

July 2015

Development Plan 2015 - 2020

The Ark is a new community development hub with a vision to build a confident, creative and innovative Muslim community that contributes to a stronger Scottish society. This five-year plan, our first, details the change we seek to bring, how we'll deliver it, and how we'll measure our impact.

EXECUTIVE SUMMARY

Our vision is to build a confident, creative and innovative Muslim community that contributes to a stronger Scottish society. The Ark will establish the first Media, Community and Enterprise Hub aimed at Scotland's Muslim community.

Founded in 1996, Noah's Ark is the charity behind long-running, successful projects Radio Ramadhan Glasgow (now in its 20th year) and Islam Information Scotland. Its successes in these areas have given rise to a broader, more ambitious vision for a Hub that serves as a home and a platform for a number of projects that address different areas of need within Scottish Muslim society.

Noah's Ark has therefore purchased a new home, The Ark, and close to the heart of Glasgow's Muslim community. A full refurbishment is underway to tailor it to our requirements. The building will house offices, hot desks, audio-visual studios and production facilities, meeting rooms, a lounge and a community hall. There is ample scope for future expansion.

The Ark will be home to a number of projects, charities, services and events. Some of these will be initiatives of The Ark itself, some will be run from our premises by our partners and non-profit tenants, and some will be ventures and events run by paying tenants. We aim to deliver the following nine initiatives within the next five years; full details on each are provided in the body of this report.



The Ark positions itself as Scotland's leading Muslim community development organisation. In line with our values and strategic aims, our brand will be positioned to support our creative, dynamic culture. We seek to present ourselves as an innovative and fresh organisation that represents the modern face of Scottish Islam and is fully in touch with contemporary issues whilst holding true to the fundamentals of our faith.

We believe this approach will result in increased engagement with key target groups – Muslim youth, Muslims from all sections of Scottish society, wider civic society, governmental bodies, and local authorities. By staying at the cutting edge of Muslim issues, we believe we will become the 'go-to' resource for information and advice on Muslim matters in Scotland.

The Board of Trustees recognises the importance of responsible financial management and has taken steps to ensure appropriate experience and expertise is accessible to the Board. Financial sustainability is at the core of our approach to our work. Our projects have been chosen to provide a balance of social usefulness, income generation and achievability. Our financial projections show a small annual operating surplus, some of which will be retained for contingency, and some of which will go towards capital expenditure. Our capital projections show annual deficits in the first three years of operation. We are actively working to plug this gap, whether through solicitation of international donations or by securing additional loans from supporters. The year 1 capital position is particularly precarious; it is our sincere hope that this document will go some way to inspiring further donations by building confidence in our plan.



DOCUMENT HISTORY

This Development Plan is a living document; it will be updated frequently as new information comes to light or when plans change. This table provides a summary of what's changed and when.

| Version | Date | Author | Changes |
|---------|------------|----------------|-----------------------|
| 1.0 | 08/07/2015 | Ark management | First public release. |

CONTENTS

| | | |
|------------|--|-----------|
| 1 | Introducing Ourselves..... | 1 |
| 1.1 | Mission Statement | 1 |
| 1.2 | Aims | 1 |
| 1.3 | Charity Details..... | 1 |
| 1.4 | Governance | 1 |
| 1.5 | Our Background..... | 2 |
| 1.6 | Proposed Organisational Structure..... | 2 |
| 1.7 | Management Committee | 3 |
| 1.8 | Advisory Board | 4 |
| 1.9 | Values | 4 |
| 1.10 | Strategic Aims, Objectives & Outcomes..... | 5 |
| 2 | Projects | 8 |
| 2.1 | Radio Ramadhan & Ark Radio | 10 |
| 2.2 | Media Training..... | 11 |
| 2.3 | Outreach..... | 13 |
| 2.4 | Welfare..... | 14 |
| 2.5 | Youth Leadership Training Academy..... | 15 |
| 2.6 | Scottish Muslim Helpline..... | 16 |
| 2.7 | Partnerships..... | 17 |
| 2.8 | Enterprise Hub | 19 |
| 2.9 | Events | 20 |
| 3 | People | 21 |
| 3.1 | Human Resources | 21 |
| 3.2 | Training and Development Needs..... | 21 |
| 3.3 | Legal Responsibilities & Insurance Requirements..... | 22 |
| 4 | Our Premises | 24 |
| 4.1 | Location..... | 24 |
| 4.2 | Site..... | 24 |
| 4.3 | Our Space..... | 25 |
| 4.4 | Sustainability | 27 |
| 4.5 | Future Phases | 27 |
| 5 | Marketing..... | 28 |
| 5.1 | Brand Definition | 28 |
| 5.2 | Marketing Goals..... | 28 |
| 5.3 | Target Market Segments..... | 28 |
| 5.4 | Marketing and Communication Messages | 29 |
| 5.5 | Marketing Strategies | 29 |
| 5.6 | Marketing Infrastructure | 29 |
| 6 | Finances..... | 30 |
| 6.1 | Financial Management | 30 |
| 6.2 | Operational Projections..... | 30 |
| 6.3 | Building Purchase Analysis | 30 |
| 6.4 | Capital Projections | 31 |
| 6.5 | Fundraising..... | 31 |
| 6.6 | Grants | 32 |
| 7 | Risks and Opportunities | 34 |
| 7.1 | SWOT Analysis | 34 |
| 7.2 | PEST Analysis..... | 34 |
| 7.3 | Risk Register..... | 35 |
| 7.4 | Management Plan | 35 |

8 | Action Plan 36

Appendix 1 – Job Descriptions

1 | INTRODUCING OURSELVES

Our vision is to build a confident, creative and innovative Muslim community that contributes to a stronger Scottish society. The Ark will establish the first Media, Community and Enterprise Hub to be aimed at Scotland's Muslim community.

The objective of this new hub will be to provide unique services, enabling the Muslim community through provision of advice, support, networking and flexible space, within the fields of community development, media and enterprise, to stand tall, strong and with confidence. By harnessing and channelling the creativity of today's youth, The Ark will empower a new generation towards both more positive social contribution, and stronger professional lives.

1.1 | Mission Statement

The Ark is a Muslim community development hub that seeks to build skills, resources and assets, while facilitating community engagement. Our efforts are towards a credible, fair and accurate representation of Islam and Muslims in Scotland.

1.2 | Aims

1. Contribute to a stronger Scottish society by building confident, creative and innovative Muslim communities.
2. Provide credible, accurate and fair representation of Islam and Muslims
3. Encourage greater partnership work between community organisations to deliver services more effectively.

1.3 | Charity Details

Address: Noah's Ark Glasgow
70 Coplaw Street
Glasgow
G42 7JG

Email: info@ark.scot
Web: www.ark.scot
Tel: 0141 375 3434

Charity no.: SC025509
Company no.: SC170065

1.4 | Governance

The Ark is a project of Noah's Ark. Noah's Ark Glasgow is both a registered charity in Scotland, and a registered limited company. Established in 1996 as a community development organization, it was founded by a group of individuals from diverse backgrounds seeking to serve the Muslim community of Glasgow. Noah's Ark has run Radio Ramadhan Glasgow annually for the last 20 years, as well as several other projects.

The Board of Trustees comprises individuals of diverse backgrounds of relevance to the objectives of the organisation. They include:

Dr Salah Beltagui (Chair): Retired university lecturer, long-term community and interfaith activist

Nawaz Ali: IT expert and graphic designer with strong association with community work for 25 years

Haq Ghani: Long-time community worker with expertise in interfaith activities

Mushtaq Muhammad: Chartered accountant, with a commitment to community work

Sajid Quayum: Broadcast TV documentary production manager. Heavily involved with community work in Glasgow for over 25 years

Na'eem Raza: TV presenter and charity fundraiser. Has over 30 years' experience in management, marketing, media, events, and fundraising

These Trustees have steered Noah's Ark through its successes over the last twenty years. However, with the move to The Ark, a desire arose for increased participation with partners and the community at large, which also brings with it public fundraising for the first time in the charity's history. In recognising the need for increased transparency and accountability, the Trustees have sought to restructure the governance to ensure public confidence.

A new constitution is therefore currently being drafted; its main tenets are outlined below. It is expected that the method of appointing Trustees under this new constitution will greatly assist in ensuring that the new Board is representative of the diversity of people who are engaged with The Ark.

1.5 | Our Background

Noah's Ark, through Radio Ramadhan, has made tremendous strides in Muslim broadcast media, leaving a legacy of community engagement in service of Glasgow's Muslims.

