



**SIKH SANJOG
BUSINESS PLAN
2021 - 2024**

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Legal and Charitable Status

Sikh Sanjog is a Scottish Registered Charity (SC004495) and Company Limited by Guarantee (SC197352), as defined by the Companies Act 2006.

Sikh Sanjog is governed by a Board of Directors/Trustees. The governing document is a Memorandum and Articles of Association dated 18 June 1999. This document is periodically reviewed by the Board.

Sikh Sanjog is regulated by the Office of the Scottish Charities Regulator (OSCR) and Companies House.

FOREWORD FROM THE CHAIR



Sikh Sanjog was created in 1989, by a group of five Sikh women in their 20s and 30s who wanted to improve the lives of people like themselves within Scottish society.

Fast forward to 2020, the year of COVID-19: a global crisis which affected every human being on the planet in one way or another. Celebrating its 30 year anniversary in 2019, Sikh Sanjog had evolved into a widely respected minority ethnic social and equalities focused organisation, considered unique by many influential agencies in Scotland and beyond. As the horrific implications of the pandemic began to unfold, Sikh Sanjog proved to be an indispensable lifeline for many people, unearthing new challenges and hardships and reaching out to new groups of people in need of their support.

In writing this Strategic Business Plan we have listened to feedback from a range of key stakeholders: funders, partners, service users past and present and influential policy makers in local and national government. We have taken lessons from external evaluations of our work and reflected on how they correlate with key government strategies and policies. We have also examined our capacity as an organisation, and considered where we need to make investment and to direct staff focus for maximum benefit to the communities we serve.

Our goal is to transition from our historical strategy of providing support mainly for individuals and their families, towards groups sharing similar challenges regardless of background, to proactively influencing permanent societal changes which level the playing field between majority and minority groups. This plan sets out our journey for the next three years, and has the full backing of our Board of Trustees.

Sikh Sanjog will continue to fight until truly equal opportunities exist – and are delivered – for women of all ethnicities in Scotland, such that the same life chances are truly available for all, and that everyone's full potential, aspirations and dreams can be realised.

Hilary Jones
Chair of Board of Trustees

Background

The early years

Sikh Sanjog was set up in 1989 under the name of Leith Sikh Community Groups. At this stage a number of Sikh families were receiving help from Leith Home-Start, another voluntary organisation based at Smith's Place, Leith. 40% of the families visited by Home-Start staff and volunteers were from minority ethnic communities, mainly Sikh. However they only catered for families with children under five which meant that the support was lost when the youngest child in the family reached that age. It was also recognised that in many Sikh families the older children took on a caring role for younger siblings.

It was evident that Sikh boys and girls had specific needs which were not being met by services currently available in Leith, the majority of which appeared not to cater for, or even welcome, members of minority ethnic communities. In January 1989 a Sikh Boys Group and an equivalent Girls Group began, under the Home-Start umbrella. An impressive amount of thought and care went into this venture, where every detail was taken care of – including the need for the groups to meet during the afternoon. All those involved were aware that there were numerous potential pitfalls.

But the two groups were immediately a great success, and encouraged people to think of other possible initiatives. Funding was obtained for new projects focusing on minority ethnic communities including an award from the Unemployment Voluntary Action Fund. All of the organisations now based at 15 Smith's Place became known as the 'Smith's Place Group', later to become the Family Resource Network.

It became apparent that many Sikh women were isolated and for cultural reasons it was difficult for them to join any groups for social activities outwith their own religion. Many were confined to interacting only with their families. As a result the project turned to address the previously hidden unmet needs of (in particular Sikh) women and their families: thus Sikh Sanjog was born.

In 2019 Sikh Sanjog celebrated 30 years of changing women's lives.

Timeline and achievements

1989	Leith Sikh Community Groups is founded, becoming Sikh Sanjog in 1999.
1990	Our first general meeting is attended by 35 delegates.
1991	We are invited to speak at Stirling University 'Understanding Racism'.
1992	We buy our first typewriter and answering machine.
1993	Women submit views on TV programmes for ethnic minorities at Stevenson college.
1994	6 women receive their Women onto Work Certificates at a Celebration event for Women at Edinburgh City Chambers.
1995	3 of our women sit the Lothian Region Mini Bus Test. Rani Singh Landa is the first Sikh woman mini bus driver in Scotland.
1996	We feature in exhibition at The People's Story Museum.
1997	We set up our first drop in advice group.
1998	Contribution to "Spiritual, Religious and Culture Care in a Health Care Setting" at Napier University.
1999	52 women attend first ever Sikh women's conference in Birmingham.
2000	We are featured in the BBC Series "See You See Me".
2001	We have a paid worker from the Sikh community at each of our groups.
2002	Khush Dil (Happy Heart) project, in partnership with NHS Lothian and Edinburgh University from which the first ethnic minority walking group emerges.
2003	Daughters of the Punjab Diary featured in the Scotsman and "It's like Juggling" video is nominated for an Award at the Spinning Wheel Awards in Canada.
2004	We have our 15 th AGM at Edinburgh City Chambers -- Our Mural 'Young Roots' is exhibited at the Museum of Childhood in Edinburgh.
2005	We deliver Cultural Awareness to NHS Health Equality Inclusion Staff and Edinburgh City Council Housing department.

