

Preparing a Strategic Plan: Template

1. The mission statement

Blin Language and Culture (BLC) is a pilot project started in July 2000. The aims and objectives of the project are:

- to promote confidence, improve communication skills, reduce isolation among Eritrean Blin community who live in the United Kingdom.
- to promote racial harmony and integration to build better community by working with others. This reduces the racial prejudice, by advancing education, preserve language, cultural heritage and tradition, in particular, and enable children to increase level of education and also learn blin language and culture.

2. The core values the pilot project are:

- To reach the needs of our community so that the problems can be identified and addressed.
- To liaise with voluntary and statutory agencies and develop the relationship between these groups and refugees to enhance refugee awareness of the services provided.
- To provide homework club, study support and extra tuition in core national curriculum subjects to school age children, and work with both parents and mainstream schools to create sustained improvement in performances in school.
- To provide a home visiting scheme to support housebound members of our community.

3. A brief description of the background of the pilot project: (Adding partner organisations and your client profile including details of research you have used to back up these details, e.g. CLSP Plan, Census etc.)

Blin language and Culture (BLC) was established in July 2000 in response to the growing number of Eritrean (Blin) refugees settling in Kensington and Chelsea, Hammersmith and Fulham, Lambeth, Haringey, Southwark and neighbouring boroughs. It was agreed to consult some members from Blin ethnic group, as an initial stage of Blin Language & Culture needs assessment.

Blin is one of the nine languages of Eritrea, which is spoken mainly in **Senhit province**. According to the traditional classification of Eritrean languages into **Cushitic, Semetic and Nilotic** groups, Blin falls in to the Cushitic groups together with Saho, Harendua and Afar. Other people in the Horn of Africa speaking languages of Kushitic origin include the Agaws, Oromos, Sidamas and Somalis. (Ghaber, 1971 p.57).

As a spoken language, Blin is one of the less written languages, like many other Eritrean languages. But we can find some developments towards that goal, especially for the last two decades.

Blin is not only language, but it is the name of the people who speaks the language of Blin too.

BLC had been introduced to other ethnic minority community organisation in various cultural activities and workshops. The attended community organisations were from Moroccan, the Somalis, the Sudanese and Eritrean communities. BLC runs an Eritrean language and culture school which is a member of Partnership for Supplementary Schools in Kensington & Chelsea.

4. STEP analyse what external influences affect your organisation:

SOCIAL:

Our community do not live in one area as they settle in different regions in the UK, and almost all countries around the world. In this reason they are sharing with the other cultures and being influenced by other languages and cultures. This geographical distances and separation can make threat strategically to our community. In this manner many parents understand the benefit of the organization for the coming generation.

TECHNICAL:

Our management committee are all married, have more than 2 children to take care of their own family as well as to manage and lead the organization. Unless they are not interested the organization would not achieve or fulfil its objectives. We have short of premises (office), short of staff, as we don't have paid coordinators.

ECONOMIC:

There is delay in preparing financial report, which does not encourage the funder as there may not be sufficient report because of the fault to prepare the necessary financial report. This is due to treasury system, although our members contribution is very helpful we still need funders encouragement and to make a structural financial system which can control our expenditures and grants.

POLITICAL:

The political instability back home has its own influence on our members as they want to help their own members and this may delay the commitments they pledge. This delays the progress of our social and educational development from time to time. Our clients and members belong to different political parties. This would be the worst for the coming decades if it continues, as there is no encouragement from the concerned authority.

5. SWOT Analyse the characteristics of Eritrean Blin Community**STRENGTH :**

Our main strength is the contribution and commitment of our members as we have high interest in developing organizational success. The communicational language itself has its own strength as well as most of our management committee are educated professionally. We are also from people of different political backgrounds and religious beliefs, which can be as our strength as well as weakness.

