

**ACT (Aspiring Communities  
Together) STRATEGIC  
DEVELOPMENT AND  
BUSINESS PLAN  
2022-2025**

*Real community development can only happen when there is honest reflection and a clear vision and plan for the future*

**VISION**

*'To continue to sustain, develop and strengthen a strong and sustainable independent community organisation which delivers quality services which meet the needs of the BME community and other disadvantaged individuals and families.'*

## **1. WHERE WE ARE NOW**

The pandemic has exposed further the inequalities faced by the BAME community, specifically in Sheffield and generally in the UK. It has added a further strain to an already stretched community organisation; like ACT, with high levels of demand on our staff and resources on a very tight budget. Yet, in these times of uncertainty, intense difficulty and grief, our BAME communities have come together. We have turned the crisis into an opportunity. We have shown how resilient and supportive we can be, responding to calls for help and reaching out to thousands of people in the pandemic through our food pharmacy, advocacy, guidance and basic social support. Our Community champions have shown their dedication and strength, working throughout the pandemic as the frontline of support to our clients. New challenges have brought new ways of working and this plan is our guiding document for the next few years.

## **2. WHERE DO WE WANT TO GO?**

This Development Plan sets out ACT's strategy from 2022-2025. It is a straightforward plan that aims to improve how we deliver our services and what new projects will be delivered to address gaps and needs identified in the community. Our aim is to achieve excellence in all that we do and steps are identified to make ACT a better organisation in delivering vital services to the community, represent and use its services to make Sheffield a more equal and productive for all. We have done our best to ensure this document is concise.

The basis of the forward planning is a result of internal project evaluations, local statistics and feedback from staff, volunteers, users and stakeholders. We are committed to ensure transparency and accountability and have ensured that all *stakeholders* have been involved in the consultation processes for this plan. Based on such discussions we have identified areas of development and objectives which we will take forward. We have grouped the areas of development into three categories:

### **Better Lives, Better opportunities, Better services**

Being better is about getting things right. The better practice we can apply every day in whatever we do for the good of ourselves, each other and the users we serve, and the more effectively and creatively we apply this good practice, the better our organisation becomes. It is also about having pride in ourselves, our organisation and the services we offer. We are a single ethnic organisation by definition. But we believe we are one of the strongest, robust BME led organisations in Sheffield and possibly in the UK will continue to strive to be better.

#### **Better lives**

This section examines the needs in the community and how they will be addressed. We will explore how we aim to improve individual lives and lifestyles by reducing inequalities and lobby for services or service improvement where gaps or inequalities exist. This section also discusses how ACT will improve community relations and tackle inequality in services.

#### **Better opportunities**

This section explores how we hope to create better opportunities in the community from promoting wider civic participation, volunteering to enhance the opportunities to participate in the life of the city.

### **Better services**

This section explores how we hope to make our services better, based on what our users and stakeholders tell us.

## **2. HOW DID WE GET HERE?**

The organisation was created in 1971 by the steel workers as the Yemeni worker's union and established itself as the Yemeni community association in 1985 by Young individuals active within the community as a response to concerns about health problems resulting from work in the steel industry, and economic, social and educational problems thrown into sharp relief by the severe reductions in that industry. Families were reunited in the early 70s with and a large influx of refugees were amongst other reasons for the formation of the Yemeni Community Association.

Formally constituted as a charity in 1992, The YCA has been actively contributing to social and economic regeneration ever since, with a strong emphasis on developing the capacity of individuals and emerging groups to help each other to take more control over their own lives and locality, establishing for example, the biggest community language school in the country, study support project, family support project, advice service, a women's group and a youth organisation.

