NETWORK FOR DEMOCRACY

Involve proposal

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Contact and organisational information

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An introductory paragraph summarising who you are and why you are submitting this proposal

We, at Involve, are excited to submit this proposal to establish and coordinate a Network for Democracy across the UK. Involve is the UK's public participation charity with a vision of a more vibrant democracy, with people at the heart of decision-making. We've been concerned for some time that the democratic sector is not as influential or effective as we could be due to a lack of a common vision, coordination and joint action. As a sector, we often struggle to communicate and collaborate effectively among ourselves, let alone broaden our reach across the rest of society. We firmly believe that change comes about as the result of broad, powerful and often unexpected coalitions of allies. There is appetite across the country to rethink how our democratic institutions, systems and structures work, but we need to collectively harness and channel it into creating positive change.

At Involve, we have sought to support greater collaboration through a number of initiatives we have led or been involved in, so we're pleased that JRRT has taken the leadership to fund a network. We believe that this fits well with our mission, strategy, experience, existing networks and skills and are submitting this proposal on that basis. Whether or not we are selected to coordinate the network, we commit to doing what we can to support greater collaboration and impact across the sector.

1. Understanding of democracy – a short summary of what you see as the main threats to and opportunities for strengthening the health of UK democracy and the main challenges facing the sector.

Democracy is at a crossroads. Our democratic institutions are facing significant challenges, but there are significant opportunities that could be harnessed to make a new democracy possible.

Threats

- **Disconnection** – The political system concentrates power in the hands of a very few people and provides weak engagement and accountability between politicians and the public.

- **Dysfunction** – Our democratic institutions are faced with incredibly challenging issues that they are ill-equipped to resolve.

- **Discontent** – Over half of the British public are not satisfied with the way that democracy works.[1]

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[1] YouGov (2020) Is Western Democracy in Crisis? (Fieldwork Dates: 11th October – 14th December 2019) https://yougov.co.uk/topics/international/articles-reports/2020/02/02/western-democracy-crisis

- **Disparity** – The distribution of power and privilege is incredibly unequal, with significant structural inequalities around disability, gender, race and social class.

- **Disinformation** – The spread of misinformation is undermining the quality of our democratic discourse and helping to create the conditions for populism.

- **Division** – Difference and disagreement are essential to a healthy democracy, but we also need to be able to find compromise and consensus. Currently, our democratic institutions do little to help us do this.

Opportunities

Despite – and because of – these challenges, there are also significant opportunities:

- **Support for democracy** – Public support continues to hold strong for the principle of democracy, with four-fifths supporting it as a good way of governing.[2]

- **Demands for better democracy** – Social movements – including Black Lives Matter, #MeToo and Extinction Rebellion – have all made demands for the redistribution of power in society.

- **Democratic innovation** – There are innovations and reforms being introduced that give people more access to information, influence and power.

- **Technological innovation** – New technologies are giving rise to new ways for people to share, organise and drive change.

- **Recognition of structural inequalities** – The unequal distribution of power and privilege and the impact that has on particular communities is becoming increasingly recognised.

- **Institutional recognition** – People in institutions are increasingly recognising the need to do things differently in response to the challenges they face.

The challenge facing the sector is to reach beyond those already converted in order to build a broad movement for improving democracy. This requires the sector to become less fragmented and develop a common vision, which can be used to engage and mobilise widespread support, and ultimately influence power.

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[2] Ibid

2. Understanding and experience of networks and sector capacity building – you will need to set out your understanding of what makes an effective network, relevant experience of nurturing and supporting collaboration and the approach you would take to building capacity across the network.

Running effective networks has been at the heart of our work for many years. We know from experience that they require six key elements:

1. A clear "value-add";
2. Shared purpose and objectives;
3. A variety of ways for people to engage;
4. An open and co-creative approach;
5. Good governance arrangements;
6. A focus on equity and inclusion.