2006	Seminars and research conducted for Edinburgh City Council on recruitment of BME communities within the council.
2007	We pilot the Social Enterprise café.
2008	Fresh Sight consultation to obtain funding for the Social Enterprise.
2009	We are awarded "Investing in Volunteers".
2010	Punjab'n De'Rasoi opened by the Finance Secretary John Swinney in 2012 we rebrand as Punjabi Junction.
2011	Working with Scouts to support volunteers and staff to the benefit of the Sikh community.
2012	The first ethnic organisation to have 42 young Sikh girls achieve their Duke of Edinburgh Award, and presented at the Scottish Parliament.
2012	Sikh Sanjog's Board visited Queen Margaret University Seminar to raise University profile within Sikh Sanjog and beyond.
2013	We receive the LGBT Charter of Rights mark.
2014	We host the only Sikh Referendum event in Scotland with Nicola Sturgeon.
2014	Sikh Sanjog Director Trishna Singh is the first Scottish born Sikh woman to receive an OBE in recognition for Service to the Sikh Community in Edinburgh.
2015	We begin to provide a therapy service.
2016	"Silent Voices Speak" creative writing project.
2016	Pathways to Employment programme launches – over 100 women were supported via Social Enterprise Punjabi Junction.
2017	"Shared Vision" project about hate crime, engaging 24 young people.
2017	SIKHLENS Orange County University California produce a short film called "She who questions", which is screened in America.
2018	We produce a policy briefing on Mental Wellbeing and Empowerment.
2018	6 Sikh women complete their SQA level 2 Apprenticeship in Hospitality.

2019	Celebrated 30 years in service – Deliver Sikh Cultural Awareness to Staff of Queens Gallery Buckingham Palace/Holyrood Palace.
2020	We hold the first ever Scottish Sikh Women's conference.

Vision, Values and Mission Statement

Vision

A nation where Sikh women and women of other ethnic minority backgrounds can thrive, with confidence, dignity, love and respect.

A nation where they are safe from discrimination in all aspects of life including education, health and public life.

A nation where no woman is left behind.

Values

- Ambition, Collaboration and Courage.
- Respect, Kindness, Empowerment and Compassion.
- Intersectionality, Diversity, Inclusivity and Equality.

We are an organisation that:

- believes in ensuring women of minority ethnic backgrounds are at the centre, that their voices, expertise and diverse needs drive policy and sit at the heart of design and delivery of support, services and all change-making.
- promotes awareness of a culturally diverse, inclusive and intersectional approach.
- is committed to supporting and empowering women of minority ethnic backgrounds to achieve their aspirations.

Our Mission

To provide a platform for the collective voice of women from Sikh and other minority ethnic backgrounds in Scotland to enable change-making. To empower them to achieve their full potential in Scottish society through a programme of advocacy, youth work and community development.

Policy Drivers

Our ambitions for 2021 and beyond

Sikh Sanjog's goals aim to support the delivery of the Scottish Government National Outcomes for Scotland through:

Representation

We will support the Sikh community and other ethnic minority communities in Scotland feel heard in decision-making and help them feel inclusive, empowered, resilient and safe. We will hold the Government to account and promote respect, protection and the fulfilment of democracy and human rights. We will promote the right to live free from discrimination through delivery of our training programmes and through partnership-working we will influence the wider Scottish society by raising awareness of vibrant and diverse cultures and the unique needs of Sikh and other ethnic minority communities.

Education, outreach and empowerment

Through educating all from an early age and partnership-working, we will help women and girls of minority ethnic background grow up feeling loved, safe and respected, so that they can realise their full potential. We will provide targeted support to women and girls of minority background to maximise life chances and promote lifelong learning taking into account the effects of poverty and its links with disadvantage including income, housing, ethnicity, gender, health, disability and age. We will encourage inspiration and confidence in children and young people's ability to thrive as equal citizens, socially, economically, culturally and politically. We will provide stimulating activities and encourage children and young people to engage with democracy and the environment, be physically and mentally healthy and unlock their potential.

Provision of social and wellbeing support

We will support young and older people of minority ethnic background achieve positive health, care and wellbeing outcomes with the knowledge that health is dependent upon a wide variety of factors including ethnicity. We will share information about accessing appropriate health, social care and dental services and promote physical activity and raise awareness about positive mental health and wellbeing.