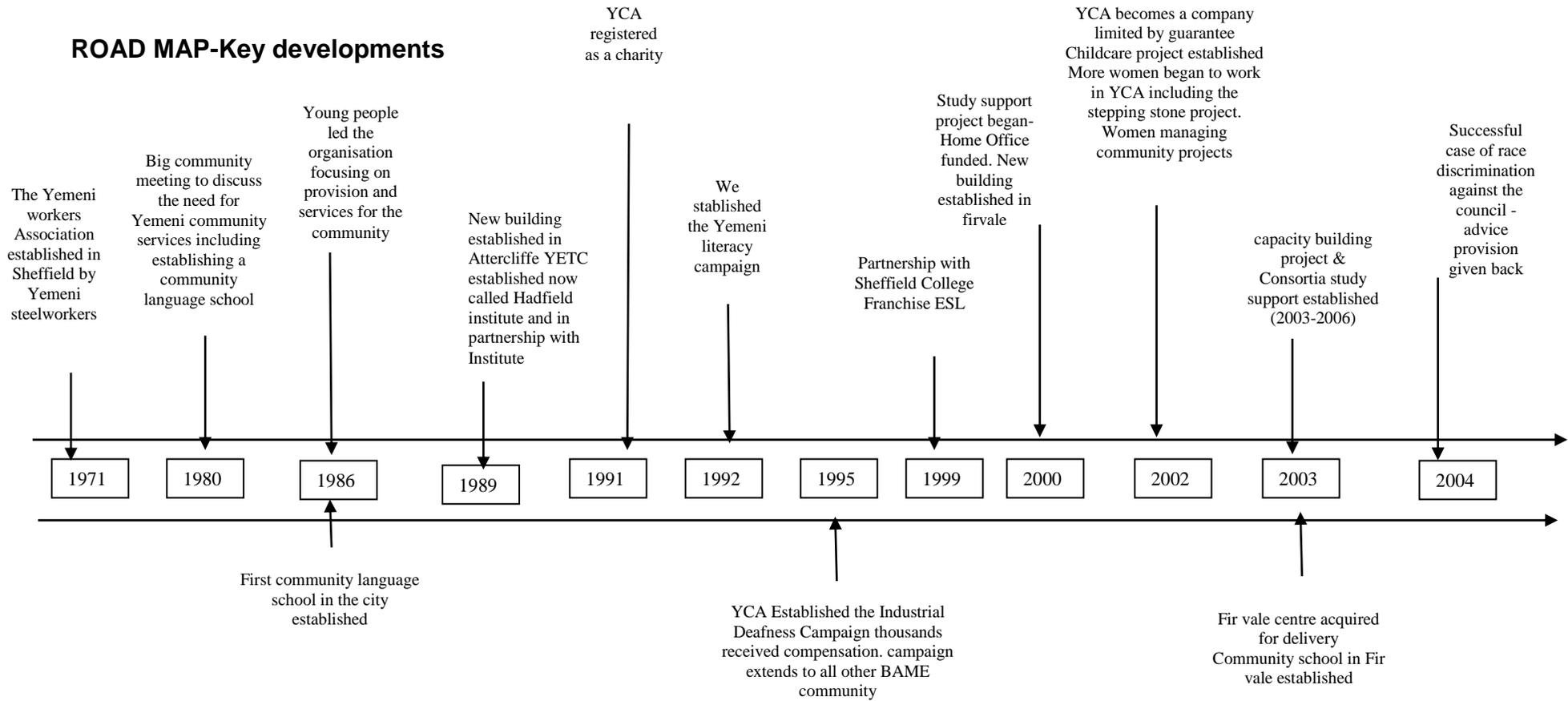
Due to the success of the capacity building and development of smaller groups, e.g. those meeting the needs of women and young people, in 2003 at the AGM, more than 100 members passed a resolution to change the constitution from individual membership to groups membership, as they were increasingly finding they belonged to more than one constituted group, and wished to put their efforts into activities and services, not just into attending formal meetings. The organisation changed its name to ACT because it no longer provides a service for the Yemeni community but serves the whole BAME community. The current ACT board consists of 5 individuals from the community, 3 co-opted individuals, and 5 group representatives.

A registered charity and company limited by guarantee, ACT aims to advance education, training and health and wellbeing, relieve poverty among Sheffield's disadvantaged communities, focusing on education, social' services such as welfare advice, study support and, work with young people its specialist ESOL provision and health provision. Community participation and community cohesion are very high on the list of priorities.

