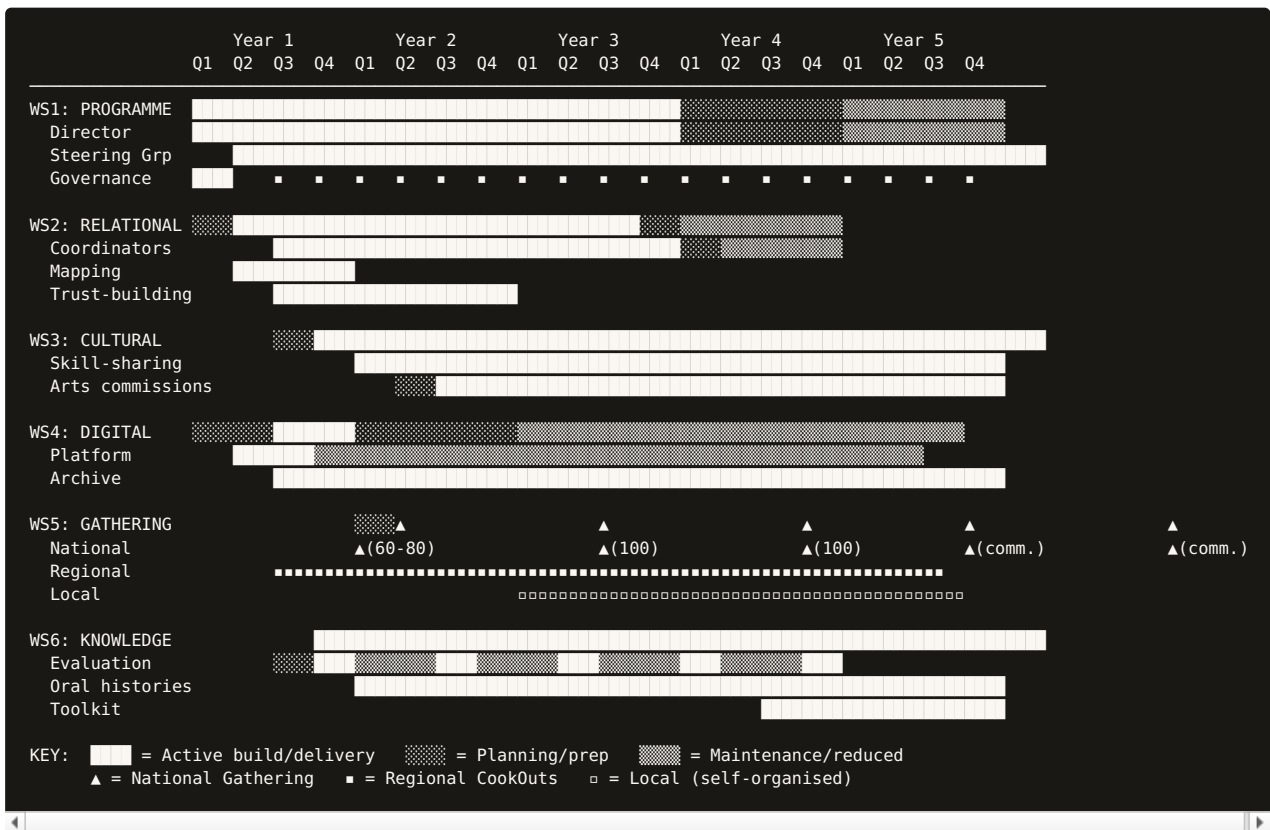
#	MILESTONE	TARGET	SUCCESS CRITERIA
M4.1	20+ local CookOuts operating	M48	Multiple cities, multiple formats, minimal programme involvement
M4.2	Community-determined evaluation priorities	M40	Year 4-5 measurement themes chosen by participants, not programme
M4.3	Artist commissions (community-curated)	M42	Performance, documentary, music — commissioned by community not programme
M4.4	<b>Fourth National Gathering</b>	M48	Community-organised with light-touch programme support. Community-chosen sector witnesses.
M4.5	Regional autonomy confirmed	M48	All regions operating independently with programme in support-not-control role
<b>M4.6</b>	<b>CookOut toolkit (draft)</b>	<b>M48</b>	<b>Documentation sufficient for a new community to start a CookOut without programme contact</b>