Strong partnership-working

We will continue to embrace models of working built on partnership with third sector organisations with shared aims, objectives and ownership. We will ensure an internal commitment to fostering and developing better relationships and work collaboratively with all partners for increased outcomes and value.

Organisational excellence

Through our commitment of being an inclusive organisation and social enterprise business, we will continue to embrace diverse cultures and offer quality jobs and fair work for everyone, ensuring respect, protection and fulfilment of human rights remains a priority.

Operations Strategy

This section is divided into (a) operational activities and (b) supporting infrastructure required to deliver these.

(a) The **operational activities** to deliver Sikh Sanjog's proposition, goals and outcomes over the next three years are categorised as follows:

1. Outreach: proactive engagement with the marginalised, disadvantaged, vulnerable and lonely.
2. Community Development.
3. Young People support.
4. Policy and Advocacy: influencing long term change for the better.
5. Social Enterprise catering business (Punjabi Junction).

The operational and service plan for each service category is outlined below.

Service 1	OUTREACH
Activities	<p>One to one support for vulnerable/isolated women and their families. Drop-In service. Phone line help service. Issues tackled include.</p> <ul style="list-style-type: none"> • Emergency support: food, housing. • Advocacy support: housing, benefits, health, social work. • Marriage, relationship and family support. • Arranged marriages. • Domestic abuse. • Divorce. • Employability and education. • Emotional and well-being support. • Mental and physical health. • Confidence and self-esteem building.
Outcomes & Objectives	<p>To improve immediate circumstance of women and their families that are vulnerable or isolated. To remove barriers for woman and their families, ensuring they have access to adequate entitlements and understand necessary processes and systems. To build confidence and improve opportunities for women and their families to live a more fulfilled life. To address inequality and discrimination barriers to (for example) employability. To educate and support mainstream services to improve their responses to the needs of women and families from ethnic minorities.</p>
Indicators	<p>Number of service users. Number of referrals to specialist partners and mainstream agencies.</p>

Service 2	COMMUNITY DEVELOPMENT
Activities	<p>Health and well-being group: programme of weekly activities and events to promote health and well-being, friendship, recreational activities, discussion groups and sharing culture. Drop in service: weekly drop in to provide greater access to computers, workshops and support from organisations which enable employability support. Young women's group (18-35's and Young Mothers). The 'Sikh Women Speak' online forum.</p>
Outcomes & Objectives	<p>To provide a safe and welcoming environment for Sikh and other ethnic minority women to take part in fun and educational activities, improve their mental and physical health and well-being. To unblock barriers for women and their families, ensuring they have access to adequate entitlements and understand necessary mainstream processes and systems. To build confidence and improve opportunities for women and their families to live a fulfilled life, realise their potential and aspirations and become more active citizens with a voice that is heard in Scottish society. To enable women from Sikh and other ethnic minorities to inform and influence plans and services.</p>
Indicators	<p>Numbers in groups. Numbers attending drop-in service. Numbers receiving individual support.</p>

	Case studies and testimonials.
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Service 3	SUPPORT FOR YOUNG PEOPLE
Activities	One to one support. Youth Groups. Collaboration with schools and youth organisations to increase their awareness of the needs of young people from ethnic minority groups.
Outcomes & Objectives	To provide a safe and welcoming social environment for young people from (mainly) the Sikh community and enable them to participate in fun, educational and inclusive activities. To provide stimulating activities and encourage children and young people to engage with democracy and the environment, be physically and mentally healthy and unlock their potential. To promote the "Getting it Right for Every Child" approach. To enable a positive destination for all school leavers, promoting equal life opportunities with all peer groups in Scotland.
Indicators	Numbers in groups. Numbers receiving individual support. Case studies and testimonials.

Service 4	POLICY & ADVOCACY
Activities	Building knowledge and researching needs of needs of Sikh and other ethnic minority communities. Participation in working groups addressing policy change, providing in-depth insight into the needs of Sikh and other ethnic minority women. Direct involvement in consultation initiatives driven by local and national governments and cultural/faith based organisations. Membership of Boards of partner organisations. Expansion of global network of influential individuals and organisations with vision/mission aligned with Sikh Sanjog.
Outcomes & Objectives	To inform and influence policy development and services by providing in-depth insight into the needs of Sikh and other ethnic minority women. To support the Sikh community and other ethnic minority communities in Scotland feel heard in decision-making and help them feel inclusive, empowered, resilient and safe. To hold the Government to account and promote respect, protection and the fulfilment of democracy and human rights.
Indicators	Number of consultation responses to local and national government initiatives and policies. Attendance and active participation in relevant working groups aimed at influencing policy change. Social media engagement on relevant policy issues.