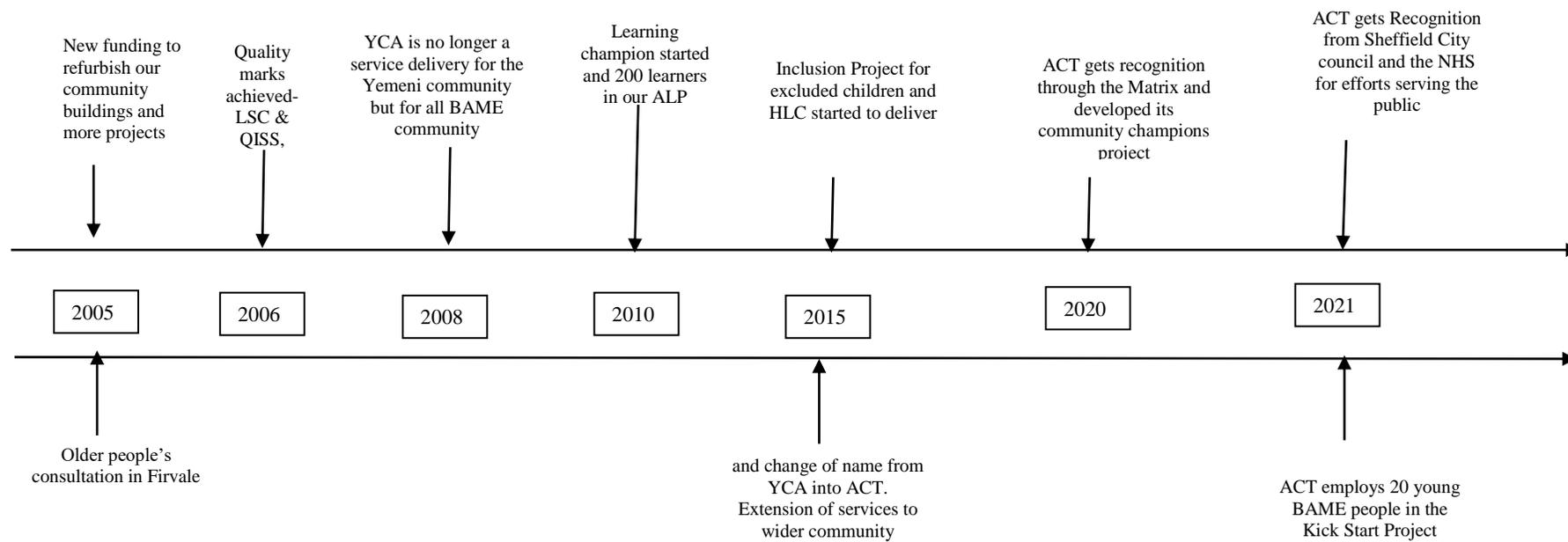
The organisation has also established a pattern of partnership working in different forms, as a member or founder of an informal consortium, as a delivery partner and as a supporting organisation. We intend to network with all Sheffield organisations and agencies that advance and help develop our work. Our partnership with the Hadfield institute has been cemented with a memorandum of understanding, working together in partnership to deliver critical service in the community which includes a community champions project and a brilliant food pharmacy.

### 3. OUR HISTORY

#### ROAD MAP-Key developments



## ROAD MAP-CONTINUED....



## **4. CURRENT CONTEXT**

ACT is one of the strongest BME voluntary sector organisations in Sheffield and possibly in the UK, delivering high quality services in an open and transparent way. ACT has also influenced the delivery of a range of services by working in partnership with mainstream providers and voluntary and community sector organisations to deliver services for the benefit of members of the BAME community and other disadvantaged groups such as refugees and asylum seekers.

### **The current service provision:**

#### ***Adult learning/basic skills:***

ACT continuously works to encourage and fulfil the demand for lifelong learning by providing an all-inclusive range of high quality learning which enables equality of access and enables learners and teachers to continuously develop themselves academically. 250 adults annually go through our Adult education classes. We are also matrix accredited.

To ensure ease of access, we deliver a range of accredited and non-accredited courses for the benefit of the local community in local community venues, schools and at our base in the Fir Vale Centre. We ensure that the classes we deliver reflect the demands from the learners.

We have excelled in learner retention and achievement levels which we are proud to confirm are over national and city wide benchmarks. Learners are given information about various progression routes in the area and with mainstream providers. We have a qualified IAG worker who provides one to one support for learners in accessing either further training or employment.

In addition to the direct learning provision we also employ two learning Coordinators and a Learning Champion who are responsible for engaging learners, coordinating local provision in the area and developing new provision according to local needs. They have liaised with partners and other organisations in Burngreave so as to increase the numbers of training opportunities in the area and address gaps that are identified. They visited local groups, attended local and relevant city wide public events to disseminate information and promote learning and attended local learning partnership meetings to report on their work. Additionally, we are working with SCC on an ambition employment project to help our learners and members of our community into the job market.