- Radio Ramadhan was the first Muslim and ethnic Radio Station in Scotland
- Radio Ramadhan has raised over £1 million for charity since inception
- Radio Ramadhan has helped many local and international charities, organisations and schools, and provided relief to thousands victims of world disasters by funding emergency support
- Radio Ramadhan each year attracts around 200 volunteers to help in broadcasting; over the years we've trained and developed over a thousand volunteers
- Most volunteers are young people who gain valuable broadcast, production and administrative experience that helps towards a potential media career. The skills developed are transferable to many fields of employment. Volunteers also gain spiritual, personal and social development.
- Volunteers have included stay-at-home mums and OAPs who would otherwise have never gained radio experience, often from under represented sections of the community
- Many volunteers have gone on to become community activists throughout the rest of the year and indeed all over the world
- The success of Radio Ramadhan has enabled spin-off initiatives such as Islam Information Scotland and The Glasgow Islamic Education Trust

The founding Trustees have over 100 years of community development experience between them. Their successes with Radio Ramadhan and its sister projects have given rise to the vision for The Ark. We have already achieved much good, but there is much, much more to be done.

1.6 | Proposed Organisational Structure

Noah's Ark is both a registered charity and a private limited company. The Ark is a project of Noah's Ark. The overall management structure comprises a Board of Trustees for Noah's Ark, and a Management Committee for The Ark that is appointed by the Trustees according the guidelines set out in the constitution. See the organisation chart below.

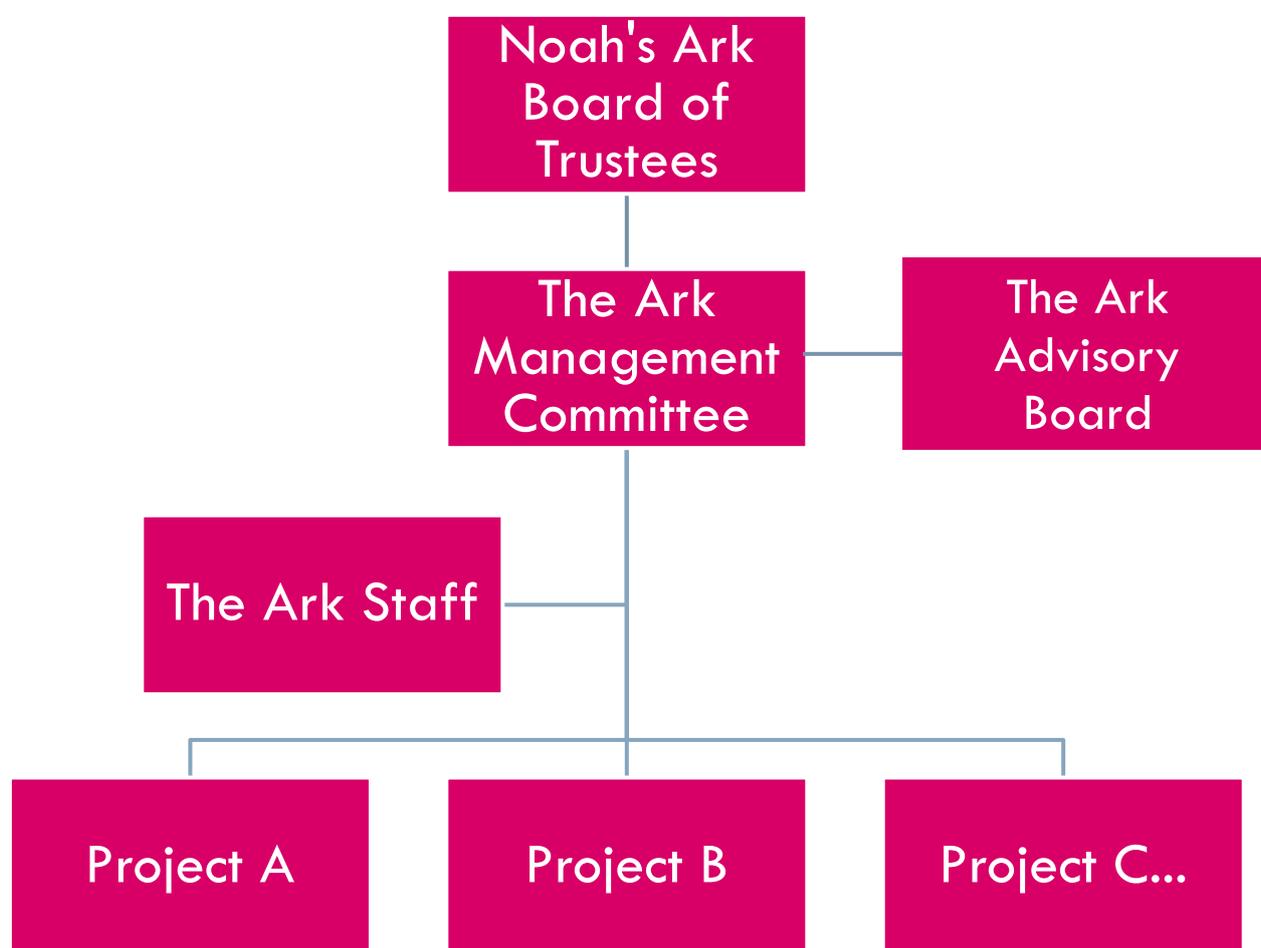
Key features of the new structure include:

- The Board of Trustees will comprise nine individuals who are a constant source of guidance and advice for Noah's Ark
- Six of the Trustees will be individuals from founding organisations who have remained the backbone of Noah's Ark since its inception

- Three of the Trustees are co-opted from the general public through an open application process
- Trustees are elected to serve a two-year term
- Trustees can be re-elected to serve one additional term
- Trustees can only serve a maximum of two consecutive terms, after which they must step down for at least one term
- Office bearers comprise Chairperson, Secretary and Treasurer

The management committee will comprise some of the most dedicated and capable volunteers, and undertakes the operational duties of the organisation. The committee also includes at least 3 Trustees as well as a number of the leaders of the key projects delivered by Noah's Ark.

Three members of staff are to be employed to deliver development work and carry out administrative duties. All projects run out of The Ark will have their own management and volunteer teams, with support from Ark staff where required.



1.7 | Management Committee

An interim management team is responsible for delivering The Ark. This team comprises a mix of Trustees, senior volunteers from Radio Ramadhan, and professionals with relevant skills.

Myzoon Ali: Stroke researcher with over 14 years' experience of volunteering with various projects in Glasgow's Muslim community.

Nawaz Ali: See bio under Section 1.2.

Rabia Baber: Qualified secondary school teacher, now working in the 'employment and skills' area of work in education. Has been involved with community development work for over 15 years.

Mobina Khan: An entrepreneur and freelance marketing executive who has over a decade of experience in business. Mother of three, and has been involved in community work for over 9 years.

Zubair Malik: Businessman. Involved in community work for over 25 years.

Sajid Quayum: See bio under Section 1.2.

Kamran Raja: Businessman and former relief coordinator for several international charities. Involved in a variety of community work for over 20 years.

Atif Rashid: Building design engineer. Involved in community work in Glasgow for over 15 years.

Upon completion of our premises and commencement of delivery of the projects set out in Section 2, this management team will be reformed to reflect the make-up of the main users of The Ark. The committee will therefore likely include representatives from the Board of Trustees, staff, tenants, and the project managers of the various projects being run at any time.

1.8 | Advisory Board

An advisory board will be established to provide an outside perspective on The Ark's work, including the effectiveness of our projects, our future direction and priorities, and our responsiveness to the needs of our target communities.

The board will comprise a cross-section of community leaders and social activists that have shown a keen interest in the aims of The Ark, many of whom will be involved in complimentary community projects of their own. In addition, our partner organisations will be invited to nominate their own members, who are not directly involved in our work, to sit on this board. One of the groups, the MCS, is an umbrella body that represents mosques and Islamic organisations from across Scotland; their close involvement with us will ensure that we are considering the needs of all Scottish Muslims and not just those local to us in Glasgow.

The group will meet regularly; input and feedback will be shared with management for review and action.

Regular 'open to all' community meetings will also be held to gauge community response and to provide a platform for all interested parties to engage with us.