Service 5	SOCIAL ENTERPRISE CATERING BUSINESS
Activities	Leading and managing the catering business Punjabi Junction. Employability training and coaching for women from BAME communities. Driving profitability to support funding of Sikh Sanjog's other projects.

	Marketing and business development of Punjabi Junction.
Outcomes & Objectives	Employment of women from Sikh and other BAME communities. Employability and learning opportunities for isolated women. Recognition for outstanding outside catering service. Recognition for outstanding traditional wholesome Punjabi cuisine.
Indicators	Trip Advisor reviews. Profitability. Case studies of women benefiting from employability experience. Recognised qualifications for women employed/volunteer. Numbers of orders from outside catering & e-commerce site. Testimonials. Strong presence at local and larger events (markets/festivals etc). Proof of financial support for Sikh Sanjog and Punjabi Junction stability.

Punjabi Junction is a Social Enterprise based in Edinburgh, Scotland. It creates opportunities for Sikh and other ethnically and culturally diverse women to gain work experience and education in the hospitality industry, by providing hands on learning which can be applied in any workplace. Not only does this generate confident and qualified women, it also raises funds which contribute to the running of parent charity Sikh Sanjog. Punjabi Junction aims to promote equality, social inclusion and empowerment.

We aim to continue to do this via our Catering Business. Punjabi Junction will support a small team of women by providing them with workspace (via catering events) and selling opportunities, enabling them to work as kitchen assistants, and to connect to the local community by selling their homemade products onto others.

- Community Hub - Punjabi Junction will have a venue which will be open for community members to come to and use as a safe hub – to meet up with each other, converse and relax.
- Venue Hire – Punjabi Junction will invite other organisations and groups to hire and use the community hub space to use.
- E-Commerce site – Punjabi Junction will seek to launch an e-commerce site to sell its delicatessen range nationally.
- Markets - Punjabi Junction will seek to continue to have a presence at local markets and larger festival pop ups to increase exposure and in turn generate an income to support the running of Sikh Sanjog.

(b) supporting infrastructure

At present Sikh Sanjog's only premises are rented offices located at 17A Graham Street in Leith, Edinburgh. This is a relatively spacious block over two floors, providing a comfortable working environment for all staff, and the Board when required. While it is suitable for several services that involve one-to-one and confidential interactions with clients, most group activities need to find and rent alternative venues.

We will conduct a feasibility study into obtaining new premises, a community 'hub' where we can conduct not only the majority of our regular group activities but also provide a safe and welcoming space for people from the various communities we serve, to meet informally and enjoy light meals and beverages provided by Punjabi Junction. Funding permitting, it could be fitted out with a catering quality kitchen as a 'new home' for our Social Enterprise, not just for serving the purposes of the community hub but also as the base from which to provide the outside catering and other services outlined above.



Funding strategy

Grant funding

The City of Edinburgh Council has supported Sikh Sanjog financially since its inception in 1989, through their budgets for Children and Families, Health and Social Care. We have also been successful over the years in securing grants from prestigious public funds including the National Lottery, Heritage Lottery, Comic Relief and Children in Need, as well as from a number of important trusts including the Esmee Fairbairn Foundation, the Robertson Trust and the Corra Foundation.

Our history of successful grant awards demonstrates that public bodies continue to consider Sikh Sanjog as a good investment. We plug an important gap in social services delivery and provide a unique conduit to some 'hard to reach' groups. We strive to ensure that we stay relevant and align with local and national government strategies for gender and race equalities, young people, employability and fulfilling potential and equal life opportunities for all.

Grant funding is usually directed very strictly towards particular staff costs and activities; it must therefore be clearly allocated within our own budget as 'restricted' funds.

We will seek to secure grant funding to meet 80% of core running costs, by staying relevant, effective and indispensable to local and national Government. We will apply for grant funding for projects as new monies and public funds become available, but only if their criteria meet Sikh Sanjog's strategic objectives and direction.

Social Enterprise

Sikh Sanjog created Punjab 'n de Rasoi (Punjabi Women's Kitchen) primarily as a means of showcasing traditional wholesome and healthy Punjabi cuisine and providing a safe place for marginalised Sikh women to learn employability skills.

Due to a Scottish Government Third Sector grant, in 2010 the cafe opened bespoke premises on Leith Walk, and was rebranded as Punjabi Junction. Sikh Sanjog then secured funding to set Punjabi Junction up as an income generating social enterprise with an aim to put profit back into its parent organisation, Sikh Sanjog.

The Social Enterprise has been a vehicle for providing women who access our services, valuable work experience and a chance to develop skills. In the past many of our volunteers have gone on to work in the social enterprise and then on to further employment. In turn it provides essential funding support for Sikh Sanjog as its trading arm towards its operational costs.