#### ***Community language and support project***

The Community Language School is a long standing and highly demanded projects. It is a crucial service which ensures young people develop essential speaking, reading and writing skills in Arabic. Over 200 young people age from 5-15 are enrolled at the school for four evenings. The project runs throughout the mainstream curriculum year and is located in our firvale building. Which has different classes for children of different levels. It offers a professional and structured curriculum, high quality materials and resources

and a dedicated group of community language, most of whom are volunteers helping all children to read, write, speak and understand Arabic. The community language school also offers services such as support in mainstream curriculum subjects such as maths, English and science. We have now extended our services in the community school to include study support in curriculum subjects, Mental health support, sports and counselling and guidance. The lack of funding for this project has meant that ACT is required to subsidise it through income regeneration and continuous fund raising without which the project would not survive..

### **Advice and advocacy Service**

Registered with the Community Legal Service to deliver advice, the service meets the needs of the local community. This is a highly valued and sought after service in the community which provides structured independent advice. Qualified advice workers provide practical, up-to-date information on a wide range of issues, including benefits and housing; employment rights and discrimination. ACT is dealing with hundreds of clients in advice and advocacy case. Throughout this year 2021 we have recorded 1289 cases. A significant increase dealing with client during the pandemic.

### **Young people**

Our approach to supporting children and young people puts their needs at the heart of everything we do. Our work with young people is guided by the values of acceptance, growth, enjoyment, creativity and being committed to serving some of the most vulnerable young people in Sheffield.

We currently work with extremely disaffected BME young people who have become disengaged from school, repeatedly excluded, and have become involved in anti-social behaviour in the North East area of Sheffield. We offer specific packages of educational and pastoral activities designed to boost a young person's self-esteem, self-efficacy and develop and improve young people's social and pro social skills. We provide targeted preventive support through 1:1 advocacy support, in particular looking to identify issues from the young person's point of view and engage the whole family in resolving issues that may be affecting them. We operate a youth club in the Burngreave area, firth park and crooks. The activities include football coaching, volleyball, table tennis and outings around the country. We continuously provide one to one support for those children most vulnerable. We currently work with 70 young people through sport and various youth activities.

### **Older people**

We recognise that it is important that older people are able to enjoy a better quality of life, with access to leisure, social activities, health activities and lifelong learning so that they remain independent and are better able to contribute to their community and wider society.

We are partners of the Muslim Elders Support Project (MESP) which delivers a culturally appropriate range of specialist preventative services that meet the

needs of vulnerable older people to enable them to manage their own lives as independently as possible.

Our service is founded on the belief that all people regardless of their age should have the same opportunities to experience normal patterns of life within the community and be part of an environment where self-esteem and independence are actively encouraged.

Our project helps older people by:

- Supporting access to services, resources and facilities they need to maintain their independence and quality of life.
- Promoting health, diet and exercise to reduce health inequalities.
- Empowering older people to make choices.
- Developing activities, lunch clubs, day trips and exercise classes based on needs identified
- Food pharmacy delivering healthy food to their door step

## **5. COMMUNITY NEEDS**

This profile gives a snapshot overview of key issues to be addressed:

### **Young People**

The diversity in Sheffield, in terms of faith, ethnicity and language is a great strength to the city. However, there are currently sharp inequalities in outcomes between different groups of pupils and for some Black and Minority Ethnic (BME) Groups there is marked underachievement in learning and achievement

Most children and young people in Sheffield have good experiences of childhood / youth and achieve good outcomes. However, this needs analysis has identified many areas for improvement. In particular, embedded patterns of under-achievement remain, leading to poor life experiences for many of our children and young people. Often these patterns are repeated across generations and can appear embedded within families or communities (State of Sheffield)

The North East of Sheffield has the highest BME population in the City. In 2019 40.8% of secondary school pupils in the North East Community Assembly were BME, compared to 23.8% for the City as a whole. In Burngreave ward the figure is 77.8%.

### **BME ATTAINMENT**

- (2018) 41.3% of BME and 51.4% of white British GCSE candidates gained 5A\*-C GCSEs including English and Maths.