1.9 | Values

Accountable

We are committed towards an open and transparent working environment

Pro-Active

We will develop new initiatives to advance the needs of the community

Creative

We will combine innovative and cutting edge ideas in our approach

Quality

We will strive for excellence and professionalism in the delivery of all our services

Community Development

We remain dedicated to serve and nurture positive change within communities

Partnership

We will increase connections and establish networks to strengthen collaborative work

Sustainable

We will work towards an ethical self-sufficient, independent organisation

Inclusive

We will provide an open, fair and accessible space for volunteers to develop

1.10 | Strategic Aims, Objectives & Outcomes

Strategic Aim One

Establish a vibrant multi-platform media hub serving Muslims and local communities.

STRATEGIC OBJECTIVES

1. Provide key services relating to media and enterprise addressing the needs of Muslims
2. Offer a permanent home to Radio Ramadhan, Scotland's first Muslim and ethnic radio station
3. Establish a full-time Muslim community radio station in Glasgow
4. Provide greater opportunities for media training
5. Equip Muslims for better engagement with mainstream media
6. Encourage more active Muslim participation in online and print media
7. Utilise cutting edge technologies and innovative media tools

OUTCOMES

1. A more inclusive Muslim media platform
2. Increased accessibility to media training and resources
3. Increased presence of Muslims in multiple media
4. Presence of more representative Muslim voices in mainstream media
5. Production of high quality, targeted content
6. Empowerment of the Muslim community, particularly the youth

Strategic Aim Two

Establish a sustainable community centre that stimulates positive change in local communities.

STRATEGIC OBJECTIVES

1. Create a new centre that recognises the needs of Glasgow's diverse Muslims
2. Establish a sound financial management system and fundraising strategy
3. Establish structures which are based on community development and participation
4. Build and run The Ark in an environmentally sensitive manner, leading by example
5. Provide an open space for local communities and organisations

OUTCOMES

1. Increased accessibility for local groups to host community activities and events
2. Achieve a financially viable centre
3. Achieve credibility through partnerships with statutory and civic bodies
4. Positive behaviour change among our constituents, making environmentally conscious choices
5. The Ark acts as a showcase for environmentally sensitive technologies and solutions

Strategic Aim Three

Inspire positive change in young Muslims.

STRATEGIC OBJECTIVES

1. Provide youth leadership training
2. Deliver Islamic guidance, ensuring a more contextualised understanding of Islam
3. Recognise and celebrate diversity within communities
4. Provide tools and resources to create practical solutions for equitable change
5. Motivate young people to take positive action for the common good
6. Recognise the challenges of world events and encourage change through democratic means

OUTCOMES

1. Young people equipped to become role models for change
2. Reduced prejudice and intolerance towards people of diverse communities
3. Empowerment of the next generation towards community leadership
4. An enhanced awareness and understanding of social, political, and environmental issues
5. Young Muslims empowered with a positive Scottish Muslim identity

Strategic Aim Four

Facilitate greater community engagement through interfaith activities and resource provision.

STRATEGIC OBJECTIVES

1. Establish a central point of contact for resources and information on Islam in Scotland
2. Provide training on Islam, discrimination, hate crime identification and reporting, and associated cultural awareness
3. Host seminars and roundtables on religious and cultural issues to aid in establishing a more wholesome and contextualised understanding of Islam
4. Host interfaith based social and educational events to encourage greater engagement between faith communities as well as those with no faith
5. Challenge Islamophobia and other prejudices through our own actions, and by raising awareness
6. Provide resources and materials for groups to host their own awareness events

OUTCOMES

1. Increased opportunities to learn first-hand about Scottish Muslims
2. Reduced Islamophobia and anti-Muslims sentiment, with increased data on Islamophobic incidents
3. Appreciating diversity and recognising commonality between people diverse faiths and none

Strategic Aim Five

Encourage enterprise for community development and lifestyle change.

STRATEGIC OBJECTIVES

1. Provide facilities aimed at creating innovative community projects
2. Facilitate training and skills development that enable social mobility
3. Encourage improvement in lifestyle change through self-development skills
4. Raise awareness of climate change and damage from carbon emissions
5. Promote healthy living through changes in diet and lifestyle
6. Encourage better socio-economic conditions through guidance on debt management and legal advice

OUTCOMES

1. More successful new community projects
2. Increased social mobility and self-confidence for Muslims and local communities

3. Reduced carbon emissions and more Muslims living environmentally aware lifestyles
4. Increased healthy eating, leading to a reduction in illness and disease

Strategic Aim Six

Establish a values-based volunteering experience.

STRATEGIC OBJECTIVES

1. Create a holistic volunteering platform to encourage greater volunteer participation
2. Create multiple volunteering roles that ensure tasks are relevant to individual interests
3. Provide engaging values-based volunteering opportunities that help build strong life skills
4. Attract a diverse range of volunteers from all sections of society
5. Build partnerships with voluntary sector groups to share resources and experience
6. Increase the profile and recognition of volunteers to show that they are valued & appreciated

OUTCOMES

1. Increased volunteering among local communities
2. Increased awareness of the importance of volunteering
3. Greater volunteer participation in organisational activities
4. Increased recognition as a responsible volunteer recruiter

2| PROJECTS

The Ark will be home to a number of projects, charities, services and events. Some of these will be initiatives of The Ark itself, some will be run from our premises by our partners and non-profit tenants, and some will be ventures and events run by paying tenants. In all cases we will seek to ensure that activities delivered by or from The Ark are in line with our Vision, Mission and Values.

We have carefully selected the below nine projects to reflect both the most acute needs of our community and the resources available to us. We will seek to deliver these over next five years:



The summary table overleaf highlights key aspects of each project. Details of each are listed thereafter.

| Initiative Name | Description | Primary Delivery Team | Source of Funding |
|---|--|---|---|
| Ark Radio | An online radio station for the Scottish Muslim community. | Ark project manager Ark admin Radio Ramadhan Team | Initially, minimal funding from Radio Ramadhan. Once established, primarily commercial sponsorship and advertising & some public funding. |
| Media Training | Media training for young Muslims; training for community leaders in media response. | Ark project manager Ark admin Radio Ramadhan team Paid media professionals | Initial public funding already secured. Ark time and facilities in kind. More public funding to be secured. |
| Outreach | Creating content about Islam for the community at large. | iiScotland admin & team Radio Ramadhan volunteer base | Charity appeal of Radio Ramadhan, subscriptions from the Muslim community. Some public funding. |
| Welfare | Providing free and impartial welfare services in areas of need to the Muslim community of Glasgow. | Ark project manager Ark admin Paid professionals | Ark time and facilities in kind. Mainly funded by state aid and grant funding. |
| Young Muslims Youth Leadership Academy | Creating an academy to inspire and produce the next generation of Muslim community leaders. | Management from ISB/YM Paid management team Paid teachers | Grant aid already being sought. Will look at state aid. Subscription fees from parents of participants. |
| Scottish Muslim Helpline | A helpline that acts as a single point-of-contact for anyone interested in any aspect of Muslim issues in Scotland. | Ark management Volunteers | |
| Partnerships | Acting as a unique conduit for partnership work, to encourage local community organisations to join hands, share resources and share their experiences | Ark management Ark admin Partner organisations | Existing paying tenants and others have been pursued. Ark time and facilities in kind, and where appropriate will charge for facilities. |
| Enterprise Hub | Providing facilities and support for those engaged in new projects aimed at Muslim communities. | Ark management Ark admin Volunteer mentors | Ad hoc support and facilities from the Ark. |
| Events | Organising events to raise awareness and funds for our work. | Ark management Ark admin General RR volunteer base | All events will be self-financed and profitable for the organisation. Will look to secure grants where appropriate. Commercial sponsorship also sought. |

2.1 | Radio Ramadhan & Ark Radio

Project Description

An FM radio station during Ramadhan, and an online, year-round station focussed on Glasgow's Muslims.

Project Need

There is a need for a permanent radio station to address the needs of the growing Muslim population in Glasgow, present a balanced view of Islam, encourage engagement with the media, and to provide an outlet for young people to develop their skills.

Aims & Objectives

Ark online radio aims to meet the needs of the Muslim community in Glasgow by providing an online radio presence outside of the month of Ramadhan, where our presence is well established.

OBJECTIVES:

1. Establish an online radio station for the Muslim community in Glasgow
2. Present a balanced and representative view of Islam and Muslims
3. Provide a voice for Muslim issues
4. Empower the next generation to have confidence in their identities as Muslims
5. Promote media skills and training for Muslim youth

Target Market

We seek to provide something for all of the diverse Muslim communities across Glasgow.