### Year 5: Ritual Self-Sustains (Months 49-60)

#	MILESTONE	TARGET	SUCCESS CRITERIA
M5.1	CookOut toolkit published	M54	Digital, printed, gifted, shared. Free. Community-owned.
M5.2	Archive stewardship transferred	M56	Community body or institution holds and maintains the archive
M5.3	<b>Fifth National Gathering</b>	M60	Fully community-organised. Programme team attend as participants, not organisers.
M5.4	Exit evaluation	M58	Can QTIPOC communities hold their own CookOuts without us? Y/N
M5.5	Diaspora Rainbow role defined	M60	Custodial: methodology documentation, archive access, light-touch support
<b>M5.6</b>	<b>Programme closes</b>	<b>M60</b>	<b>Formal end of pump-priming period</b>

**Year 5 success test:** If local CookOuts are happening without programme coordination, the pump-priming worked. If they aren't, we built a programme, not a technology.

## 4. GANTT OVERVIEW



## 5. BUDGET

### 5.1 Budget Summary

CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Staff & Coordination	£125,000	£148,000	£125,500	£98,500	£82,500	£579,500
National Gathering	£42,000	£55,000	£50,000	£40,000	£35,000	£222,000
Regional CookOuts	£25,000	£40,000	£28,000	£12,000	£5,000	£110,000
Digital Infrastructure	£18,000	£8,000	£5,000	£4,000	£4,000	£39,000
Research & Evaluation	£15,000	£18,000	£20,000	£18,000	£18,000	£89,000
Arts Grants & Commissions	£12,000	£22,000	£20,000	£18,000	£10,000	£82,000
Capacity Building	£8,000	£15,000	£18,000	£15,000	£10,000	£66,000
Travel & Accessibility	£15,000	£18,000	£12,000	£8,000	£5,000	£58,000
Governance & Admin	£5,000	£4,000	£3,000	£2,000	£2,000	£16,000
Contingency (10%)	£26,500	£32,800	£28,150	£21,550	£17,150	£126,150
<b>YEAR TOTAL</b>	<b>£291,500</b>	<b>£360,800</b>	<b>£309,650</b>	<b>£237,050</b>	<b>£188,650</b>	
<b>PROGRAMME TOTAL</b>						<b>£1,387,650</b>

### 5.2 Staff & Coordination Detail

ROLE	FTE	SALARY	ON-COSTS (25%)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Project Director	1.0→0.8→0.6	£42,000	£10,500	£52,500	£52,500	£42,000	£31,500	£31,500
Regional Coordinators (x5)	0.4 each	£28,000 (pro rata)	varies	£70,000	£72,500	£50,000	£25,000	£10,000
Knowledge Fire Lead	0→0.4→0.8	£36,000	£9,000	£0	£18,000	£27,000	£36,000	£36,000
Creative/Digital Lead	0.3→0.2	£35,000 (pro rata)	varies	£2,500	£5,000	£6,500	£6,000	£5,000
				<b>£125,000</b>	<b>£148,000</b>	<b>£125,500</b>	<b>£98,500</b>	<b>£82,500</b>

#### The Knowledge Fire staffing rationale:

The Knowledge Fire workstream — archiving, analysis, synthesis, documentation, toolkit creation — does not decline with the programme. It *intensifies*. In Years 1-2, there is relatively little to archive and analyse. By Year 3, the programme holds hundreds of oral histories, skill-share recordings, evaluation data, regional reports, and community stories. The work of curating, cross-referencing, synthesising, and making this material usable is substantial and grows with every CookOut held.

The critical deliverable — the CookOut toolkit, the documentation that makes the technology transferable to any QTIPOC community — requires sustained, skilled work in Years 3-5. This is not a write-up exercise. It is the encoding of lived practice into transmissible knowledge: what makes a CookOut work, what doesn't, how to adapt for different communities, how to hold brave space, how to run the Knowledge Fire, how to steward an archive. Getting this wrong — or rushing it — means the pump-priming produces a programme that ends, not a technology that persists.