It provides a sound solution to the range of barriers that Sikh and other ME women face; a safe place to meet others, gain peer support, build confidence in a safe environment, gain training and work opportunities, learn new and valued skills, and build the trust of their families to explore further opportunities.

Over the next three years our goal is for Punjabi Junction profit to fund 3-5% of Sikh Sanjog's running costs, which is in the region of £750-£1000 per month.

Other income streams

Monetised services

In recent years, Sikh Sanjog has delivered a number of sessions on in-depth cultural awareness and insight relating to the Sikh community living in the UK, to a broad range of public bodies including the Queen's Gallery staff at both Buckingham Palace and the Palace of Holyrood House. In addition our Director has been invited to deliver speeches, interviews and contribute to a broad range of initiatives in relation to Sikh faith and culture, and equalities.

We will design new ways of delivering cultural awareness sessions to a range of audiences, in workshops and other forms.

Professional fundraising

We will continue to explore funding opportunities from a range of trusts and individuals through use of a professional fundraising organisation (Winning Leishman) where appropriate.

Fundraising events

Sikh Sanjog has to date organised multiple annual 'Diwali Bash' events. The benefit of these events in the future will be

explored where appropriate and beneficial to the organisation for awareness purposes and income generation.

Sponsored fundraising

In 2018 and 2019 Sikh Sanjog teams entered the Kiltwalk event – an annual sponsored walk over three distances on a weekend in September. Individual entrants registered to join under the banner of a charity and raise their own sponsorship. This form of fundraising activity will be explored in the future where appropriate.

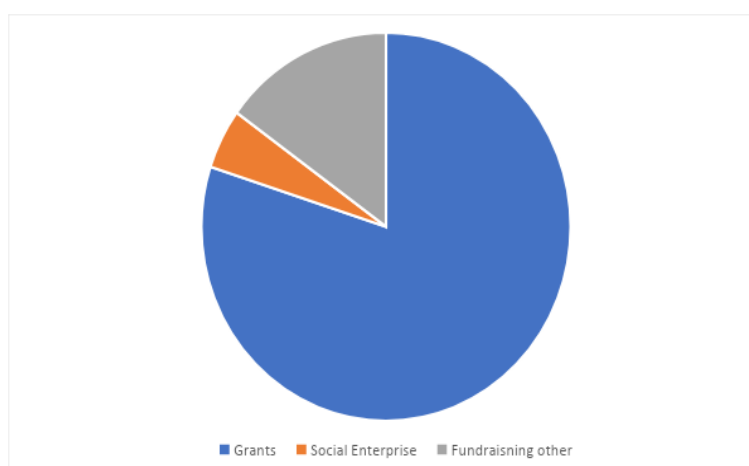
Donations

From time to time Sikh Sanjog receives voluntary donations from private individuals and smaller organisations. We will continue to explore this opportunity through targeted marketing and social media communications.

Use of e-commerce platform

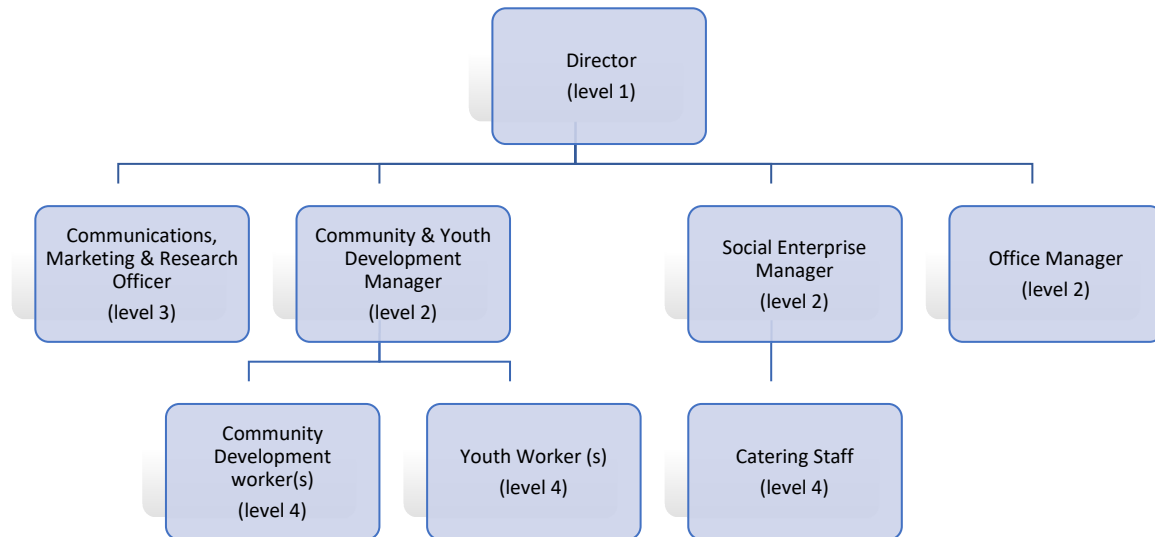
We seek to embrace the benefits of e-commerce to support our fundraising operations. This will include a dedicated e-commerce space for merchandise and products from our social enterprise where appropriate.