Experience

Since 2011 we have coordinated the UK Open Government Network, bringing together a coalition of citizens and civil society organisations promoting transparency, participation and accountability in government. As coordinators, we have supported information sharing between organisations working on a diverse range of open government issues; facilitated the development of joint statements, open letters and two open government manifestos; and coordinated advocacy and engagement with government to develop open government action plans. We have also supported the establishment of devolved networks in each of the UK nations, which coordinate their own advocacy and engagement with their respective governments.

Our other work includes establishing and growing peer-support networks of practitioners and local government officers interested in democratic innovation; setting up "democracy drinks" to enable networking within the sector; sponsoring and supporting the Notwestminster local democracy events; and using our platform to share the work of other organisations (e.g. our Democratic Response to Covid blog series). We have also learnt through being active members of others' networks, including Democracy R&D and the OECD's Innovative Citizen Participation Network.

An assets based approach

We propose that the initial focus should be on recognising and maximising what the sector already has – taking an assets based approach to building its capacity, influence and impact. This will involve exploring what added value a Network for Democracy can bring to existing initiatives, as well as identifying the knowledge, skills and resources that can be shared among members.

Our approach would be based around:

1. **Building trust and relationships** – through taking an open and co-creative approach;

2. **Maximising what the sector has** – through information sharing sessions, peer-to-peer mentoring and coaching, member led training sessions, etc;

3. **Identifying and filling gaps** – through co-commissioning external training, research, support, etc.

3. Understanding the democracy sector – a short summary of what you see as the building blocks for collaboration including how you will work with existing and emerging initiatives across the sector.

The democracy sector is made up of a great diversity of groups and organisations across the country. We believe that it is important that the network supports this diversity, rather than being confined to one type of organisation (e.g. national campaigning).

An important starting place will be ensuring that a Network for Democracy is complementary to these existing initiatives, helping to support and boost their impact, rather than replacing or competing. We will take the approach of a network of networks, helping to join up and maximising existing initiatives.

Supporting existing initiatives

We will explore with the organisers of existing initiatives what value a Democracy Sector Network can add to what they're doing. As examples:

- **Advocacy networks** – There are a number of networks that support collective advocacy and campaigning on different issues, including the Open Government Network and Brexit Civil Society Alliance. We will explore with organisers how a Network for Democracy can connect them to a wider movement of potential members and supporters.

- **Campaigns** – Across the sector, groups are involved in campaigns on a wide variety of different issues. We will explore how a Network for Democracy can bring greater coordination, support and exposure to support these initiatives.

- **Events** – There are a number of regular events held across the sector, including Notwestminster and the Festival of Debate. We will explore with organisers how a Network for Democracy can support these existing events to be even more successful, potentially giving them access to new audiences and content.

- **Infrastructure** -- There are a range of resources that already exist in the sector, including the Democracy Handbook and UK Democracy Map. We will explore with the

organisers of these initiatives how a Network for Democracy can utilise and support these resources.

- **Practice** – There are lots of inspiring initiatives in the sector seeking to create change through practical experiments, including the PB Network and Flatpack Democracy. We will explore what value a Network for Democracy could add in giving greater exposure and sharing learning.

4. Trust – how you currently work with others and how you would build trust in this role and address concerns other groups might have. Providing supportive statements from groups or individuals would be helpful.

One of our core organisational values is collaboration in recognition that change comes when broad coalitions of people work towards a common vision, and combine their diverse skills, knowledge and insights. Our current partnerships include:

- Project partnerships with a diverse range of civil society, public sector and private sector organisations;

- Coordinating and participating in advocacy networks, including the Open Government Networks in the UK, Northern Ireland and Scotland;

- Coordinating peer learning networks, including with practitioners and public sector officials;

- Participating in international networks, including Democracy R&D and the OECD Innovative Citizen Participation Network.

Our approach to building trust

1. **Taking an open and co-creative approach** – Core to how we work is that we value and respect other people's skills, insights, knowledge and experiences. We know from across our work that demonstrating an open, honest and collaborative approach is key to building trust. From the outset, we will be open and transparent about what is happening and involve people in key decisions about the network. This includes taking a co-creative approach to developing the network.