WEAKNESS :

- The organization is still in its infancy stage, as we have no enough assets, which would have been fully equipped in terms of premises and offices.
- The members live in different boroughs and work full time. Lack of time causes delay to the intended meetings, as there may not be deadline for such given tasks. Our management committee are voluntarily work (unpaid), and have their other responsibilities to take care of, there must be some delays in attending meetings, making dead lines for such plans, making dead line for some given tasks, and making plans for the success of the organization.
- We are also from people of different political backgrounds and religious beliefs.

OPPORTUNITIES :

Funding ethnic minority from some voluntary organizations, which are backed from the government, can help our organization. Our organization can use this opportunity and we have some contacts with similar organizations from which we can exchange our experiences to find a way to develop our actual goals.

THREATS :

Although the desire for fulfilling our commitment to contribute in progress our organisation, the difference political opinions and religious beliefs, in some cases can affect our goals. We do not have office and premises and unpaid coordinator who has own family responsibility.

5. Your aims for the next three years: What project want to achieve for the next three years:

For the next three years, in short term,

- To call for a special general meeting of the Blin community in the UK, in order to report the pilot project and discuss the way forward.
- to we are planning to hire full-equipped premises/office with full or part time coordinator.
- We have plans to arrange transportation by securing funds for the children to attend supplementary school and to open satellite supplementary school in different boroughs of London.
- To develop our own website to enable us access our communication and information networking to communicate with other Blin communities in the world or back home.

In long term and within the coming three years, we are aiming to arrange women's project and youth programmes.

The structures of the planed programmes are:

- **Women's Committee** (issues like childcare advises, fostering and adoption, women's' health issues)
- **Social affairs Committee** (who can communicate with the local authorities on behalf of the members of our organisation, interpretations and translations and legal services).
- **Care, Social and Public Relation Committee** (promote health care among the community, specially the young people and visit the isolated /housebound members who are affected mentally and physically.
- **Fund Raising Committee**

6. The necessary resources to achieve the aims of the pilot project:

Human resources: Our community have educated members from various professions like medical doctors, nurses, accountants, and social/legal advisers. To develop our aims we need fund raising advisers.

7. The objectives of the project for the next 12 months.

Make sure they are SMART – Specific, Measurable, Achievable, Relevant, Time specific.

Task	Action Required	Resources	Responsibility/Deadline
Teachers	Teachers to give feedback of their work and assess the children's achievement of the past year.	Exam papers, homework, class activity and worksheets. Observation of pupil's work and follow-up their progress.	To assess the progress of the children every month and give feedback to the educational committee.
Treasurer	To set up financial report to submit it to MC, monthly, periodically or annual report as needed and preparing budget.	Making the necessary reports using Computer and refereeing Bank accounts.	To set up financial report quarterly to MC.
Educational Committee	To supervise the school once every other month.	Meeting with the teachers and get beneficial information.	To provide school reports and to assess the performance of the school activities to the MC.
Parents Committee	To submit their concerns on the weakness and encourage what successfully has done.	Reports, Children's assessments, exam sheets,	To give their feedback to the management committee prior to the next meeting of the MC.
Management Committee	To arrange meeting every two months and look over the activities of the organization and provide feedback according to the given reports.	Reports from the committees periodically.	To control and make follow-ups and make sure it goes according to the planned.
Chairman/vice chair	Direct the organisational activities and make sure it is going according to the planned schedule.	Reports from the concerned committees, Prepare for special general meeting to Blin Community in the UK.	Give instructions and making follow-ups to all the departments committee as well as. Within one year special general meeting.

BLIN COMMUNITY IN THE UK

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CUSTOMER COMMENT

We welcome your comments and suggestions about our service. If you think we are doing a good job or you have any ideas about how we can improve our service, please let us know.

If you have a complaint about our service please tell us. If you are not satisfied with the response you receive, please mention the fault we have done and what should have been done on our complaints procedure leaflet.

☐ Please tick here if you do not want to give your name and address.