Summary of Sikh Sanjog's future fundraising strategy



People Strategy

Future Structure



Director: responsibilities include

Leading the charity to deliver the business strategy and outcomes, responsible to the Board
Managing the staff team.

Acting as Company Secretary.

Leading Sikh Sanjog's Policy & Advocacy agenda, engaging with new collaborations and partnerships.

Community & Youth Development Manager - responsibilities include:

Leading the programme of proactive outreach to vulnerable people.

Partnership with other groups/agencies.

Delivering groups, for example Young People, Health & Well Being (all ages), Young Women (18 to 35).

Social Enterprise Manager - responsibilities include:

Leading all aspects of the social enterprise - Finance, Staff, Marketing (managing a small business).

Event management.

Developing the business for growth and new markets.

Office Manager - responsibilities include:

Financial transactions, book keeping and liaison with outsourced financial services provider.

Professional administration support for all staff and Board, including minutes and document management.

Data Management (filing).

Legal Compliance (H&S etc).

HR Administration.

Facilities management.

Communications, Marketing & Research Officer – responsibilities to include:

Leading the communications strategy for Sikh Sanjog.

Social media, website lead for Sikh Sanjog.

Press and other external relations/communications.

Researching government policy initiatives.

Assembling, interpreting and analysing information from external sources.

Advising Sikh Sanjog Director and Board on new legislation and policy direction.

Job Levels (against each post in the organogram)

Level	1	2	3	4
Key Responsibility	Leading the organisation	Design, Planning & Delivery	Planning & Delivery	Delivery
Timeframe of operation	3 -7 years	1 - 3 years	1 year	0 - 6 months
Range of duties	50% Leading & Developing the organisation 25% Planning for the future 3-5years 25% External focus	60% delivery 40% design, planning & co-ordination	80% delivery 20% planning	95% delivery 5% planning

Supplementary resources: internships, placements, apprenticeships, volunteers

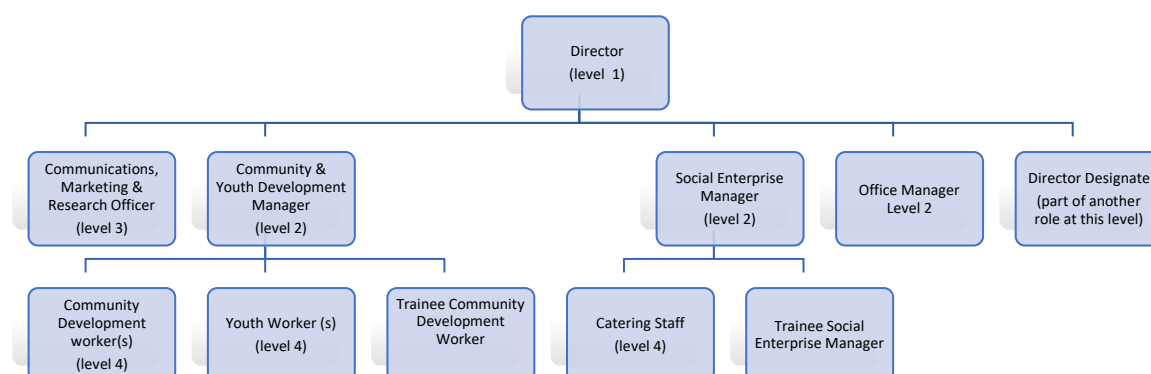
Sikh Sanjog will undertake to provide internships, placements and apprenticeships, either sponsored by external agencies/educational institutions, or on a voluntary basis. For the duration of their time with Sikh Sanjog they will be treated as staff members including having personal learning and development plans agreed with their assigned manager.

Transition from current staffing structure to future

The future structure requires new funding and external recruitment into the two Level Three positions.

In recognition that the current Director intends to retire from full time working over the duration of this business plan, we will select a 'Director Designate' to take on a temporary role as trainee director, as key to our responsibilities for succession planning. Our preference is to grow our capability from within the organisation by developing our people, and will conduct a rigorous selection process from those staff members who aspire to this longer term role. In order to fund this transitional structure we would recruit a second lower level trainee, to 'backfill' a higher level position taking on additional duties to their current role as the retiring Director teaches, coaches and delegates management and other duties. The trainee position(s) could be via a Modern Apprenticeship.