2. **Focusing on the collective interests of the network** – It's important that the network coordinator is visibly serving the collective interests of the members. Often this will mean putting our own organisational interests to one side and focusing on the wider interests of the network. We are used to taking this approach with the Open Government Network, focusing on the priorities identified by the membership, rather than imposing our own.

3. **Agreeing terms of reference and governance** – It's important that there is some basic governance in place to support the network and ensure that there is clarity

around purpose, roles, structures and decision-making. We have seen networks without such arrangements be subverted by particular interests, leading to others disengaging. We would agree with groups early on a terms of reference for the network, as well as establishing a steering committee to oversee it.

- "Involve are trusted and valued members of the Notwestminster community. They are active participants in our local democracy events, always open to sharing their learning and helping others to connect. Involve have been supporters of Notwestminster's work from the beginning, enabling us to bring others together to strengthen our local democracy. We think that reaching across the sector and improving understanding between the participants is really important for a Network for Democracy, and we have confidence in Involve to achieve that. We also value the co-creation and distributed leadership aspects of this proposal." – **Diane Sims, Notwestminster**

- "The New Citizenship Project and Involve teams are working closely for the first time at the moment, and I have to say I've rarely come across a more open and authentic group of people. Their default is to respect, trust and work with rather than for everyone they come across, whether citizens or partner organisations." – **Jon Alexander, New Citizenship Project**

- "As chair of the UK Open Government Network I support this proposal from Involve and am keen to explore how the OGN and Network for Democracy can work together to improve UK democracy" – **Kevin Keith, UK Open Government Network**

- "We worked in partnership with Involve over a number of years to develop and pilot MH:2K, a youth-led model allowing young people to influence decisions about mental health in their local areas. Involve was a fantastic partner to work with throughout the process, bringing significant expertise in programme design, participation methods and stakeholder engagement. We learned a lot through our collaboration with Involve, and we'd jump at the chance to work with them again in the future." – **Rose Dowling, Leaders Unlocked**

5. Responsiveness – how the applicant would develop plans that are responsive to the needs and priorities of a diverse mix of organisations and add value to their work and how this responsiveness would be maintained over time. This might include what governance arrangements/operating model might facilitate accountability to the sector.

It is essential that the priorities and activities of the network are developed openly and collaboratively with its membership to benefit from their collective knowledge and insight, and ensure widespread ownership of the network. Our experience of designing and

facilitating participatory processes and coordinating other networks mean that we're well placed to actively involve a wide variety of organisations in developing the network.

Co-creating the network

We want to take a genuinely co-creative approach to develop the network, ensuring that it is co-owned across the sector. In order to do this, we will start by working with a small but diverse group of organisations through a collaborative process to define the key elements of the network, including its:

- **Purpose**, including its values and objectives;
- **Form**, including how it is governed, makes decisions and develops its membership;
- **Operation**, including communication channels, knowledge sharing platforms, etc.

The members of the working group will be reimbursed for their time to ensure the opportunity is open to a variety of organisations, both small and large. The working group will engage with the wider sector throughout this process, including sharing working drafts for review and comment.

Steering committee

Once the network is established, we propose setting up a steering committee to take over from the co-creation working group in order to oversee the work of the network coordinator, offer input and advice, and hold us to account. The exact terms would be agreed with the network membership through development of the terms of reference, but we propose that the members of the steering committee are elected by its membership, with some agreed criteria for diversity (e.g. ethnicity, gender, geography, issue area, political persuasion) and are rotated on a regular basis.

Ongoing engagement

- **Collective decision-making processes** – The networks' terms of reference, developed and agreed with its members, will outline how key decisions should be taken on the behalf of the network (e.g. agreeing priorities, focus areas, shared statements, etc.).

- **Collecting feedback** – We will ask for feedback from members following workshops, events and other activities.

- **Crowdsourcing ideas** – We will collect ideas from members in response to key issues/questions facing the network.

- **Member surveys** – We will survey members at least once a year to collect feedback on the network.