#### Staffing trajectory explained:

- **Year 1:** No Knowledge Fire Lead yet. Director full-time, building the programme. Coordinators recruited from M6. Research & evaluation work covered by community researcher stipends and Director oversight.
- **Year 2:** Knowledge Fire Lead appointed at 0.4 FTE (M13). Begins systematising the archive, establishing documentation protocols, working with community researchers. Director remains full-time. Full coordinator complement.
- **Year 3 (transition):** Knowledge Fire Lead increases to 0.6 FTE as archive and analysis demands grow. 3 of 5 coordinators transition to partner/community employment. Director reduces to 0.8 FTE — less operational coordination, more strategic oversight of transition and Knowledge Fire quality.
- **Year 4:** Knowledge Fire Lead at 0.8 FTE — peak archiving, synthesis, toolkit drafting. Director at 0.6 FTE. 1-2 coordinators on light-touch contracts. The staffing centre of gravity has shifted from relational infrastructure to knowledge infrastructure.
- **Year 5:** Knowledge Fire Lead at 0.8 FTE — toolkit finalised, archive handover, legacy documentation. Director at 0.6 FTE

for programme closure, final evaluation, Diaspora Rainbow role definition. This is the year that determines whether the technology is truly transferable.

**The pump-priming curve still holds**, but the *shape* is different from a uniform decline. What decreases is *coordination* (the relational and operational work that communities take over). What increases is *codification* (the intellectual and documentary work that makes self-sustainability possible). The total budget still declines year on year — but the decline is gentler, reflecting the reality that building a self-sustaining technology requires investment in knowledge right through to the end.

**Salary assumptions:** London weighting not applied (distributed across UK). Salaries benchmarked against VCSE sector rates (NJC scale equivalents). On-costs include employer NI, pension (5%), and professional development.

### 5.3 National Gathering Detail

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Venue (residential, 3-4 days)	£15,000	£20,000	£18,000	£16,000	£14,000
Catering (community-led + external)	£8,000	£10,000	£10,000	£8,000	£7,000
Participant travel	£8,000	£10,000	£9,000	£7,000	£6,000
Access costs (BSL, captioning, care)	£4,000	£5,000	£5,000	£4,000	£4,000
Materials, equipment, supplies	£3,000	£4,000	£3,000	£2,000	£2,000
Documentation (film, audio, photo)	£2,000	£3,000	£3,000	£2,000	£1,000
Facilitation & care roles	£2,000	£3,000	£2,000	£1,000	£1,000
	<b>£42,000</b>	<b>£55,000</b>	<b>£50,000</b>	<b>£40,000</b>	<b>£35,000</b>

#### Notes:

- Year 1: Smaller gathering (60-80 people), shorter (3 days), venue outside London
- Year 2: Full gathering (100 people), 4 days, 50% rotation
- Year 3-5: Declining central cost as community takes ownership of programme design
- Access costs maintained at consistent level throughout — non-negotiable
- Year 5 gathering is community-organised; budget covers venue, access, documentation only

### 5.4 Regional CookOuts Detail

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Regional CookOut budgets (x5 regions)	£20,000	£30,000	£20,000	£8,000	£3,000
Cross-regional exchanges	£0	£5,000	£4,000	£2,000	£0
Local CookOut seed grants	£0	£0	£4,000	£2,000	£2,000
Materials & supplies	£5,000	£5,000	£0	£0	£0
	<b>£25,000</b>	<b>£40,000</b>	<b>£28,000</b>	<b>£12,000</b>	<b>£5,000</b>

#### Notes:

- Year 1: Pilots only (3-5 events), testing methodology
- Year 2: 5 regions x 4 quarterly = 20 events @ £1,500-2,000 each
- Year 3: Regions increasingly self-funding; programme provides top-up
- Year 4-5: Seed grants (£200-500) for new local CookOuts to cover basics (food, access)
- Seed grants are explicitly designed to prove the model works at near-zero budget

### 5.5 Digital Infrastructure Detail

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Platform build (community space, archive)	£12,000	£0	£0	£0	£0
Hosting & maintenance	£2,000	£3,000	£3,000	£3,000	£3,000
Archive tools & storage	£2,000	£3,000	£1,000	£500	£500
User research & accessibility testing	£2,000	£2,000	£1,000	£500	£500
	<b>£18,000</b>	<b>£8,000</b>	<b>£5,000</b>	<b>£4,000</b>	<b>£4,000</b>

**Notes:**

- Platform is not a social media clone. It is: event coordination, archive search, resource sharing, consent management
- Built on community-owned infrastructure (not Meta, not Google)
- Community data sovereignty: participants control their data; no third-party analytics
- Year 1 build cost kept low by using existing open-source tools (Supabase, static sites)
- Ongoing costs cover hosting, security, accessibility updates