Delivery

PHASE 1: Identification of the needs of the Muslim community

PHASE 2: Development of quality programming for online radio, taking into the account the needs of the community. Develop capacity in production and presentation through workshops

PHASE 3: Establishment of live streaming radio

PHASE 4: On-going development of personnel

Delivery Team

Volunteer management team to comprise Radio Ramadhan management team and other key members of Radio Ramadhan through the years. The Ark's PM & support staff will also give some time on a weekly basis towards establishing this project. Once established we will require a paid full time Studio Manager and a paid full time Head of Production in order to be able sustain a quality radio schedule.

Finances

Initially it is expected that all the key management of this project will be voluntary and therefore without any cost implication other than expenses, with support from Ark staff coming in kind. There will be some set up costs for equipment/studio etc. The cost of this will be borne by both The Ark's building costs and also from Radio Ramadhan reserves. Once properly established core funding for staff will come from advertising and sponsorship, with the remit of the Studio Manager to look at potential for grant funding.

Outcomes

1. An online radio station that broadcasts throughout the year
2. Sustainable revenue for The Ark
3. On-going media presence the addresses Muslim issues

Measurement

Online radio established by 2016.

2.2 | Media Training

Project Description

The initial initiative is to work with 15-20 young Muslims and to provide them with various aspects of professional and quality media training.

We will focus on a 6-week rolling programme to deliver workshops around thinking techniques, story writing, technical training, blogs, and responsible journalism. This will be followed up with 2 x 2 weekend seminars to enhance particular aspects of their chosen career pathway.

We shall also work with partner organisations to attend careers fairs aimed at the BME community to show media as a real career pathway to young Muslims in Glasgow. In addition we will work with partner organisations to arrange seminars and roundtable discussions on the barriers to choosing media as a career and to showcase the multi-stream and multi-platform opportunities for a career in the media.

The final aspect of the project is to deliver on-going seminars to a select group of Muslim community leaders and experts from various Muslims community groups in the art of media response. This will create a pool of experts able to give professional and informed opinions on Islam in Scotland to Scottish press.

Project Need

Across all forms of media and especially in mainstream media outlets in the UK there is clear lack of participation from young people from a BME background, and even less from a Muslim background. This project will both look to introduce young Muslims to different aspects of the media and look to overcome the barriers that stop young Muslims for seeking a career in the media.

Aims & Objectives

1. To provide on-going training to young Muslims to enhance their skills in media related work
2. To give positive information of media as a real career pathway for young Muslims
3. To provide on-going training to a select group of individuals in media response

Target Market

Young Muslims and Muslim community leaders in Glasgow and from around the central belt.

Delivery

External training provider and bringing in outside media professionals.

Delivery Team

Radio Ramadhan management will drive this project. The actual training will be delivered by media professionals on a paid and in kind basis. A small amount of time has been allocated from The Ark's PM and support staff, for both administration and to look at grant funding or other income sources.

Finances

The Ark will provide support through provision of its building, studio and recording facilities, and by providing support from its staff in kind. They will ensure that enough state aid and grant funding is procured to cover trainer costs, and once established we will seek to charge for the use of our facilities. Funding for the first wave of media training has already been secured. Finances for the media response training will be sought from the groups that the participant represents, wherever possible.

Outcomes

1. These young people will be fully equipped to work with our flagship project 'Radio Ramadhan' in 2016 and to produce audio content for our on-line radio station
2. In addition they will be tasked with projects to produce video content for The Ark YouTube channel, on various subjects that affect Scottish young Muslims

3. Partner with other organisations to organise events to introduce the media to young Muslims
4. Form a media response team

Measurement

1. The number of young people involved
2. Retention of young people over the 6-week period who successfully complete the program
3. Involvement of said young people in Radio Ramadhan, online radio and Ark You Tube channel, volunteering and improving their CV for future employment, skills and experience
4. Tracking interactions with the press via appearances, published letters, requests for comment etc.

2.3 | Outreach

Project Description

This project will deliver greater engagement between Muslims and mainstream communities. The interfaith platform provides an opportunity to present a true representative of Islam and Muslims, which will be used to engage proactively towards greater community cohesion. Such work provides a genuine opportunity to address misconceptions about Islam and encourage goodwill among people of all faiths or none.

Project Need

There is very little meaningful outreach work undertaken by Muslims for engagement with mainstream communities. While the growing feed of negative portrayals of Islam in mainstream media risks alienating Muslims and enforcing a distorted view of Islam among wider society. Society needs accurate and authentic information on both the basics of Islam for Muslims and non-Muslims, contextualised to living in Scotland, untainted by sectarian or cultural bias.

Aims & Objectives

1. Build stronger links with other faith communities through greater participation in interfaith work, particularly on issues of mutual interest and the common good.
2. Expanding to a comprehensive resource helping to enrich the needs of non-Muslims who seek to understand the faith of Islam and the vibrancy of Scottish Muslims.
3. Provide advice and outreach to the community through content on faith related issues.

Target Market

The project is aimed at non-Muslim individuals and organisations who wish to learn more about Islam, as well as the culture and lifestyle of Muslims.

Delivery

The methods used to deliver this project will include:

- Hosting thought-provoking interfaith activities
- Creating and hosting thematic exhibitions
- Meet your neighbour dinners
- Drop-in café and coffee mornings
- Lounge area for launching new materials and hosting exhibitions
- Participation in Scottish Interfaith Week

The educational element of this project will be delivered through a combination of web content, printed materials, social media output and regular seminar events on relevant and topical subjects.

Delivery Team

iiScotland worker and volunteer team, with support from the Radio Ramadhan volunteer base as required.

Finances

iiScotland is largely funded from the charity appeal of Radio Ramadhan, which will continue on an ad hoc basis. On-going monthly support may be needed from the Muslim community.

Outcomes

Scottish mainstream communities are more aware of Muslim beliefs and practices. Greater access and support is available for those seeking to interact and engage directly with Muslims.

Measurement

Feedback from the community and evaluation forms for material and seminars.

2.4 | Welfare

Project Description

To provide free and impartial welfare services in the areas of (but not limited to):

- Housing, employment, benefits, education and consumer matters to clients by way of appointments and drop-in surgeries
- Careers advice in conjunction with SAMEE
- Health & wellbeing clinics in the area of alternative medicine, mental health etc.

Project Need

The Ark will identify the areas of greatest need and the gaps in provision to the various Muslim communities in Glasgow. It will then work with partner organisations and professionals in the field to provide support and therapy that is of most use to Muslims in Scotland.

Aim

To provide welfare services of need to the Muslim community of Glasgow

Target Market

We seek to serve all of the diverse Muslim communities within Glasgow.

Delivery

The Ark's project manager and admin support will set up systems to look at funding sources available in the various areas of welfare and then hire in professionals in those fields to provide both appointments and drop-in surgeries.

Delivery Team

The Ark's PM and support staff have an allocation of their time apportioned to this project. They will coordinate a team of paid professionals in the various fields to deliver all services.

Finances

Overheads for this project are time from the Ark Management and support staff, and provision of building facilities. Ark staff will seek to cover this in the form of the state aid and grant funding.

Outcomes

Providing support and welfare in the areas of most need to the Muslim and wider community of Govanhill and Glasgow, thereby strengthening families and the community at large.

Measurement

The number of attendees at services, appointments and surgeries set up each year.

2.5 | Youth Leadership Training Academy

Project Description

To create an academy, based out of the Ark, that will take in small groups of 15-21 year olds every year and train them every weeknight for up to 7 years. Subjects covered will include: Arabic language, recitation of Qur'an, Islamic studies, organisational/management skills and community participation.

Project Need

The Muslim community has a dearth of high quality community leaders with the necessary skill set to take on projects in Glasgow and across Scotland.

Aims & Objectives

This project aims to prepare leaders who will serve humanity.

OBJECTIVES:

- To give young people the skills and confidence to become tomorrow's community leaders.
- Create succession management for Glasgow's Islamic community projects
- To give young people a rounded faith based knowledge and skill set to advance the thinking and organisational skills base of Glasgow's Islamic projects.
- To create a group of young people that will become a think tank of creativity, which will establish new projects to enhance the future of Islam in Scotland.
- To create a core of young people that will take the understanding of 'Islam awareness' firmly into the mainstream of the Scottish community at large.

Target Market

Initially we will target a group of around 20 x 15 year olds, and train them for several years. We will then have a new intake every year to keep the chain continuous.

Delivery

We will need to raise funds to pay for a full-time project manager and a part-time project assistant. In addition all the staff running the training will be qualified and paid teachers. All the training will take place using the facilities of The Ark.