Your name: _____ Date: / /

Address: _____

_____ Postcode _____

Your comments:

Do you consider the importance of the service we provide for the children to learn their language and culture, and improve their knowledge in national curriculum subjects? Yes / No

Thank you for your comments and for helping us to improve our service.
Please send the filled form in the envelope provided with prepaid postage.

Signature: _____

CODE OF CONDUCT

1. Introduction: (to inserted)

2. Vision: (to be inserted)

3. Scope:

This code of Conduct aims to cover all aspects of Blin community in the United Kingdom.

Between Blin Community and all Eritrean as a whole.

Between General council and Executive Committee

Between Executive committee and other trustees

It is the responsibility of each General council, Executive Committee and the community, to put into practice and adhere to this Code of Conduct.

4. Blin Community in the UK aims and objectives: (refer to the constitution)

5. Membership rule and rights : (refer to the constitution)

6. Governance: (refer to the constitution)

7. The main roles of the Blin Community in the Uk GC and Executive Committee:

- Governance:
- Conduct:
- Accountability:
- Legal Role:
- Resource Management:
- Managing itself:

JOB DESCRIPTION

Name: _____

Position: _____

Budgets and Cash flow

- Prepare the annual budget for approval by the management committee before the beginning of the new financial year.
- Prepare budgets for specific projects and for fundraising.
- If funding is paid in arrears or tight prepare a cash flow for the committee.

Financial Reporting

- Prepare management accounts comparing actual income and expenditure against what were budgeted showing the variance (difference) between the two.
- Prepare draft annual accounts for submission to the auditor/independent examiner.
- Present the audited accounts/independent examination to the AGM.

Book-Keeping, bills and banking

- Act as one of the cheque signatories (there should be two or more).
- Maintain a bookkeeping system and a petty cash impress system. Ensure regular and accurate bank reconciliations take place.
- Maintain a corresponding record keeping system with a file for unpaid bills and a file for paid bills with a cheque requisition slip attached to each bill. Petty cash vouchers and expense forms should also be filed systematically.

Interest

- Ensure that money held on deposit earns a good rate of interest.

Payroll

- If the organisation employs staff, ensure that Inland Revenue regulations are complied with and that all returns are made on time so that fines are avoided.
- For sessional or freelance staff, ensure that they are taxed or the organisation receives a Schedule D number.
- Ensure that the management committee is fully aware of all issues relating to employing staff or engaging freelancers.

Insurance

- Ensure that appropriate insurances are maintained.

Fundraising

- Ensure that the organisation is aware of potential new funding and that deadlines for applications are met.
- Ensure that returns/reports are made promptly to funders and outputs achieved.
- Have a view of sources of funding and cash flow for the next three years.

Annual returns

- Ensure that the annual return is made to the charity Commission (ten months after the end of the financial year) and if the organisation is a company, returns are made to Company House within six months of the financial year end.

Audit/Independent examination

- Ensure that the organisation has an auditor or independent examiner appropriate to its turnover, constitution and funder requirements.
- If the organisation received a management letter ensure that its contents are noted by the trustees and appropriate action is taken.

Policies

- The organisation should have a number of policies – such as financial controls, reserves policy etc, which should be reviewed annually.

Who's Responsible?

All the committee members share responsibility for the money. The treasurer can be seen as a focus for that responsibility, but the rest of the committee should not ignore the finances. Regular financial reports should be prepared for presentation to the committee and understood by all of the committee. The term trustee means someone who is being trusted with charitable money. To fulfil that responsibly you must be able to understand the budget and reports which compare expenditure with the budget and forecast future financial position. It is a collective responsibility. See the Training section of CASH – ONLINE for courses on these subjects.

The treasurer

The treasurer has to make sure that things are done and done on time –which may be different from actually doing them. Book-keeping and many other tasks can be undertaken by paid staff and freelance workers. Many small organisations will not be able to pay for the work to be done so the treasurer may have to undertake a variety of the tasks on a voluntary basis.