**5.6 Research & Evaluation Detail**

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Evaluation framework design	£5,000	£0	£0	£0	£0
Data collection (surveys, interviews)	£3,000	£5,000	£5,000	£4,000	£3,000
Community researcher stipends	£3,000	£5,000	£6,000	£6,000	£4,000
Analysis, synthesis & reporting	£2,000	£4,000	£5,000	£5,000	£4,000
Oral history recording equipment	£2,000	£1,000	£0	£0	£0
Archive curation & cross-referencing	£0	£0	£2,000	£2,000	£2,000
Exit evaluation & legacy report	£0	£0	£0	£0	£5,000
Ethics review	£0	£3,000	£2,000	£1,000	£0
	<b>£15,000</b>	<b>£18,000</b>	<b>£20,000</b>	<b>£18,000</b>	<b>£18,000</b>

**Evaluation focus by year:**

- Year 1: Health (loneliness scales, mental health, sense of belonging, new friendships)
- Year 2: Education (curriculum awareness, teacher engagement, knowledge presence)
- Year 3: Employment (QTIPOC leadership, economic opportunity, community enterprise)
- Years 4-5: Community-determined priorities

**Why Research & Evaluation costs increase in Years 3-5:**

The Knowledge Fire workstream generates more material to analyse with each passing year. By Year 3, there are three years of evaluation data to synthesise, hundreds of archive items to cross-reference, and emerging patterns across regions that require careful analysis. The community researcher stipends increase because more researchers are active in more locations. The analysis line increases because synthesis across years and regions is genuinely harder than single-year reporting. Archive curation becomes a distinct cost — a growing collection requires active management, not just accumulation.

The exit evaluation (Year 5) is budgeted higher because it must answer the fundamental question — *can communities hold their own CookOuts without us?* — with evidence sufficient to satisfy both the community and funders.

**Notes:**

- Community researchers are QTIPOC people from the programme, paid for their research labour
- Data belongs to the community. Funders receive summary reports, not raw data
- Oral history recordings join the archive — research and culture-building are the same activity
- Ethics review covers informed consent, data sovereignty, community benefit protocols
- The Knowledge Fire Lead (see 5.2) coordinates this work from Year 2; these costs cover the additional resources (stipends, materials, external analysis) beyond that role

**5.7 Arts Grants & Commissions Detail**

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Artist development grants (£500-2,000 each)	£3,000	£6,000	£8,000	£8,000	£4,000
Artist commissions (larger pieces)	£3,000	£8,000	£6,000	£5,000	£2,000
Documentary/film production	£2,000	£4,000	£4,000	£3,000	£2,000
CookOut yearbook/publication	£0	£0	£2,000	£2,000	£1,000
Materials & equipment	£3,000	£3,000	£0	£0	£0
Exhibition/showcase costs	£1,000	£1,000	£0	£0	£1,000
	<b>£12,000</b>	<b>£22,000</b>	<b>£20,000</b>	<b>£18,000</b>	<b>£10,000</b>

#### Arts grants rationale:

The CookOut produces cultural artefacts — film, music, writing, performance, visual art, food as craft. If these are only produced by people who can already afford to make art, the programme reproduces the class dynamics it exists to challenge. Small development grants (£500-2,000) enable QTIPOC artists — emerging, unfunded, or working in forms that arts institutions don't recognise — to create work within and for the CookOut.

#### Notes:

- Development grants are open to any QTIPOC participant, not only "professional" artists. A grandmother recording her recipe is an artist in this context
- Commissions are for more substantial pieces — documentary, performance for the National Gathering, archive-quality oral history films
- By Year 3, grant allocation is community-curated (Community Advisory Panel recommends, Steering Group approves)
- Year 5 exhibition budget covers a legacy showcase — the work the CookOut has produced over five years, exhibited on community terms
- All commissioned work remains the property of the artist. The programme holds a non-exclusive licence for archive and educational use