Delivery Team

Initially a team of volunteers will set up this project, primarily pooled from our partners at ISB and YM. It will then be run by a full time, paid project manager with support from admin staff. In addition day-to-day teaching will be carried out by a team of five paid teaching staff.

Finances

This project will be run both on the basis of state aid/grant funding and by subscriptions paid by the parents of the participants. This should generate enough income to pay for the staff and for the use of the premises, ensuring that it is income generating for The Ark.

Outcomes

Individuals that feed into multiple projects and community groups in and around Glasgow, thereby addressing succession management to secure a prosperous future for Islam in Scotland.

Measurement

Graduates will be placed in community projects and monitored over a period of a few years.

2.6 | Scottish Muslim Helpline

Project Description

A helpline that acts as a single point-of-contact for anyone interested in any aspect of Muslim issues in Scotland.

Project Need

One of the key challenges faced by Scottish Muslims is the need for accessing a centralised avenue of support on issues of significance to Muslims from all backgrounds, age groups and genders. We will seek to address this critical need by establishing a holistic, dedicated telephone Helpline.

Aim

To address the needs of the growing Muslim communities, and support the wider Scottish communities, by creating a dedicated helpline focussing on Muslim/Islam-related issues offering advice and signposting.

OBJECTIVES

- To provide an 'advice and guidance' support service to Scottish Muslim communities and signpost service users to appropriate service providers.
- To be a key point of contact for mainstream organisations, such as Education, NHS, and the wider Scottish public, who would like to seek information on Islam and Muslims.

Target Market

All diverse Muslim communities in Scotland as well as mainstream organisations.

Delivery

As a conduit for partnership work, The Ark will deliver the Helpline in partnership with a number of key community organisations, who recognise the need and will support the initiative.

Finance

This project will require funding and will be run by paid members of staff. Funding sources will be investigated by Ark management and staff.

Outcomes

- An established Scottish Muslim Helpline operating throughout the year
- On-going partnership working

Measurement

- The number of service users in a year
- The diversity of service users
- The range of issues/queries being addressed

2.7 | Partnerships

Project Description

The Ark recognises that many community organisations struggle to effectively deliver key projects due to gaps in their resources and manpower. We will act as a unique conduit for partnership work to encourage local community organisations to join hands with us to help share much needed resources to improve service delivery. Whether through sharing of funding ideas, volunteer support, or creativity, The Ark will enhance partnership work for the benefit of the community. Key opportunities include:

ISLAMIC RELIEF VOLUNTEER DEVELOPMENT

Creating an infrastructure to implement a call to action for all to join hands and help build new projects while providing new skills to help expand horizons for all.

MCS MEDIA RESPONSE UNIT

Establishing a Media Response Unit in partnership with the Muslim Council of Scotland, with a team of trained personnel providing a professional response to media enquiries.

YOUNG MUSLIMS YOUTH LEADERSHIP TRAINING

Working with one of Scotland's oldest and most trusted youth organisations to create a new platform to nurture the next generation of leaders.

COLOURFUL HERITAGE

Recognising and celebrating the role of the first generation of Muslims, utilising studio space to record their stories for posterity. These pioneering individuals continue to inspire us to action today through their dedication and perseverance.

Project Need

Community initiatives would be much more likely to succeed and grow if they had ready access to key resources like infrastructure and volunteers, shortages of which can seriously restrict them from flourishing. The team behind The Ark recognises these difficulties and from experience has learned that many of the most common issues that can affect new projects can be overcome through building partnerships, sharing resources and experiences.

Aims & Objectives

Creating partnerships is an essential requirement that allows sharing of resources and improved coordination and delivery on projects. The Ark will aim to work towards bringing key organisations together to enhance partnership work and service delivery for the community.

Target Market

- Community groups who share the vision of The Ark to deliver quality projects aimed at Scotland's Muslim community
- Local mainstream organisations, and local authority/governmental departments that are seeking to access the Muslim community

Delivery

- Researching mechanisms to ensure robust partnerships are built
- Networking with local groups
- Hosting networking events to identify potential partners
- Drawing up Memoranda of Understanding with partner groups on the scale and scope of partnership and project delivery

Delivery Team

There is a small amount of time allocated to this area of work from Ark staff. This will be to maintain communications and expand relationships through networking and pro-active engagement.

Finances

There are no major overheads associated to this area of work. Where partners can afford to do so, we will seek to establish rental income for use of our property. The Ark has already secured tenants in its secondary hall, and is currently finalising a major partnership deal with a charity organisation that will benefit The Ark both financially and in building a long-term volunteer base for other areas of work.

Outcomes

- Greater sharing of resources
- Utilising skills and experience of partners
- More effective delivery of community work

Measurement

- Monitoring and reviewing success of partnership endeavours
- Feedback and evaluation from partner members

2.8 | Enterprise Hub

Project Description

The Ark will provide modern office facilities for those engaged in Islamic projects. By co-locating diverse projects, and through the provision of comprehensive services including office facilities and mentorship programmes, we will enable those with innovative ideas to turn them into reality. In addition, provision of space to established projects would generate income that covers operating costs and subsidises the provision of free hot desking and meeting facilities for projects that are at the incubation stage.

Project Need

As Glasgow's Muslim community grows, the need for new projects that respond to changing demographics and circumstances is increasing. We must move beyond the provision of mosques and madrassas (important though they are) to develop innovative social projects that promote cohesion, social welfare and the sound development of our youth. Our facilities will provide the space for these projects to grow.

Aims & Objectives

This project aims to establish The Ark as a leading centre for the incubation of innovative social enterprise.

OBJECTIVES

1. Encourage and enable the development of innovative projects that serve our target communities
2. Foster serendipitous links by co-locating projects, sparking further innovation
3. Provide mentorship and support to fledgling projects, enabling them and their creators to flourish
4. Generate steady income from established projects to help subsidise costs for new ventures

Target Market

The market here is wide open to anyone with fresh ideas on how best to serve their community. We will also partner with established Islamic charities and projects to offer them permanent, rented office space.

Delivery

Two anchor tenants have already been secured on commercial terms, and we are actively seeking more. Free facilities to smaller projects will be advertised through Radio Ramadhan and local partner organisations. Projects to be housed at The Ark will be agreed by The Ark's management body. A policy on the kinds of projects that are acceptable at The Ark will be devised. Responsibility for day-to-day operation of the facilities and management of tenants is with the building manager.

Delivery Team

The Ark's PM and support workers will give time on an ad hoc basis to administering the needs of any new projects under their building management responsibilities. Volunteer mentors will be required for the incubation-stage of new projects; they will be matched to projects according to their interests and skill sets.

Finances

Overheads include provision of space and management time from Ark staff. Wherever feasible we will ask new projects to pay for the use of space as a means of income generation for the Ark.

Outcomes

The Ark serves as a thriving hub of activity. Glasgow's Muslims know where to turn to get help with their ideas for social enterprise. Strengthened links with successful projects, who enjoy the stability of a low-cost office base. A steady income stream that funds the provision of discounted facilities for new projects.

Measurement

Financials to be tracked through annual accounts. Records to be kept of all support offered to community projects, and on-going communication maintained with their teams as to their progress.

2.9 | Events

Project Description

We will run events that both raise awareness of and funds for The Ark. These will be broken down into:

FUND RAISING EVENTS

Examples include Eid in the Park, fund raising dinners, melas, and chaand raats. These will be established in the calendar of Muslim events in Glasgow as annual events. These events will be primarily run to fund raise for our capital and on-going projects. These events will have a fun, family-focussed ethos.

STAKEHOLDER EVENTS

Examples include Friends of The Ark annual dinner, stakeholder seminars and advisory board roundtables. Invite-only, these events will provide feedback on our direction, or discuss particular issues of concern.

POLITICAL EVENTS

Examples include official ceremonies, political breakfasts, and seminars on topical issues. These are events run for people in the political sphere, third sector, or community partners who have an interest in our work.

CHAMPIONS OF THE ARK

Example events include The Great Scottish Run, Pedal for Scotland, Tough Mudders. The Champions are a team of volunteers that individually and collectively take part in events in the community to raise money exclusively for the Ark. Active promotion on social media will be used to maximise impact of participation.

Project Need

As The Ark and the projects run from within the building are innovative and bold, we see a need to regularly promote our activities through a variety means to reach a wide audience.

Aim

To run events that promote, inform or fundraise for the projects and the building of The Ark.

Target Market

Every event will be aimed at a different market, however broadly speaking, across the department we will be looking to promote The Ark to as wide an audience as possible, including internationally.