- This is a gap of 10.1%.
- This was 1.3% worse than last 2010 and 0.9 worse than 2008.
- The national gap was 0.1%

### **Women**

For many BAME women the biggest hurdle is finding out what opportunities are available, which meet their needs. The next hurdle is getting the support to access them. The women we aim to work with find institutions and participating in community activities intimidating and exclusive. Women have expressed frustration that their needs and opinions are not being effectively taken into account. Discussions with the women highlighted that they were very reluctant and felt vulnerable to access services alone because of feelings of intimidation and how they think other communities perceive them.

For recent arrivals they have the additional barrier of feeling alienated in a country which is new to them. Such intertwined and difficult issues can only be resolved if the needs of the women are listened to and met in the right way. We now have the Firvale healthy living centre is in operation with 240 women regularly using the GYM and Social Café. The lockdown impacted negatively in the use of the centre but we are working hard to bring it back to full capacity.

### **Older people**

Access to mainstream services for black and minority ethnic older people remains problematic on a national scale. Yet the lack of awareness of appropriate services is only one aspect of the multifaceted problems encountered by BME elders. Additional barriers include language, negative perceptions of service providers, poor mental and physical health, including professional assumptions that their family will provide care and a colour blind approach to service provisions and assessments. Because of these barriers and a lack of effective consultation this has meant there are few services which are designed to meet the specific tailored needs of older people from minority ethnic groups. Our Social café is used by the elderly on a regular basis through the Muslim elderly project.

### **Civic participation**

There are very few Yemeni or BME individuals involved in the major political parties in South Yorkshire. Research has demonstrated that the lack of BME political representation is one of the key reasons for the lack of BME political participation. It also exacerbates a sense of alienation.

Distrust of politicians and authority has been one of many factors which has resulted in disconnected communities. Which has consequently in, the worst

circumstances resulted in fertile grounds for politics of extremism to feed upon disaffected and vulnerable individuals.

### **Health and Social Cafe**

The pandemic has impacted greatly in our communities and a much higher proportion of BAME people in this city have been effected by the virus. ACT has worked tirelessly to deliver services to the most vulnerable during lockdown and beyond. We were instrumental in setting up the BAMER covid 19 group and the BAMER 5 in Sheffield, bringing the black community together to effectively and collectively deliver service to the community at their time of need. Our partnership work with the NHS AND Sheffield city council has been outstanding. Work on vaccination and mental health support has been seen as outstanding.

BME populations are the highest users of primary care services, yet they are less likely to gain access to appropriate health services and treatment and they report the worst health outcomes. In particular, the Yemeni community has had one of the highest proportions of emergency admissions via A & E than other ethnic groups, with more than 70% of emergency admissions through this route. Over 65s were most likely to use the emergency hospital admission for certain types of respiratory infection.

Yemeni's are among the highest groups who are likely to be treated as in-patients for coronary heart disease (CHD) problems and they also have a higher than average diabetes diagnosis for all groups.

We now have the firvale healthy living centre with a GYM and a social café specifically designed to meet the needs of women, young people and the elderly in the community. At least 200 people use the social café on a weekly basis.