### 5.8 Capacity Building Detail

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Facilitation & brave space training	£3,000	£4,000	£5,000	£3,000	£2,000
Documentation skills (film, audio, photo)	£2,000	£4,000	£4,000	£3,000	£2,000
Community research methods	£0	£3,000	£4,000	£3,000	£2,000
Event coordination & food safety	£2,000	£2,000	£2,000	£1,000	£0
Digital tools & archive management	£0	£1,000	£2,000	£2,000	£1,000
Conflict resolution & restorative practice	£1,000	£1,000	£1,000	£1,000	£1,000
Mentoring & peer learning programmes	£0	£0	£0	£2,000	£2,000
	<b>£8,000</b>	<b>£15,000</b>	<b>£18,000</b>	<b>£15,000</b>	<b>£10,000</b>

#### Capacity building rationale:

If the CookOut is to be self-sustaining after pump-priming, community members need the skills to run every aspect of it themselves. This is not a training programme bolted onto the side of the real work — it is the mechanism by which the technology becomes community-owned.

#### The skills the CookOut requires:

- **Facilitation & brave space holding** — the National Gathering and regional CookOuts depend on skilled facilitation. By Year 3, this must be community-delivered, not externally contracted
- **Documentation** — the Knowledge Fire requires people who can film, record audio, photograph, and write up what happens. These skills must be distributed across regions, not concentrated in one media team
- **Community research methods** — the evaluation framework requires community researchers who understand participatory methods, consent, data sovereignty, and analysis. This is skilled work that needs training
- **Event coordination & food safety** — Level 2 food hygiene, risk assessment, accessibility planning, venue management. Practical skills that local CookOut organisers need
- **Digital tools & archive management** — the living archive requires stewardship. Community members need to be able to upload, tag, curate, and manage digital content

- **Conflict resolution & restorative practice** — budgeted consistently across all years because this is a permanent need. QTIPOC gathering across difference will produce conflict. The capacity to hold conflict creatively is a skill, not a personality trait
- **Mentoring & peer learning** — in Years 4-5, the primary capacity building mechanism shifts from training to mentoring. Experienced CookOut participants support new ones. This is the technology transmitting itself

**Notes:**

- Training is delivered by QTIPOC practitioners wherever possible — the programme builds capacity in the community, not outside it
- Year 3 is the peak because this is the transition year: the most people need the most skills to take over from programme staff
- Capacity building costs decline after Year 3 because mentoring and peer learning replace formal training — the community becomes its own trainer
- Food safety certification (Level 2) costs ~£25-50 per person online — the budget covers group bookings and in-person sessions where appropriate

## 5.9 Travel & Accessibility Detail

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Staff travel (coordinators across UK)	£6,000	£7,000	£4,000	£2,000	£1,000
Participant travel support	£4,000	£5,000	£4,000	£3,000	£2,000
BSL interpretation	£2,000	£3,000	£2,000	£1,500	£1,000
Personal care / access support	£2,000	£2,000	£1,500	£1,000	£500
Childcare	£1,000	£1,000	£500	£500	£500
	<b>£15,000</b>	<b>£18,000</b>	<b>£12,000</b>	<b>£8,000</b>	<b>£5,000</b>

## 6. FUNDING STRATEGY

### 6.1 Funding Mix

The programme should not depend on a single funder. Recommended approach:

SOURCE	AMOUNT	YEARS	NOTES
<b>Lead funder</b> (National Lottery / Esmee Fairbairn / similar)	£500-600k	1-5	Core costs, staff, national gathering
<b>Knowledge Fire funder</b> (Paul Hamlyn / Baring / similar)	£100-150k	2-5	Knowledge Fire Lead, archive, toolkit, research
<b>Diaspora Rainbow coalition contribution</b>	£100-150k	1-5	In-kind (coordination, governance, networks) + cash
<b>Trust &amp; foundation grants</b> (2-3 funders)	£200-300k	1-3	Regional delivery, specific workstreams
<b>Regional partner contributions</b>	£50-100k	2-5	Growing as ownership transfers
<b>Earned income / community contributions</b>	<b>£20-50k</b>	<b>3-5</b>	<b>CookOut donations, cookbook sales, commissions</b>

**Note:** The Knowledge Fire workstream is separately fundable. Funders interested in community-owned knowledge, participatory research, or decolonising methodology (Paul Hamlyn, Baring, Wellcome, AHRC) may fund this strand specifically, reducing the burden on the lead funder.