- **Supporting distributed leadership** – We will support members of the network to take on leadership roles to develop and lead activities themselves.

- **Transparency** – We will keep a live and accessible record of all aspects of the network, including plans, budgets and meeting notes that members can review.

We plan to take an iterative approach to developing the network, testing approaches and gradually increasing its membership over time. In this way we can ensure that the network is fully responsive to its members and adds real value to their work. This includes testing different ways for members to engage with the network.

6. Priorities – while understood that any plans would need to be developed in conjunction with others, your initial views on what activities you would see as priorities, in particular for year 1. This should include examples of outcomes you would set and how you would assess progress.

We propose taking a phased approach over the three years to build the scale and impact of the network. This would begin by focusing internally on the network and its members, and gradually shift its focus externally to how the sector engages new groups and builds its influence. Throughout, our focus will be on building understanding, trust and common purpose across the sector, as this is ultimately what will build and sustain collaboration.

This could look something like the following:

- **Year 1: Maximising the existing potential** – through building trust and relationships, and supporting information, knowledge and skills sharing between organisations;

- **Year 2: Building power** – through expanding the reach and membership of the network, developing a shared vision and policy platform, and commissioning joint initiatives to fill gaps and weaknesses;

- **Year 3: Influencing power** – through coordinated advocacy and media campaigns, including in the run up to the 2024 General Election.

Outcomes	Year 1 Activities
Connecting: A trusted, strong, diverse and well functioning Network for Democracy, with high engagement in network activities and an expanding reach to new groups	Co-create initial purpose, form and operation and establish steering group Outreach to, and involvement of, wider prospective membership A regular programme of online meet-ups / workshops on a variety of topics selected by members including: Meetings with politicians & media via advocacy and communication working group

	• Meetings with academics via good practice and standards working group • Thematic working groups including 'national meets local' group Scoping and supporting existing initiatives (e.g. Democracy Handbook, Notwestminster, Open Government Network, etc.)
Information sharing and capacity building: The knowledge, skills, resources and impact of members have increased	Establishing communications and knowledge sharing channels including shared calendar, research tracker etc Identifying existing strengths and assets in the sector, and supporting the exchange of these via "in-network" training, exchange of information, mentorship, action learning groups etc. Planning for Festival of Democracy early in Year 2 Network funding strategy developed (see Section 8 below)
Vision and influence: The network and its members are expanding their collective influence, including receiving increased media and political attention	Formation of an advocacy and communications working group A programme of workshops / meetings to build connections, understanding and trust between members Coordination with existing initiatives to explore value-add Agreement on at least one coordinated campaign and communications event with monitoring and evaluation of success

Outcome	Metric	Year 1 Target	Year 2 Target (provisional)	Year 3 Target (provisional)
Connecting: A trusted, strong, diverse	Number of self identified members	80	160	320

and well functioning Network for Democracy, with high engagement in network activities and an expanding reach to new groups	Diversity of members against key criteria: * Types of organisation (i.e.. campaign, community, membership, service provider, think tank); * Charitable & non-charitable organisations * Size of organisation (0, 1-5, 6-10, 11-50, 51+ employees); * Geographic scope (i.e. micro, local, regional, national, UK wide); * Demographic scope (i.e. ethnic minority, women, LGBTQIA+, disabled, young people)	The network has good representation across all key criteria	The network has good representation across all key criteria	The network has good representation across all key criteria
	Member feedback on key criteria: * Network coordination is trusted; * Network has clear purpose; * Network is functioning well; * Network is inclusive and accessible.	At least 80% of members report positive feedback against all criteria	At least 80% of members report positive feedback against all criteria	At least 80% of members report positive feedback against all criteria
	Use of the network by existing initiatives to maximise their impact	The network is being used by existing initiatives to maximise their impact	The network is being used by existing initiatives to maximise their impact, as well as seeding new initiatives	The network is being used by existing initiatives to maximise their impact, as well as seeding new initiatives
Information sharing and capacity building: The knowledge, skills, resources and	Member feedback on key criteria: * Network provides access to useful knowledge, skills, and resources; * Network has helped increase the impact of	At least 80% of members report positive feedback against all criteria	At least 80% of members report positive feedback against all criteria	At least 80% of members report positive feedback against all criteria