The budget

All voluntary organisations should have a budget. It is often drawn up by members of staff in consultation with the treasurer. In organisations with no staff the treasurer will normally draw up a draft budget in consultation with key committee members. The process can involve many policy issues. Allocating funds to one activity may mean there are fewer resources for another activity. An annual budget should be approved by the committee (and minute) before the start of each year. Its main purpose is to show whether the organisation can afford things, taking reserves into account.

Bills & banking

A treasurer would normally be a cheque signatory along with several committee members. Normally at least two people sign each cheque. The treasurer would not necessarily sign all cheques or be involved in posting the cheques to suppliers or banking cheques received. The organisation should have a file for unpaid bills, a file of paid bills with a cheque requisition slip attached to each bill, and a file containing letters from funders and details of payments received.

Bookkeeping

Whilst the budget has major policy implications, bookkeeping is a routine but vital task which is frequently undertaken by an employee or freelance worker. The treasurer's job is to ensure that the bookkeeper is up to the job both in quality and speed. Someone such as the treasurer should check at least twice a year that accurate bank reconciliation has been done.

Management accounts

Management committees need to know if they are:

- Over spending and running out of money.
- If income and expenditure are roughly as planned.
- Whether large surpluses are building up which might weaken future fundraising?

At least each quarter there should be a comparison between actual income and expenditure and what was budgeted showing the variance (difference) between the two. The treasurer, a volunteer, a bookkeeper or finance worker might produce this report. The treasurer normally presents it to the committee. It is important that all trustees have a good understanding of this report. It is their main financial management tool.

Payroll

We recommend that small charities use a payroll service to calculate PAYE, national insurance and to issue pay slips. The charity can then write out the cheques to the employees and pay the Inland Revenue. This service normally costs between £4.00 and £5.50 per slip. Some treasurers undertake this task and sometimes it is be done by a finance worker.

An annual return has to be submitted by the 19th May each year and a P9D declaring expenses for employees earning less than £8,500 or a P11D for employees earning over should be sent in by 19 July) this can also be done by a payroll bureau.

People with earning less than £87.00 a week – including volunteers receiving a round sum allowance i.e. £5 a day expenses – should be asked to sign a P46, or be taxed. The treasurer should check that this is happening.

What skills?

The treasurer needs to be able to take an overview of the finances, (are they on target or not?) have a feel as to where the organisation is going over the next few years and have ideas for how it will be financed.

The treasurer should:

- Have a strong commitment to the organisation.
- Have the ability to develop a routine and stick to it.
- Have a willingness to listen and learn.
- Have the ability to explain figures to other people.
- Be able to add up and use a simple calculator.
- Be able to think about the future as well as the present.

How much time?

The treasurer of a small voluntary organisation with a turnover of up to £20,000 will probably spend four hours on treasurer tasks a month – plus committee meetings. Treasurers of larger organisations are likely to be able to tasks to staff and freelance book-

BLIN LANGUAGE & CULTURE

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NVQ Management Level 3 Standard

No	Description	A1			C1	
		1	2	3	1	2
1	Curriculum Vitae					
2	Job Description					
3	Organisational Procedure & Business Plan					
4	Customer Comments					
5	Client Initial Assessments					
6	Minutes of meeting & Agenda					
7	Work Plan					
8	Revised work Plan					
9	Suggestion of improvements (Report)					
10	Memo or Letter (External/Internal)					
11	Telephone sent out					
12	Appraisal Form					
13	Witness Statement					
14	Work Allocation to others					
15	Quality Assurance Monitoring Plan/System					
16	Equal Opportunity					
17	Health Safety Policy					
18	Evaluation Procedure					
19	Risk Assessment					
20	Accident Book					
21	Recommendation on Health & Safety					
22	Budget Plan					
23	Financial Planning					
24	Training need Analysis					
25	Plan to meet the training needs					