### 6.2 Prospective Funders (UK)

FUNDER	RELEVANCE	TYPICAL SCALE	NOTES
National Lottery Community Fund (Reaching Communities)	High	Up to £500k / 5 years	Strong fit: community-led, QTIPOC-focused, co-creation methodology
National Lottery Community Fund (Partnerships)	High	Up to £1M+	If coalition structure formalised
Esmee Fairbairn Foundation	High	£50-500k	Arts + social change; creative approaches
Paul Hamlyn Foundation	High	£60-300k	Ideas & Pioneers fund; innovation in community development
Trust for London	Medium	£50-150k	London-focused; would fund London regional activity specifically
Baring Foundation	Medium	£30-100k	Arts focus; strengthening the arts in community development
Tudor Trust	High	£50-300k	Community-led, long-term, trusts the people
Garfield Weston Foundation	Medium	£30-100k	Core costs, community development
Arts Council England	Medium	£30-100k	Project grants for cultural production strand
<b>Comic Relief</b>	<b>Medium</b>	<b>£50-200k</b>	<b>Community-led change; QTIPOC wellbeing</b>

### 6.3 Phased Funding Approach

Not all funding needs to be secured before programme start:

- **Pre-programme:** Secure Years 1-2 core funding (£595k target, £400k minimum)
- **Year 1, Q3:** Apply for Years 3-5 continuation based on Year 1 evidence
- **Year 2:** Regional partners begin contributing to regional costs
- **Year 3:** Diversified funding base; community contributions begin
- **Year 5:** Programme costs low enough to be met by community/partner contributions alone

## 7. RISK REGISTER

#	RISK	LIKELIHOOD	IMPACT	MITIGATION
R1	Coordinator recruitment fails in some regions	Medium	High	Recruit nationally; accept staggered regional start; prioritise 3 regions initially
R2	National Gathering doesn't achieve brave space	Low	High	Trained facilitation team; conflict resolution protocol; care roles; opening/closing rituals
R3	Digital platform over-engineered	Medium	Medium	MVP first; community needs assessment; existing tools (not custom build); iterate
R4	Funder reporting demands conflict with community data sovereignty	Medium	High	Negotiate data terms upfront; summary reports only; no individual-level data to funders
R5	Year 3 transition stalls	Medium	High	Transition planned from Day 1; built into all contracts; steering group monitors
R6	Elite capture by charismatic individuals	Medium	Medium	50% rotation; distributed leadership; multiple coordinators not one; steering group
R7	Local CookOuts don't emerge	Medium	High	Seed grants; documentation; community champions; accept that local = unpredictable
R8	Programme confused with "events delivery"	High	Medium	Consistent framing; theory before action in all comms; steering group holds the line
R9	Key staff departure	Medium	Medium	Knowledge documented from start; no single-person dependencies; succession planning
<b>R10</b>	<b>Funding gap between Year 2-3</b>	<b>Medium</b>	<b>High</b>	<b>Apply for continuation 18 months ahead; diversified funding mix; regional partners</b>

## 8. GOVERNANCE

## 8.1 Structure

BODY	SIZE	MEETS	ROLE
<b>Steering Group</b>	8-12 (majority QTIPOC, incl. 2 under-30)	Quarterly	Strategic oversight, methodology approval, risk management, funder relationships
<b>Project Director</b>	1	Ongoing	Day-to-day management, coordinator supervision, funder reporting
<b>Regional Coordinators</b>	5	Monthly (with each other + Director)	Regional delivery, community relationships, documentation
<b>Community Advisory Panel</b>	6-8 (CookOut participants, rotating)	Twice yearly	Feedback, accountability, "does this still feel like ours?"
<b>Diaspora Rainbow Board</b>	<b>Per existing structure</b>	<b>Per existing schedule</b>	<b>Fiduciary oversight, coalition coordination</b>

## 8.2 Decision Rights

DECISION TYPE	WHO DECIDES
Programme strategy & vision	Steering Group
Methodology changes	Steering Group (with Community Advisory input)
Regional activity design	Regional Coordinators + local community
National Gathering programme	Community Advisory Panel + Steering Group
Budget allocation	Project Director (within Steering Group parameters)
Staffing	Project Director (Steering Group approves senior hires)
Data use	Community Advisory Panel (veto power)
Archive access	Community Advisory Panel
Evaluation framework	Steering Group + Community Advisory Panel jointly
<b>"Are we done?" (Year 5 exit test)</b>	<b>Community Advisory Panel</b>