The transitional structure would be as follows:



How we reward people

Sikh Sanjog's major assets are its staff and we will always strive to be a good, fair and ethical employer. Job holders in any of the positions named in the organogram above may be defined as:

- A) Trainee/new to this level or role.
- B) Established.
- C) Outstanding.

Their pay will reflect where they are on that journey towards highest performing in that particular role and level within Sikh Sanjog. Salaries are based upon benchmarked market rates for equivalent roles in comparable sectors and organisations. Benefits are generally based on statutory requirements in UK and Scotland.

From time to time the Board may award bonuses or ex gratia payments for outstanding achievements and 'over and above' contributions by staff members or teams. Sikh Sanjog will always pay, as a minimum, the National Living Wage in Scotland.

All pay rates will be reviewed every 3-4 years to ensure alignment with benchmarked market rates.

Training, personal development, team development, succession planning

Skills Development Scotland (SDS) carried out a thorough review of skills gaps, training requirements and personal/team development opportunities, in September 2020. They produced a wide ranging set of recommendations which will be actioned over 2021-2022, prioritised by the Board.

Performance measures

In alignment with annual budget setting the Board will sign off the objectives for Sikh Sanjog for the following financial year. Cascading down from these top level objectives each staff member will agree with their manager personal objectives and performance measures for the year.

Each staff member will receive a one-to-one review once a month with their line manager, to discuss their performance against objectives and agree any progress needed for the next month.

Each staff member will receive a formal annual appraisal, where, with their line manager, they will review past performance, a revised learning & development plan and future aspirations.

All employees' pay will be reviewed annually at the time of their appraisal against their, and Sikh Sanjog's overall performance.

Sikh Sanjog's HR policies and procedures

All employment conditions are in accordance with ACAS guidelines, and detailed within Sikh Sanjog's Employee Handbook. Every employee receives a copy of the Employee Handbook, which is reviewed every 3-4 years, and additionally when there are changes in legislation.

Communications and Marketing Strategy

Over the past 30 years Sikh Sanjog has made significant progress in bringing unity and consistency across our branding and messaging for services.

There will be continued development of a consistent identity for Sikh Sanjog building on the existing work. We have introduced and maintained our social media presence across multiple platforms and developed an updated website. All marketing and communication channels will be in line with the Vision, Values and Mission straplines.

Our priority over the next 3 years will be to retain support and expand our network through the introduction of a charity e-newsletter. We will also endeavour to expand partnership working opportunities through our communications and marketing action plan and explore online events, blogs and social media takeovers where appropriate and in alignment with key national holidays and issues.

Through regular review of our key stakeholders and segmentation of audiences, we will aim to choose the most appropriate channels of communication according to message. This will include hosting groups, conducting workshops and conferences and delivery of publications, events, social media messaging. Our website will also continue to play an important role in awareness-raising amongst the communities we serve.

Our goals

- Build brand awareness.
- Increase donations.
- Raise cultural awareness.
- Promote inclusivity, protection, empowerment and equal rights for Sikh and BME women.

USP

- Extensive and exclusive knowledge, understanding and in-depth insight on Sikh and South Asian culture and issues.

External Affairs Strategy

The unique needs of Sikh women in Scotland need more recognition in policy and practice. We have found often that women from a Sikh background are offered services which do not reflect their needs and are therefore not seen as “being for them.”

To address this harrowing gap, our main external vision for Sikh Sanjog is to be recognised as the one of the main hubs in which governments and organisations can connect with in order to gain a view of the needs of Sikh women in Scotland.

This will be achieved through engagement on three levels:

- Policy engagement and local and national level.
- Consultation engagement.
- Sikh community engagement.

Policy Engagement

To ensure that the needs of women from Sikh backgrounds are recognised and accounted, there must be representation at policy level.

To achieve this, Sikh Sanjog must be represented on the following Scottish Government Cross Party Groups:

CPG on Freedom of Religion and Belief	CPG on Mental Health
CPG on Racial Equality	CPG on Palliative Care
CPG on Older People, Age and Aging	CPG on Skills
CPG on Children and Young People	CPG on Women’s Health
CPG on Health Inequalities	CPG on Women’s Justice
CPG on Diabetes	CPG on Women in Enterprise

This involves representation in relevant collective third sector umbrella groups and steering groups.

Consultation Engagement

Sikh Sanjog will also input in strategic consultations put forward by the Scottish Government and the City of Edinburgh Council. The main areas for consultation input will be:

- | | | |
|---------------------|----------------|-------------|
| • Justice | • Employment | • Education |
| • Race and Equality | • Older People | |
| • Mental Health | • Human rights | |

Sikh Community Engagement

To achieve our aim of becoming the voice of Sikh Women in Scotland, Sikh Sanjog will aim to increase the civic engagement of Sikh women in Scotland.