impact of members have increased	organisation.			
	Number of members who have participated in "in-network" training, exchange of information, mentorship, action learning groups etc.	At least 50% of membership	At least 50% of membership	At least 50% of membership
	Use of the network by its members to develop knowledge and skills, and pool resources	The network has identified some priority areas for knowledge, skills and resource sharing	There's a fully developed capacity building strategy in action	There's a fully developed capacity building strategy in action
Vision and influence: The network and its members are expanding their collective influence, including receiving increased media and political attention	Member feedback on key criteria: * The network has helped increase the impact of the sector.	n/a	At least 50% of members report positive feedback against all criteria	At least 80% of members report positive feedback against all criteria
	Understanding and support for objectives of the sector among politicians, media and public	Members of the network report significant increased awareness of the vision and objectives of other members	The network has an agreed shared vision and policy platform; and a shared advocacy strategy All political parties have engaged with the network	[Targets to be agreed in Year 2]

We propose a review of progress, based on the above, during March 2022.

7. Inclusivity and diversity – covering who the network is for, how you would work to bring together a broad mix of groups, both charitable and non-charitable and support diversity across the sector and geographical reach.

We plan to start small in order to build firm foundations for the network, but ultimately we believe that it should be for anyone who shares its core purpose and values. It will be at its most powerful where this is a broad and diverse coalition of groups that can reach far and wide across the country.

We have a good starting point for this, with strong networks across the UK and a range of democratic issue areas from which we can snowball.

Reach across the UK

Core to our approach will be ensuring that it is a genuinely UK wide network, and not confined to England or London. We already have:

- Offices and an active presence across England, Northern Ireland and Scotland;
- Projects and partners across the UK;
- Practitioner and public servant peer learning networks with members across the country;
- Open Government Networks in the UK, Northern Ireland, Scotland and Wales.

Reach across the sector

Our work brings us into contact with a variety of groups promoting democracy in different ways across the country.

- **Participatory and deliberative democracy** – We already coordinate networks of organisations and practitioners interested in participatory and deliberative democracy;

- **Local democracy** – We have been an active supporter of discussions of local democracy, particularly through the annual Notwestminster events, with strong links with local government through numerous citizens' assemblies and a local government practitioners network;

- **Open government** – Our coordination of the UK Open Government Network means that we're actively engaging with many organisations that promote transparency and accountability;

- **Rights** – Through a variety of projects, including our recent "Democratic Response to Covid" series, we have engaged with a wide range of groups that support the rights and voice of different groups in society;

- **Community activists** – We are connected with and can reach a large number of community activists through events and partner organisations;

- **Democratic reform** – We are well connected with many of the organisations advocating constitutional, democratic and electoral reform;

- **Issue areas** – We have good contacts with a wide range of organisations working on economic, environmental, social and technological issues.

We will snowball beyond our existing networks through targeted outreach, events and communications, and empowering existing members to take on leadership roles to expand the reach of the network. We will be particularly proactive about ensuring inclusion and diversity, through ensuring that platforms are accessible, language and imagery are inclusive and the topics / issues covered reflect the diversity of organisations.

8. Financial sustainability – a strong independent network should be able to diversify funding sources and potentially secure contributions from others in the sector. While we are not anticipating specific proposals, initial thoughts on approach would strengthen the application.

Key to the financial sustainability of the network will be ensuring that it is providing clear added value to the work of a diverse range of groups and organisations. This will be our initial focus, but from the end of Year 1 we would begin to explore options for funding the network, as well as increasing the overall funding to the democratic sector.

In order to do this, we will convene a working group of fundraisers from member organisations to scope out opportunities. If needed, we will supplement this by commissioning additional fundraising expertise where gaps are identified.