# 9. MONITORING & EVALUATION FRAMEWORK

## 9.1 Theory of Change (Summary)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Ancestral wisdom	Inviting (relational mapping)	Relational map	QTIPOC communities	Self-sustaining
Lived experience	Cooking (cultural production)	Living archive	connected across	modern ritual
Community skills	Serving (distribution)	Skill exchanges	Britain	for QTIPOC
Coalition partners	Hosting (the gathering)	National Gathering		freedom, joy
Pump-priming funds	Cultivating (documentation)	CookOut toolkit	Collective healing	and community
	Knowledge Fire (research)	Evaluation evidence	Structural visibility	
			Cultural knowledge	
			↓	
			Communities able to	
			hold their own	
			CookOuts without us	

## 9.2 Measuring Temperature (Not Surveillance)

YEAR	FOCUS SECTOR	INDICATORS	METHOD	WHO COLLECTS
1	Health	Loneliness (UCLA-3), sense of belonging, new relationships, mental wellbeing (WEMWBS short)	Pre/post surveys, reflection circles	Community researchers
2	Education	Curriculum awareness, educator engagement, QTIPOC knowledge visibility	Educator surveys, institutional mapping	Community researchers + partners
3	Employment	QTIPOC leadership roles, community enterprise, economic solidarity	Network analysis, case studies	Community researchers
4-5	<b>Community-determined</b>	<b>Decided by Year 3 Community Advisory Panel</b>	<b>Community-determined</b>	<b>Community researchers</b>

**Ongoing indicators (all years):**

- Number and location of CookOuts (regional + local)
- Participation demographics (self-reported, aggregate only)
- Archive growth (items, contributors, access)
- Network density (who knows whom — relational cartography)
- Community investment (time, skills, resources contributed without payment)

**9.3 Reporting**

REPORT	FREQUENCY	AUDIENCE	FORMAT
Community learning report	Quarterly	All participants	Short, visual, community-facing
Funder report	Annually (+ interim)	Funders	Standard format per funder requirements
Evaluation report	Annually	Steering Group, community, funders	Narrative + data, community-owned
Knowledge Fire digest	Quarterly	Archive subscribers	Stories, learnings, emerging themes
<b>Exit evaluation</b>	<b>Year 5</b>	<b>All stakeholders</b>	<b>Comprehensive: did the pump-priming work?</b>

**10. REGIONAL PLAN**

**10.1 Initial Five Regions**

Selection criteria: existing QTIPOC networks, geographic spread, partner organisation presence, coordinator availability.

REGION	ANCHOR CITY	RATIONALE	POTENTIAL PARTNERS
<b>London</b>	London	Largest QTIPOC population, most established networks	BLKOUT UK, UK Black Pride, Opening Doors
<b>North West</b>	Manchester	Strong QTIPOC scene, arts infrastructure	LGBT Foundation, Superbia, BCHS
<b>West Midlands</b>	Birmingham	Growing QTIPOC community, intersectional activism	Birmingham LGBT, Kaleidoscope
<b>Scotland</b>	Glasgow/Edinburgh	Geographic isolation intensifies need, existing community	Equality Network, BEMIS, GLHV
<b>South West/Wales</b>	<b>Bristol/Cardiff</b>	<b>Emerging QTIPOC networks, university connections</b>	<b>Diversity Trust, Pride Cymru, Ujima Radio</b>

**10.2 Regional Expansion (Years 3-5)**

Additional regions emerge organically through local self-organisation. Not planned centrally. Possible: Leeds/Yorkshire, Newcastle, Nottingham, Leicester.

**11. YEAR 1 DETAILED QUARTERLY PLAN**

**Q1 (Months 1-3): Foundation**

WEEK	ACTIVITY	WORKSTREAM	DELIVERABLE
1-2	Project Director onboarding	WS1	Director in post, workspace set up
2-4	Steering group recruitment	WS1	8-12 members identified
3-6	Safeguarding policy development	WS1	Policy adopted
4-8	Digital needs assessment	WS4	Requirements document
4-12	Methodology development begins	WS2	Literature review, existing models scoped
<b>8-12</b>	<b>Steering group meets (first session)</b>	<b>WS1</b>	<b>Terms of reference agreed, Year 1 plan approved</b>