Delivery

Fund raising events will be run by a group of volunteers and in partnership with community groups. Stakeholder & political events will be run by The Ark's PM and admin staff. The Champions are a select group of community activists that are developed over a longer period of time.

Delivery Team

The Ark and Radio Ramadhan will resource this project from its volunteer base. There is a very small amount of time allocated to this project from Ark staff.

Finances

A key aim of this area of work is to raise awareness, support and funds for The Ark. Funds will come from a combination of grant funding, commercial sponsorship and donations from the general public.

Outcomes

Greater awareness of and goodwill towards The Ark, as well as regular fundraising. Better political and community partnership building, and on-going online and community activity for The Ark.

Measurement

We will track both financial proceeds and feedback and evaluations forms from individuals and partners.

3 | PEOPLE

3.1 | Human Resources

The Trustees and management of The Ark recognise that our staff, volunteers and supporters are the central pillars of everything we do, and everything we hope to achieve will only be delivered by bringing the best out of our people. We are committed to achieving best practice in the management of our relationships with all our stakeholders, be they donors, service users, tenants, staff, volunteers, partner organisations or governmental bodies.

Staff

Workload analysis of our proposed projects identifies a need for one full-time project manager (PM) and two part-time project/admin assistants (PAs) to be employed by and based in The Ark. As we have already begun the groundwork in establishing some of our projects, the PM and one PA role have already been filled.

The PM will be responsible for managing the workloads of the PA staff. The PM will report into a designated member of The Ark's management committee. The management committee is ultimately responsible for ensuring that all Ark staff are adequately resourced and trained, and are performing their required duties.

Full job descriptions for both roles can be found in Appendix 1.

Volunteer Management

One of The Ark's strategic objectives is to establish a 'values-based volunteering experience'. It's important to us that we develop best practice in the recruitment, management and retention of our volunteers. By doing it well we'll attract more people to join us, which will ultimately benefit the communities we seek to serve.

Whilst day-to-day running of the Ark is the responsibility of its staff, the Board of Trustees and management committee are both comprised of volunteers. In addition, many of the projects we propose to run will require the involvement of volunteers, be it in producing radio programmes, running workshops for children or in fundraising drives.

In addition, The Ark will seek to establish a platform that matches volunteers to opportunities offered by a diverse array of organisations. We will do this by acting as a central point of contact both for those interested in volunteering, and for organisations that are looking to recruit volunteers.

Currently, volunteers at The Ark and its sister organisations do not work under any formal agreement; all involvement is on a casual basis. The Ark will set down a concise volunteer policy that covers key areas like the value The Ark places on its volunteers, recruitment, inductions/training, health & safety, insurance, expenses, diversity, confidentiality and issue resolution. The purpose of this document will be to provide volunteers with comfort that we have thought through issues relevant to them and that The Ark is protecting their needs and interests. Where necessary, this document will make reference to existing policies we have put in place. We will draw on best-practice examples made available by other charities.

3.2 | Training and Development Needs

Running The Ark and its associated projects raises some issues and skills requirements that are new to the Trustees and management committee of Noah's Ark. These areas are identified below along with how we plan to develop the capability. Training will be provided at the appropriate points as The Ark begins operations and gets up to speed.

Software & donor management

The Ark will need to seek out and build long-term relationships with its donors, requiring a more nuanced approach to that employed at Radio Ramadhan. Salesforce donor management software is currently being implemented to aid with this. One of the Trustees has expertise in Salesforce, so staff and volunteers will be offered one-on-one training with him, alongside access to online resources.

Operations & facilities management

The Ark will seek to implement established best practice in facilities management and in its dealings with its tenants. Staff will be encouraged to seek out online resources for advice on these areas, and offered access to relevant training courses.

Volunteer welfare & retention

The Ark will act as a focal point for volunteers to get involved in community work, sign posting them to the projects that most closely match their interests. Our staff will liaise with partner organisations and known, experienced community workers to develop their knowledge in this area.

Bookkeeping & finance

Day-to-day management and recording of finances will be undertaken by Ark staff. They will be guided in this by suitably qualified members of the Trustees and management committee, and will be offered access to relevant external training courses as required.

Running workshops, facilitation, speaking & representing us at events

The Ark will seek to offer its staff opportunities to grow their confidence and skills, and a key part of this will come from representing the organisation and its projects at events, workshops and conferences. Trustees and partner organisations will offer staff coaching, advice and practice.

Research third party funding & sector environment in Scotland

Staff will be encouraged to develop their knowledge of funding opportunities. This will include online research, attendance at events, correspondence with funding bodies and liaison with partner organisations.

3.3 | Legal Responsibilities & Insurance Requirements

Noah's Ark recognises that as a community organisation it has practical and legal responsibilities. An information pack has been drafted to incorporate key policies and procedures that fulfil our legal obligations.

Health and Safety

In line with the Health and Safety at Work Act 1974, Noah's Ark takes full responsibility to ensure the health, safety and welfare of its employees and volunteers at work. This duty of care extends to other people while they are on the premises or affected by its activities.

Noah's Ark has adopted a policy to provide and maintain safe and healthy working conditions, equipment and systems of work for all employees and third parties. The policy includes the general public when they come onto the premises or come into contact with any of its services. In addition, we will provide the information, training and supervision that is needed to support this policy.

Noah's Ark will prepare and maintain a written statement of health and safety policy and bring the statement to the attention of all employees.

Risk Assessment

Under the Management of Health and Safety at Work Regulations 1999, Noah's Ark has assessed the risks in its workplace, and has recorded the significant findings of its risk assessment.

Volunteers under the age of 18 can be particularly vulnerable to health and safety concerns. Risk assessments and safe working practices will be shared with them prior to commencing any activities to ensure that inexperience and/or a lack of maturity do not place themselves or anyone else in danger.

Equal Opportunities policy

An equal opportunities policy has been implemented to apply to all activity within this organisation, including the recruitment of paid staff, trustees and volunteers, and with service users, members etc.

Noah's Ark takes responsibility for complying with equal opportunities legislation, primarily the Equality Act 2010, which requires equal treatment in access to employment (as well as private and public services), for all protected characteristics.

Disciplinary and Grievance Procedures

Even the most effective organisations sometimes experience problems with the commitment and professionalism of staff, and employers should be prepared for this.

Noah's Ark has drafted a policy that complies with the Employment Act 2002 (Dispute Resolution) Regulations 2004, which requires that every employer must have a written disciplinary procedure that meets and exceeds statutory minimum requirements, and must comply with it. This will be provided to individual employees.

Liability Insurance

Noah's Ark complies with other compulsory requirements as an employer.

Employers' liability insurance is required by law for organisations that employ staff to insure against any claims by workers for injury or disease. A valid certificate of insurance will be displayed.

Public liability insurance covers injury loss or damage caused to third parties as a result of the organisation's negligence. Suitable cover will be maintained.

Professional indemnity insurance protects against claims for negligence arising out of advice or information provided by the organisation. Suitable cover will be maintained.

Legal expenses insurance covers specified legal expenses that may be incurred in defending or pursuing certain types of action, such as employment disputes. Suitable cover will be maintained.

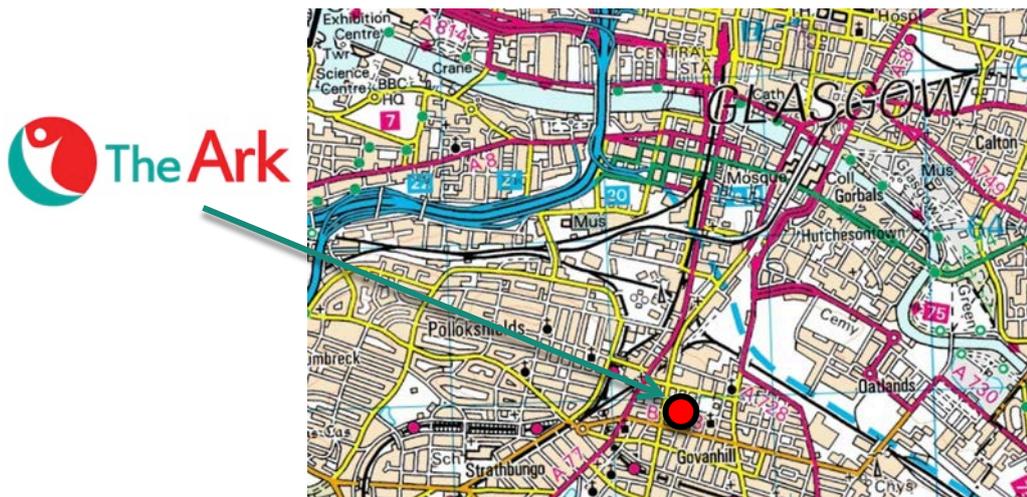
Full documentation for the above policies is available on request.