## 6. ANALYSING THE ENVIRONMENT

### SWOT analysis

<b>Strengths</b>	<b>Weaknesses</b>
<p><b>Internal structure and systems</b></p> <ul style="list-style-type: none"> <li>• Strong financial system</li> <li>• Strong structure and sound systems</li> <li>• Strong governance</li> </ul> <p><b>Staff/trustees</b></p> <ul style="list-style-type: none"> <li>• Staff all multi-task &amp; don't just do what's in their job description</li> <li>• Hard work and commitment of all staff</li> <li>• Diverse members of staff and good team spirit</li> <li>• Trustees have a good business sense, which is a real strength</li> </ul> <p><b>Assets</b></p> <ul style="list-style-type: none"> <li>• Healthy surplus/ reserves</li> <li>• Buildings and assets</li> </ul> <p><b>Image</b></p> <ul style="list-style-type: none"> <li>• Credibility – good reputation</li> </ul> <p><b>Community need</b></p> <ul style="list-style-type: none"> <li>• Outreach to communities</li> <li>• Meeting the needs of the wider communities</li> <li>• Educational achievements of young people in the community – increased aspirations and belief</li> <li>• Adapting to needs – changing</li> </ul> <p><b>Community Engagement</b></p> <ul style="list-style-type: none"> <li>• Can rally people up for events</li> <li>• Development of women in the community (and their involvement in YCA activities)</li> </ul>	<p><b>Strategy and planning</b></p> <ul style="list-style-type: none"> <li>• Lack of sustainability of projects</li> <li>• Funding security – future uncertainty</li> <li>• A focus on small issues too much &amp; forget the bigger picture</li> <li>• Trustees not as aware of city strategies &amp; not enough forward thinking</li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>• More training opportunities</li> <li>• Weak training and succession strategy for senior staff</li> </ul> <p><b>Management and systems</b></p> <ul style="list-style-type: none"> <li>• Not enough analysis of monitoring and feedback</li> <li>• Don't always recognise the skills individuals have or contributions they make</li> <li>• More women and young people needed on the management committee</li> </ul> <p><b>Services</b></p> <ul style="list-style-type: none"> <li>• Need to improve access to advice services</li> <li>• Increase community advocacy</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• ACT continues to have a real strength around consortium work particularly with agencies and community organisation</li> <li>• Consortia work with Sheffield BME Network</li> <li>• Move to contracting work means ACT can put forward tenders for public services</li> <li>• Assets can be used as a form of income generation for office space</li> <li>• Create jobs and training opportunities to our members and those in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Racism – negative perceptions of community by (some) funders</li> <li>• tensions between different groups</li> <li>• Challenge of Grant Funding v Contracts</li> <li>• We set a standard of free services – difficult to change this perception as we need to increase income</li> </ul>

## PEST analysis

<b>Political</b>	<b>Economic</b>
<ul style="list-style-type: none"> <li>• Likely conservative government to continue more cuts anticipated                             <ul style="list-style-type: none"> <li>◦ Moving away from ‘closing the Gap’                      } both opportunities &amp;</li> <li>◦ Community Assemblies    } threats in these</li> </ul> </li> <li>• Different BME groups competing for resources</li> <li>• Political vacuum and lack of leadership                             <ul style="list-style-type: none"> <li>◦ Lack of political mobility and influence</li> <li>◦ Always vote labour – won’t change</li> </ul> </li> <li>• Weak leadership in BME communities</li> <li>• Islamophobia – PREVENT policy targets violent extremism</li> <li>• Social cohesion agenda</li> <li>• ‘Generic’ v ‘specialist’ policies</li> </ul>	<ul style="list-style-type: none"> <li>• Less public funds due to economic recession. How will this impact on existing projects? likely big drop in funding especially in key areas</li> <li>• Public sector funding cuts</li> <li>• High Unemployment</li> <li>• Skills shortage</li> <li>• Adaptation to change in economics</li> <li>• Long term dependency on public funding – individuals and organisations</li> <li>• Low growth and movement out of recession will be protracted and gradual</li> <li>• Positive economic factors                             <ul style="list-style-type: none"> <li>◦ Creativity in income generation</li> <li>◦ Digitalisation</li> </ul> </li> </ul>
<b>Social</b>	<b>Technological</b>
<ul style="list-style-type: none"> <li>• “Integration” agenda - Debate on multiculturalism – increased reluctance from agencies to give money to just one group</li> <li>• Overall population increasing</li> <li>• More diverse users accessing services</li> <li>• Recent arrivals, from the 90’s have different needs to more longstanding communities.</li> <li>• Health                             <ul style="list-style-type: none"> <li>◦ widening gap between rich and poor</li> <li>◦ health costs likely to increase</li> </ul> </li> <li>• Gangs and crime is a serious issue with young people</li> <li>• Women’s roles are changing.</li> <li>• Lack of comprehensive research which involves the community.</li> <li>• Educated skilled individuals move out of poorer areas</li> </ul>	<ul style="list-style-type: none"> <li>• Digitalisation – makes info/ research easy and cheap</li> <li>• No real activity in environmental areas: Energy consumption, climate change and issues of conservation need to be addressed.</li> <li>• Communication and technology used by many young people and needs to a source of publicising activities.</li> </ul>

## **7. EXTERNAL PERCPETIONS**

A 360-degree survey was carried out with our external partners. This is a questionnaire that we send our stakeholders to ask them questions about ACT.