This will be done through wider engagement with the Sikh community in Scotland through local Gurdwaras and community groups, to obtain the views of Sikh women living in Scotland with regards to government policies and to gather information on issues which can be raised within CPGs and policy consultation responses.

Collaborations with UK wide Sikh organisations will also be vital.

Cultural Awareness Training

It has long been recognised that the lack of quality and appropriate cultural awareness training in certain institutions and organisations must be improved.

To address this gap, Sikh Sanjog have delivered cultural awareness training related to the Sikh community to institutions such as Police Scotland. This however has been done on a voluntary basis and training has been thus far limited.

To further the aim of Sikh Sanjog being recognised as the voice of Sikh women in Scotland, Sikh Sanjog aims to widen the cultural awareness training service and provide a cultural awareness training programme, which recognises Sikh Sanjog as a major cultural awareness provider regarding the Sikh community in Scotland.

This training will be provided through a paid training programme to different institutions and organisations. Through a planned programme of action, co-ordinated training will be provided to various organisations and institutions to ensure that the majority of sectors of society are aware of the cultural differences of Sikhs in Scotland.

In order to advertise such services, partnerships with organisations such as Skills Development Scotland, Education Scotland and the various justice arms will be vital.

Governance

Sikh Sanjog is governed by a Board of Directors/Trustees.

Board of Directors/Trustees are recruited on a voluntary basis, based on skills and influence that they can bring to the organisation.

Our vision is to increase the proportion of Trustees from an ethnic minority background. We will always endeavour to ensure our Board includes a healthy diversity of cultural backgrounds, life experience, qualifications and skills, to reflect the societies we serve.

Recruitment

In order to drive Sikh Sanjog forward in our ambitious plan, we require the right leadership which reflects this direction and change.

To achieve this in 3 years time the Board should comprise of the following:

- At least one half of the number of Board members to be women from a Sikh background, with at least one third from an ethnic minority background.
- A male member.
- At least one half aged between 18-40.
- At least one past service user/beneficiary of Sikh Sanjog.

This does not affect rights under the Equality Act .

To achieve this we will devise an action plan which sets out recruitment of Board Members. This involves partnering with organisations such as “Changing the Chemistry”.

In order to reach as wide an audience as possible, we will seek to advertise trustee positions on public websites and community hubs.

Board Member Training

We will continue to follow the guidelines set out by OSCR on understanding the responsibilities and duties expected of Board members of organisations within the charities' sector in Scotland.

Sikh Sanjog will endeavour to ensure that all Board Members are given the opportunity to upskill and increase their understanding of Sikh Sanjog and the services that it provides.

Upon recruitment, Board Members will be given a skills matching sheet, to outline their existing skill set. This will then be used when specific input is required for different projects which match the skills that that Board Member has. This will be reviewed annually during Board member appraisals conducted by the Chair.

In addition all Board Members will be given the opportunity to participate in training to increase their skills in areas such as leadership, business management and policy.

Staff and Board Engagement

The role of Sikh Sanjog Staff and Board Member engagement must be outlined to all staff and Board Members so that there is a clear understanding of each.

This will be outlined in a presentation session which outlines the roles and responsibilities of the board and its members and how staff support them in their role. To ensure understanding from the very beginning, new Board Members will partake in an induction session with the Chair.

Regular "Get to know your Board Sessions" will also be conducted, so that staff and Board Members feel connected. This will be an opportunity for staff to ask Board Members questions to increase their understanding of the function of the Board.

Board meetings The Board of Trustees must meet at least five times a year, in person or online, with proceedings minuted. Decision making is via a quorum of minimum three individuals.

Financial governance

Sikh Sanjog employees an independent accountancy firm to:

- Oversee financial transactions.
- Oversee the spending of grant funding.
- Advise the Director and Board of risks and opportunities.
- Produce management accounts on a monthly basis for scrutiny by the Board.
- Manage the payroll.
- Produce an annual report at the end of each financial year (31 March) for submission to OSCR and Companies House.

Board Subgroups - The Chair will from time to time set up subgroups of two or three Board members with specific skills or areas of interest, to tackle operational challenges and provide support to staff.

Key partners and stakeholders

Sikh Sanjog works with several key funding, infrastructure and government organisations.

This group of partners' changes with work patterns but will include the following:

- City of Edinburgh Council
- BME Employability Forum
- Colleges and Universities
- Education Scotland
- Police Scotland
- NHS Scotland
- Scottish Government
- Scottish Parliament
- Skills Development Scotland
- National Lottery and other public funding bodies