4 | OUR PREMISES

The Ark provides a space where the costs and pressures of renting or owning space from which to run community projects is removed from those who just want to get on with doing good work. By doing the hard work of raising funds to invest into the purchase and refurbishment our building, we will establish a state-of-the-art base that will benefit many generations of Scottish Muslims to come.

4.1 | Location

Our location is, we believe, central to the success of The Ark. In the heart of Glasgow's largest Muslim community, Pollokshields, we are close to those we seek to serve. Our site is located on a quiet street, but close to the city centre and with good transport links by bus, rail and car so we are easy to reach.



4.2 | Site

The building that houses The Ark was originally a church, and then a function hall. It comprises a main hall (to be refurbished for our occupation); a secondary hall that is let for rental income; a shared block housing foyer, toilets and a commercial kitchen; and outdoor garden/lawn space. There is ample room for future expansion. The below site plan shows the potential.





4.3 | Our Space

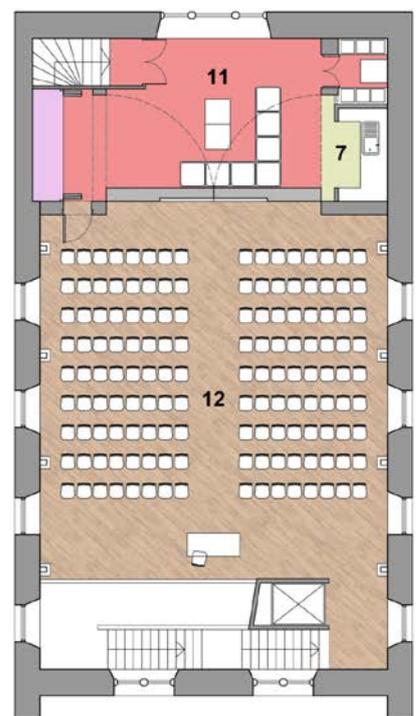
The main hall will be refurbished to house all the activities we wish to run. We aim to create a modern, inviting space that inspires excellence in all who enter.

LEGEND

- 1. main entrance
- 2. health room
- 3. project office
- 4. unisex toilet
- 5. hot desk area
- 6. reception
- 7. kitchenette
- 8. studio spaces
- 9. meeting room
- 10. storage
- 11. social space
- 12. events hall



GROUND FLOOR



FIRST FLOOR

The ground floor comprises the working parts of the building – offices, hot-desks, meeting room and radio/video studios. On the first floor, a community hall and adjoining ‘soft area’ – carpeted, with sofas and softer furnishings, provides a flexible space to accommodate a variety of events and provide an additional source of income through hall lettings. Occupation is expected in Q4 2015.



4.4 | Sustainability

In line with its Islamic ethos, it is a strategic objective for The Ark to act as an exemplar of best practice in environmental responsibility. This extends to both our operations and our physical presence. Our building has been bought and is being refurbished with the environment in mind.

By refurbishing an existing building rather than demolishing and starting anew, millions of tons of embodied carbon in both disposal of existing and use of new building materials is averted. In addition we are fully insulating the building envelope to modern standards, and installing double-glazing throughout. The benefit is twofold; reduced carbon emissions during occupation, and reduced operating costs too. Our wall linings, too, will comprise 99% recycled materials rather than virgin, mined gypsum. By maintaining a local landmark that is well known in the local community, we hope to build trust with our neighbours.

We've taken further steps to ensure that in operation, too, our building leaves as small a footprint as possible on the environment. Measures taken range from installation of energy efficient lighting and heating controls to use of the latest technologies such as LED lighting fixtures. By investing the capital upfront, we will reap the dividends – both environmental and financial – for years to come.

Many of these measures have been funded through a Climate Challenge Fund grant that was successfully obtained from the Scottish Government.

4.5 | Future Phases

Our current focus is on refurbishing the main hall for occupation and paying off the loan we took from the seller to purchase the building. However we also bought the site with one eye on the future. There is scope to extend our accommodation into the secondary hall that is currently let out to a charity tenant, should the need arise. In addition, the lawn area could be used to house a conservatory café, offering Muslim families a place to relax and socialise, and further increasing the attractiveness of The Ark as home for the community. The additional revenue generated by such a venture would further secure our operations.

Even more ambitious plans would see parts of the site redeveloped to house higher-density office, commercial and community accommodation. The site was bought with planning permission to demolish the current building and erect a three-story block of flats; the precedent set by this means there is scope to improve the site as required in future.

5 | MARKETING

We will present ourselves to and communicate with the world in a manner that is consistent with our vision and values.

5.1 | Brand Definition

The Ark positions itself as Scotland's leading Muslim community development organisation. In line with our values and strategic aims, our brand will be positioned to support our creative, dynamic culture. We seek to present ourselves as an innovative and fresh organisation that represents the modern face of Scottish Islam and is fully in touch with contemporary issues whilst holding true to the fundamentals of our faith.

We believe the result of this approach will be increased engagement with key target groups – Muslim youth, Muslims for all sections of Scottish society, wider civic society, governmental bodies, and local authorities. By staying at the cutting edge of Muslim issues, we believe we will become the 'go-to' resource for information and advice on Muslim issues in Scotland. Our brand will stand for approachability and common sense, even when dealing with sensitive and complicated matters.

The resulting increased engagement and exposure will benefit our sister brands like Radio Ramadhan and Islam Information Scotland, as well as aiding in the identification and development of new projects and sources of funding.

5.2 | Marketing Goals

- To ensure The Ark establishes its position as the 'go-to' resource for Muslim engagement and as a Muslim community development hub
- Use key projects such as Radio Ramadhan, youth leadership training, media training and regular public events to promote The Ark as a permanent new centre for Muslim activity

Our marketing goals in measurable terms are to:

- Establish a positive image of Muslim interaction and engagement with civic society
- To increase our client base and general awareness of who we are and what we do
- Increase revenue to enable us to establish, maintain and eventually grow our operations

5.3 | Target Market Segments

Muslim Youth

We wish to educate Muslim Youth on issues of identity, Islamic fundamentals in a modern context, and global issues. We will provide inspiration and guidance on living in and contributing to Scottish society. We will provide training in leadership, media production and personal effectiveness. We will reach this market by engaging with partner organisations like YM, as well as through Radio Ramadhan and social media presences.

Scottish Muslims

We wish to provide a range of services to the Scottish Muslim community. These include a helpline for dealing with difficult religious issues, welfare advice (financial, legal, health) workshops, public lectures and community gatherings, and expanding provision of Radio Ramadhan to a year-round service. We will reach this market through established means such as Radio Ramadhan, engaging with mosques, youth work and online communications using our donor database as a starting point.

Governmental Bodies, Local Authorities and Civic Society

We wish to establish ourselves as the resource of choice for advice, consultation and support on Muslims issues. Where a Muslim voice is required, we will provide qualified, informed comment. We will partner with organisations to deliver services, and can provide access to a broad Muslim audience. We will reach this market by building on existing links developed through Islam Information Scotland and radio Ramadhan, and by partnering with the Muslim Council of Scotland.

Media

We will generate our own media output online, on air and in print. We will disseminate this through community word-of-mouth, and using our established channels like Radio Ramadhan. This content will provide contemporary advice and analysis on modern issues. We will also monitor, respond to and proactively engage with mainstream media. We will build links by introducing ourselves to local media organisations and regularly responding to their output, whether positive or negative.

5.4 | Marketing and Communication Messages

It's imperative that our messaging and communications impart a distinct sense of a 'Scottish Islam' that is founded not only upon mainstream Islamic principles, but also uniquely integrated with wider society. Our messaging will reinforce our core vision and values across all channels, with this common theme being tweaked to suit the target market and the medium employed.

We will press the message that the answers to our community's issues must come from ideas generated and executed by our own community, that The Ark seeks to support and nourish new ideas, and that Islam has a long and successful future in Scotland if we as Muslims continue to invest in ourselves.