### **Awareness of the services ACT delivers**

The feedback highlighted that stakeholders were mainly aware of the individual projects they were involved with. For example, feedback from the demonstrated very little awareness about projects other than the adult learning and Inclusion project

There is obviously a need here to publicise all activities that ACT is involved with more widely and using different communicative methods and materials. We have developed a publicity strategy with a good website, face book page and much visible publicity.

### **Effectiveness of ACT service delivery**

The feedback highlighted the awareness of work with parents and young people which has had a good impact in raising attainment. Comments also reiterated the professional and committed services the organisation provides and how it is a focal point for many community services.

There was also feedback on the excellent community engagement that the organisation is involved with.

### **Areas for improvement**

Comments included:

- Promote services more widely
- Profile raising-hosting open days
- Challenge pre-conceptions of the organisation
- Let the key agencies know the needs of the community so that they can respond

### **Key strengths**

Comments included:

- A competent organisation
- High usage of buildings
- High calibre staff
- Good reputation
- Very organised
- Women in leading roles
- Keen to improve services
- Demonstrates an openness in areas for improvement

## **8. REVIEW**

This development plan will be continually monitored to make sure the objectives are being achieved and help to ensure that we remain on course towards achieving our Vision. The performance indicators will demonstrate how we are working towards the delivery aims and therefore working towards achieving the Vision. The review process will allow for recommendations for improvement where performance indicators are not achieved.

An annual review process will allow us to:

- Set out progress against the current year's objectives, performance targets and budget
- Identify the factors that will affect the work in the next three years
- Set out proposals for the years ahead including details of savings made

The performance management framework will ensure that we continually improve the services we provide. The priorities within the Development Plan will feed into staff performance appraisals. This will ensure each member of staff can clearly relate their work to the aims of the Development Plan and the organisation Vision. Any training needs should also be identified through this process.

**9. STRATEGIC OBJECTIVES:  
DEVELOPMENT PLAN- 2018-2023**

**STRATEGIC AIMS**

**BETTER LIVES**

1. Improve attainment and aspirations

2. Keep young people off the streets

3. Improve the lives of older people

4. Reduce health inequalities

**Strategic AIMS**

**Better opportunities**

5. Promote increased opportunities to access post-compulsory education and employment

6. Empower more women to have a voice

7. Provide more opportunities for volunteers to develop

**STRATEGIC AIMS**

**BETTER SERVICES**

8. Build on quality of services

9. Promote on-going professional development

10. Improve communication and marketing

## KEY OPERATIONAL TARGETS BETTER LIVES

HOW WE WILL DO THIS	LEAD OFFICER	OTHERS INVOLVED	DATE TO BE COMPLETED	PERFORMANCE INDICATOR	OUTCOME	MEASURE
<b>1. Improve attainment and aspirations</b>						
1.1 Sustain and develop adult learning provision the ESF ambitions employment project in partnership with SC, and widen the offer	Anisa/Sophia Abdul S Naser	Trustees	continuous	Numbers attending	Increased attainment/retention levels	SCC 85% benchmark achieved
1.2 Develop attendance and attainment in the community language school and develop further provision in the school in partnership with the Universities and college	Musiad Abdul S Fizer	Trustees	Continuous	Numbers attending	Increased attendance and attainment	Numbers of pupils completing and achieving at the end of the year
<b>2. Keep young people off the streets</b>						
2.1 Continue to deliver and develop Positive activities with young people in our youth clubs through sport, healthy wellbeing activities and mental health provision .	Kassim Hashid Hilmi Abdul S Abdul R Jackline Musaid	Trustees	continuous	Deliver 3 weekly youth sessions as per CIN contract	Increased numbers of young people engaged in diversionary activities	Minimum of 120 young people engaged in positive activities per annum
<b>3. Improve the lives of older people</b>						
3.1 Deliver advice and health services for women, promote the firvale healthy living centre and social café and focus on activities for the elderly	Jackleen Abdul s Anisa Abdul K Naser	Trustees	continuous	Numbers attending service Monitoring returns	Reduce isolation of older people and support vulnerable adults to live healthy, independent and fulfilled lives.	Day care service delivered over 2 days a week for 15 older people
3.2 Deliver health sessions in Gym/HLC for older women and include door knocking and visits to ensure wellbeing.	Anisa Jackleen Abdul Shysta	Trustees	continuous	developed coordinated health activities	Prevention of individuals from coming to need more intensive or high level care.	15 Workshops to be delivered for older people in partnership with PCT
<b>4. Reduce health inequalities</b>						
4.1 develop the community champions project by recruiting more volunteers to deal with health inequalities and critical health issues in partnership with the NHS.	Anisa Muna Abdul S Abdul R	Trustees	On-going	Increased numbers	Improve the health and wellbeing of local people and provision of culturally appropriate service	Numbers to be at 250 in gym for surplus
4.2 Secure further funding through partnership and networks in the city to deliver	Abdul S Jackie Sophia	Diane Haimeed	On-going	Secure funding for health services	Improve the health and wellbeing of local people	Secure contract through PKW