Some initial thoughts on potential sources of funding include:

- **Membership contributions** – If the network is adding significant value to the work of its members, it may be possible to raise some or all of the funding required through membership contributions. Organisations would be asked to make a contribution depending on their size and ability. We have seen this model operate successfully with the Democracy R&D Network, of which we are a member.

- **High net worth individuals** – Democratic reform is an issue that could attract interest from high net worth individuals, particularly if there is seen to be a credible and impactful movement forming.

- **New funders** – If the network is seen to be successful, and is demonstrating worth to other linked agendas, it may be possible to attract new funders to enter the space and support it. We have found some success in funding other projects and programmes by linking them to other hot topic issues.

- **Sponsorship** – The network may be able to raise some funding through sponsorship of its activities by individuals and organisations, particularly of events such as a Festival of Democracy.

In the event that additional funds are not secured for years 2 and 3, we will:

1. Consider if/how Involve can contribute to the budget from our reserves and/or cross-subsidisation from other income sources;

2. Focus on activities where it is identified that the network can add most value;

3. Prioritise funds towards the delivery of activities and, where possible, limit other costs.

9. Organisational – your ability and experience of project management or direct implementation of core activities from website to data management, to facilitation or online resources.

As outlined above, running effective networks has been at the heart of our work for many years. We already have the experience and infrastructure in place to quickly and effectively establish the network. The network coordinator will be able to draw on significant experience and expertise from across the organisation, as well as the partners we work with.

- **Project management** – We are used to managing large and complex projects with a large number of stakeholders. We have robust project management systems in place to support us to do this, ensuring that activities are tracked and completed on time.

- **Financial management** – We have robust financial management systems in place to ensure that money is spent in a proper way and can be fully accounted for.

- **Facilitation** – One of our core skills is facilitation of members of the public, stakeholders and professionals. We know how to design and run high quality collaborative processes with a range of different people in a way that values and respects everyone's contribution, and allows the group to make progress.

- **Event management** – We are used to running large and complex events with a wide range of people with diverse needs, including managing participants, logistics, speakers, etc.

- **Data management** – We have data management systems, policies and training in place to ensure that we comply with legal requirements, carefully look after data that we use and do so openly and transparently.

- **Website** – We have budgeted for a simple website to be created and maintained for the network. We will work with our website partner to do this. Our team is experienced in updating content on a website.

- **Communications channels** – We have established forums and shared knowledge bases for other partnerships and networks we coordinate. We will review with the network what is needed, but have experience of setting up and supporting a variety of tools.

10. Organisational structure – you will need to set out whether you are applying as one or more individuals or as part of a hosting arrangement with one or more established organisations. Depending on which model you will also need to address the following:

How you will recruit/redeploy to the network a post/posts meeting the skills and experience required

We intend to recruit a new member of staff as a Network Coordinator in order to take on coordination of the network. We will involve representatives from the wider sector in agreeing the role description and specification, and in the selection process (i.e. short-listing and interview). We will run an external recruitment process, advertising through social media, partners and sector job sites, to attract a broad range of candidates. We have budgeted for this role to be at approximately £40k salary, meaning that we would expect to be able to attract somebody with a good degree of experience.

In order to start the development of the network ahead of and during the recruitment of the network coordinator, we propose that our outgoing director, Tim Hughes, take on the role on an interim basis.

How you will manage and support this person

The network coordinator will sit within our advocacy and communications function, and will be line managed by our new Director of Advocacy and Communications. They will have regular formal 121s, as well as catch-up meetings on a regular basis. They will be part of Involve's staff development and appraisal process to ensure that they are fully supported in their role. They will also be able to draw on support and mentorship from other members of the Involve team, including the CEO, other directors and our board of trustees.

What facilities or resources will be available from your organisation

The network coordinator will have access to all of Involve's facilities, systems and support, including:

- **Financial support** – (e.g. managing budgets, paying invoices, financial reporting, audit, etc) from our Finance and Administration Officer, Director of Operations and accountants;

- **Hardware** – a computer, phone line and any other hardware required to perform the role;

- **HR support** – from our Director of Operations and (where needed) external HR support;

- **Office** – access to all of our offices in Belfast, Edinburgh and London, and/or support to work from home;

- **Training** – internal training (e.g. on data protection, facilitation, etc) and a personal training budget.