## Q2 (Months 4-6): Design

WEEK	ACTIVITY	WORKSTREAM	DELIVERABLE
13-16	Regional coordinator job descriptions	WS1/WS2	Roles designed, recruitment opens
13-20	Invitation methodology draft	WS2	v0.1 framework for peer review
16-20	Brave space protocol draft	WS5	v0.1 for steering group review
16-24	Digital platform MVP build	WS4	Basic community space live
20-24	Coordinator interviews & appointments	WS1	First 3-5 coordinators identified
<b>24</b>	<b>Steering group Q2 meeting</b>	<b>WS1</b>	<b>Methodology v0.1 reviewed, coordinator appointments confirmed</b>

## Q3 (Months 7-9): Build

WEEK	ACTIVITY	WORKSTREAM	DELIVERABLE
25-28	Coordinator induction & training	WS2	All coordinators trained in methodology
25-36	Regional mapping begins	WS2	Initial network maps for 5 regions
28-32	Research ethics framework	WS6	Ethics protocol approved
28-36	Artist commissioning (first round)	WS3	2-3 artists commissioned
32-36	Pilot CookOut planning	WS2/WS5	3 pilot events designed
<b>36</b>	<b>Steering group Q3 meeting</b>	<b>WS1</b>	<b>Pilot plans approved, National Gathering venue confirmed</b>

## Q4 (Months 10-12): Test

WEEK	ACTIVITY	WORKSTREAM	DELIVERABLE
37-44	3-5 pilot regional CookOuts	WS2/WS5	Events delivered, documented, evaluated
40-44	National Gathering preparation	WS5	Programme designed, participants invited
44-48	Pilot evaluation	WS6	Learning report: what worked, what didn't
46-48	<b>FIRST NATIONAL GATHERING</b>	WS5	60-80 attendees, 3 days. Health sector witnesses present.
48	Steering group Q4 meeting	WS1	Year 1 review, Year 2 plan agreed
<b>48-52</b>	<b>Year 1 evaluation data collection</b>	<b>WS6</b>	<b>Surveys, interviews, reflection data</b>

## 12. ASSUMPTIONS AND CONSTRAINTS

### Assumptions

1. Diaspora Rainbow coalition agreement is achievable within 3 months
2. At least £300k can be secured before programme start
3. Suitable QTIPOC candidates exist for coordinator roles in 5 regions
4. Residential venue for 60-100 people can be found outside London for £15-20k for 3-4 days
5. The "cookout" framing resonates with QTIPOC communities across regions (not just London)

6. Funders will accept community data sovereignty principles
7. Digital infrastructure can be built on existing open-source tools
8. 50% participant rotation at National Gathering is achievable without losing continuity

## Constraints

1. **Financial:** Total budget of ~£1.4M requires blended funding (lead funder + Knowledge Fire/capacity building funder + arts funder + smaller grants). No single UK trust or foundation will cover the full amount, but the programme is modular — workstreams can be separately funded
  2. **Geographic:** UK only (Britain specifically — England, Scotland, Wales)
  3. **Staffing:** Part-time coordinator model required to keep costs sustainable
  4. **Timeline:** Year 3 transition is structurally necessary — the programme must design for its own obsolescence
  5. **Data:** No individual-level data shared with funders — this is non-negotiable and may limit funder options
  6. **Accessibility:** All events and digital spaces must be accessible — budget reflects this
  7. **Political:** The programme names white supremacy, capitalism, and patriarchy as structural causes of QTPOC isolation — funders must accept this analysis
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## 13. WHAT SUCCESS LOOKS LIKE

### At Year 1

- 60-80 QTPOC from across Britain have gathered in the same room
- 5 regions have at least one coordinator and one pilot CookOut
- A methodology exists that can be explained and taught
- The word "CookOut" means something specific to the people who've been part of it

### At Year 3

- 100+ QTPOC have attended National Gatherings
- Local CookOuts are happening without programme coordination
- The archive holds 100+ items of community-created knowledge
- External investment is decreasing; community capacity is increasing
- Regional partners are funding their own activity

### At Year 5

- **Can QTPOC communities in Britain hold their own CookOuts without us?**
  - If yes: the liberation technology is established. The ritual self-sustains.
  - If no: we have built a programme, not a technology. Valuable, but not what we set out to build.
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*Prepared February 2026. All budgets in GBP. Subject to coalition review and funder negotiation.*

*This plan is a living document. It will be revised annually based on what the community teaches us.*