health initiatives for vulnerable people and groups . Develop publicity at all levels.	Anisa Jacob			Monitoring Registers		
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## KEY OPERATIONAL TARGETS

### BETTER OPPORTUNITIES

HOW WE WILL DO THIS	LEAD OFFICER	OTHERS INVOLVED	DATE COMPLETED	PERFORMANCE INDICATOR	OUTCOME	MEASURE
<b>7. Increased opportunities to access post-compulsory education and employment</b>						
7.1 develop better and effective and robust admin and finance and monitoring infrastructure	Muna Abdul Jackie Malaki Brendan	Trustees	On-going	Report on feasibility Decision on whether to take forward	Increased and varied educational opportunity for young people	Engage in meetings and have nominated individual to take forward.
7.2 Explore funding for current and potential projects project	Abdul S Jackie Sophia Muna	Trustees	On-going	Securing of funds	Develop positive relationships and build young people's aspirations	Deliver mentoring support through the study support targeted to support and provide positive influences to young people at risk.
7.3 Continue to deliver adult learning programme and increase range of courses provided	Anisa Sophia Abdul S	Trustees	On-going	Continuation of adult learning contract	Increased English language skills gained to support community cohesion and pathways to further education and employment	Continued contract of adult learning and further contracts in employment and health provision
<b>9. Empower more women to have a voice</b>						
9.1 Deliver large scale events for women	Jackie Sophia Abdul S	Trustees	On-going	Feedback and registration forms	Increased empowerment	Event organised for International women's Day and one  Celebrating success of women event
<b>10. Provide more opportunities for volunteers to develop</b>						
10.1 Publicise opportunities in the Burngreave Messenger	Abdul and the team	Anesar/ Jackleen	On-going	Adverts in the newsletter, website and face book	Recruit more volunteers	5 volunteers recruited per year
10.2 Ensure all volunteers receive professional development plan.	Abdul and the team	All staff	On-going	Completed up to date CPD's	Improved experience for volunteers	All volunteers to have a CPD

## KEY OPERATIONAL TARGETS

### BETTER SERVICES

HOW WE WILL DO THIS	LEAD OFFICER	OTHER INVOLVED	DATE COMPLETED	PERFORMANCE INDICATOR	OUTCOME	MEASURE
<b>13. Build on quality of services</b>						
13.1 Renew Matrix award	Abdul Sophia Anisa muna	All staff	2020	Successfully achieve quality mark	Improved in house structure and quality of services	Matrix achieved
13.3 Carry out an annual evaluation environmental impact of environmental policy	Abdul	All managers	Annual	Successful completion of evaluation	Improved measures for environmental workplace	Completed approved evaluation
13.4 Continue to monitor service user feedback and improve our IT competency	Yusef Abdul Sophia Muna	all managers	On-going	Feedback forms and quarterly reports	On-going improvement of services	Annual feedback report to be presented from quarterly reports
<b>14. Promote on-going professional development</b>						
14.1 Continue the appraisal cycle and identify training needs	Trustees SCC	All managers	On-going	Completed appraisal forms and up to date CPD files	Continued development of staff and volunteers	All staff receive annual appraisal and regular supervisions
<b>15. Improve communication and marketing</b>						
15.2 Develop and sustain website and ensure digital development by ACT	Yusef Abdul Jacob Sophia	All staff	On-going	Completed website	Improved communication and marketing of all services	Increase in queries about services
15.3 Develop new marketing materials for projects and organisation	Yusef Abdul Sophia	All staff	On-going	New publicity for all projects	Improved marketing for organisation	Increase in queries about services