We are in the process of restructuring Involve around 3 core areas of 1) advocacy and communications; 2) capacity building and standards; and 3) innovation and practice. This network connects with all three elements of this and will be able to call on all functions for support, including research, contacts, access to networks, case studies, etc. They will also be able to call on team members to offer specific skills, such as facilitation, communications, advocacy, etc.

How the project will be managed, decision-making structures and independence from your own organisation's campaign priorities

As outlined above, we intend to co-create the network and establish a steering committee to provide distributed leadership and oversight of its coordination. The network will have support and line management from within Involve, but they will be working to the objectives and plans agreed by the network's steering committee and wider membership. This is the model that we have used for coordinating the UK Open Government Network. For the purposes of coordinating the network we have put our own organisational objectives to one side to focus on those agreed by the network. This arrangement has worked well for the OGN, with members trusting us to carry out this role, and we believe it can work equally well for a Network for Democracy.

How your organisation relates to others in the sector and how you will build trust and confidence in this role

We outline this in detail in response to question 4. We already have strong partnerships with a variety of groups and organisations across the country who are working to improve democracy in many different ways. This, along with our previous experience of coordinating networks, gives us a solid foundation to build on.

Our approach will then be based on:

1. Taking an open and co-creative approach;

2. Focusing on the collective interests of the network identified by the membership, rather than imposing our own;

3. Agreeing terms of reference and governance.

While we will be the coordinators, our goal is the leadership of the network is distributed across it through the steering committee, working groups and membership. Among other things, this is why we have included a budget for honorariums for steering committee members to ensure it is open to a diversity of groups and individuals.

Whether the intent is for a long-term hosting arrangement or as a platform from which a standalone network would build.

We are open to either arrangement and think this is a decision that the members should take once the network is up-and-running. We are committed to providing a long-term hosting arrangement if that is what the network chooses. However, if the network decides that it should become a standalone network, then we will support that to happen. As outlined throughout this proposal, we are keen that these decisions are driven by a broad and diverse range of members to ensure that the network is owned and responsive to the needs of the whole sector.

11. Budget

ITEM	YEAR 1	YEAR 2 (Provisional)	YEAR 3 (Provisional)
Staff			
Network coordinator (1 fte)	£46,000.00	£47,380.00	£48,801.40
Director of Advocacy & Communications	£6,600.00	£6,798.00	£7,001.94
Director of Operations	£4,986.67	£5,136.27	£5,290.35
Finance & Administration Officer	£4,701.22	£4,842.26	£4,987.53
Main activities			
Website setup & maintenance	£10,000.00	£3,600.00	£3,600.00
Communication platforms	£2,400.00	£2,472.00	£2,546.16
Honorariums for steering group	£20,000.00	£20,000.00	£20,000.00
Materials / events / etc.	£5,000.00	£25,000.00	£25,000.00
Travel & subsistence costs	£2,000.00	£3,000.00	£3,000.00
External support	£15,000.00	£30,000.00	£40,000.00

budget (e.g. consultancy, training, communications, media, etc.)			
Support costs			
People costs	£4,214.56	£4,341.00	£4,471.23
Building costs	£4,355.04	£4,485.70	£4,620.27
Office running costs	£2,837.80	£2,922.94	£3,010.63
Legal & professional costs	£3,146.87	£3,241.28	£3,338.52
Governance costs	£885.06	£911.61	£938.96
TOTAL EXPENDITURE	**£132,127.23**	**£164,131.04**	**£176,606.97**
INCOME			
Income secured (JRRT)	£82,127.23	£108,936.39	£108,936.39
Income secured (JRCT)	£50,000.00	£0.00	£0.00
Additional fundraising target	£0.00	£55,194.66	£67,670.59
TOTAL INCOME	**£132,127.23**	**£164,131.04**	**£176,606.97**