5.5 | Marketing Strategies

The Ark will be home to Radio Ramadhan and its sister online station from Day 1. With high name recognition and brand awareness amongst Glasgow's Muslims, this will form the centrepiece of our initial marketing efforts. We will push awareness of The Ark, inviting people to join us on social media, to sign up for regular updates on our work and to engage with the services we offer. Word-of-mouth and hard-earned goodwill have a large role to play here.

Dovetailing from this will be structured, targeted campaigns across social media, email, public events, leafleting and an annual, flagship 'Eid in the Park' gathering. Our current social media presence includes the well-established Radio Ramadhan Glasgow Facebook page, which has over 3,000 likes; and the Radio Ramadhan Twitter account, which has over 1,000 followers.

A more detailed marketing plan will be drawn up as we draw closer to the launch of our projects.

5.6 | Marketing Infrastructure

The management team will delegate a suitable individual with responsibility for developing and updating a detailed marketing plan and the processes/procedures that will be used. Execution of the plan will be undertaken by The Ark staff with supervision by this individual. Existing volunteer resources for graphic design, IT and copywriting will be used where appropriate. Additional volunteers will be engaged to assist with execution as required.

Our donor database will form an initial list of interested parties, and will be expanded through data capture at the events and services we offer, in addition to the data captured during the annual Radio Ramadhan charity drive.

A dedicated budget has been set aside to aid in building our marketing efforts.

6 | FINANCES

6.1 | Financial Management

The Board of Trustees recognises the importance of responsible financial management and has taken steps to ensure appropriate experience and expertise is available to the Board. This includes a practicing accountant on the Board of Trustees, a qualified Chartered Accountant as part of the Executive Management and an independent firm of accountants retained to prepare accounts and provide advice.

As a registered charity, Noah's Ark submits an annual charity return and published annual accounts to OSCR, the Scottish charity regulator. These are available on request.

6.2 | Operational Projections

Financial sustainability is at the core of our approach to our work. Our projects have been selected to provide a balance of social usefulness, income generation and achievability. Some projects will be subsidised from the proceeds of others. Half of any annual surplus will be set aside to subsidise unforeseen expenses or future annual shortfalls. The other half will contribute towards our capital investments.

We anticipate that The Ark generate a small operational surplus of between £1,466 to £4,871 per annum. There are some key revenue assumptions that rely on income from partner projects and tenants; the details of these are currently being agreed and projections will be updated and analysed on an on-going basis to reflect any changes. We are confident, however, that our analysis is robust and conservative.

Key expenditure includes staff costs with one full time project manager and two part time admin/support staff. The project manager has already been recruited, with recruitment in progress for administration staff. Staff costs represent over 60% of total operational expenditure, with the remaining expenses primarily comprising property occupation costs (e.g. rates, utilities, insurance, etc.).

With that in mind, the key take-away from our projections is that The Ark is capable of running sustainably. The analysis does reveal, however, that we are close to break-even every year; ideally we would like to be generating a larger profit both for greater financial security and, more importantly, to allow our work to grow and progress in future years. This is a key consideration that the Trustees will examine going forward.

Full details of this analysis are available on request – please contact us for more information.

6.3 | Building Purchase Analysis

Perhaps as much as anything else, The Ark represents a large capital investment in the future of Scotland's Muslim community. By taking upon ourselves the burden of financing and providing pleasant, useful premises, The Ark seeks to free future community initiatives from financial or space concerns and allow projects to focus on delivery.

Noah's Ark purchased our premises at 70 Coplaw Street in March 2013. This purchase was funded by a Shariah compliant, non-interest-bearing loan, which is currently being repaid through various community fundraising initiatives (see below for details). The building repayment plan is summarised in the table overleaf. We have a strong relationship with the seller.

We have conducted an analysis of the purchase price that takes into account several factors unique to this transaction; the limited market for buildings of this type, its two income streams (function hall hire and a sub-let, tenanted secondary hall), its increased land value due to presence of planning permission to develop the plot into a block of apartments, avoided financing costs due to the loan-structure agreed with the seller, and avoided repair costs due to works undertaken by the previous owner.

Taking these factors into account, and adjusting for inflation and avoided borrowing costs over a five-year term, our analysis shows that the building was acquired at a cost and under terms that result in a circa £180,000 saving over five years. Taken over a more traditional 20-year property finance term, the savings are considerably larger. This subtle point is not immediately obvious from a cursory glance at the purchase price alone. The Trustees are therefore satisfied that they secured an excellent deal.

Full details of this analysis are available on request – please contact us for more information.

| Building Purchase Costs | |
|---|---------|
| | £ |
| Purchase price: | 625,000 |
| Payments made to-date: | 105,000 |
| Interest-free loan balance to pay: | 520,000 |
| Interest-free loan repayment schedule: | |
| November 2015 | 80,000 |
| November 2016 | 110,000 |
| November 2017 | 110,000 |
| November 2018 | 110,000 |
| November 2019 | 110,000 |

6.4 | Capital Projections

In addition to building purchase costs, the refurbishment, furnishing and fit-out of The Ark represents a further £250,000 investment in our community's future. The refurbishment work has been split into two phases; the first phase provides the working areas of the building, whilst the second provides the community hall with its associated income stream and other benefits for our project work. Significant sums of grant funding towards the refurbishment costs have been obtained from the Scottish Government.

Our projections show that over the first three years of the project, our capital position is precarious. There is currently a gap between our committed spending and the funds we project to have available to us. Addressing this gap is currently the primary focus of the management committee and its fundraising team. It is envisaged that the deficit will be bridged through a combination of accelerated recruitment of Friends, international fundraising efforts and loans from local supporters of the project. The diversity of funding streams we are working on offers comfort that any shortfalls in one area could be made up in others; we are not wholly reliant on any single source.

6.5 | Fundraising

Perhaps the biggest challenge of any large-scale project like ours is the need to raise funds to achieve our mission. We recognise that the scale of our ambition means a significant fundraising effort is required. A dedicated fundraising sub-group is actively working to achieve set targets, and has already successfully raised over £100,000 in donations from the local community.

Fundraising Strands

One of the strengths of our fundraising efforts is that we have multiple, parallel and diverse 'strands' that seek to target different audiences and use distinctive incentives to inspire people to support our cause.

STRAND 1 – DONOR TILE WALL AND 99 NAMES OF ALLAH WINDOW ARTWORK

Aim: To sell 100 tiles and 100 Names of Allah at a cost of £1000 each. These tiles and Names of Allah will be displayed as artworks at prominent locations within The Ark. This strand is structured to support us in paying for the initial refurbishment of our premises.

Target: £200,000

STRAND 2 – FRIENDS OF THE ARK

Aim: To recruit 50 'Friends of the Ark' through personal contacts. Friends will pledge £1000 per year for 5 years, and are primarily motivated by a deep understanding and support for our vision. This strand is structured to support us in paying off the building purchase loan by providing regular income over the five-year term. A package of benefits and regular events will be offered in recognition of their support.

Target: £190,000 over 5 years

STRAND 3 – BUSINESSES

Aim: To target known business contacts and network with new business contacts to build financial support for The Ark. This strand targets support for our initial capital expenditure.

Target: £100,000+ over 5 years.

STRAND 4 – CROWDFUNDING

Aim: To actively engage with wider society and raise small pockets of funds from a broad range of interested parties. Initiatives such as our Eid in the Park festival aim to raise awareness of The Ark, engage society with our work, and at the same time raise funds and goodwill towards our cause.

Target: £100,000+ over 5 years.

STRAND 5 – LOCAL AND NATIONAL CHARITY SUPPORT

Aim: To work in partnership with local and national charities and build strong relationships that extend beyond simple fundraising, to partnership working and delivery of local projects that meet both our aims.

Target: £100,000+ over 5 years.

STRAND 6 GRANTS/FUNDING

Aim: To submit applications to various funding providers in line with their objectives.

Target: Three grants already successfully won. Further work is in progress.

Fundraising Tools

- Fundraising leaflet
- Social media
- Just Giving page
- Live appeals on Radio Ramadhan Glasgow
- Fundraising dinners
- Individual business visits
- Personal contacts
- Community fundraising events

6.6 | Grants

As a registered charity, Noah's Ark aspires to build strong links and relationships with both statutory and civic bodies. Our extensive network of connections, established through key partners and over many years of involvement in community work, means we are well placed to ensure that we are provided an insight into all levels of governmental and local authority priority action areas. Many of these strategic relationships can translate into opportunities for accessing public funding.

Critical to this will be the ability to learn of new emerging Scottish Government funding streams as they become available. The Ark will continue engage with government ministers and city councillors on the needs of Glasgow's, and Scotland's, Muslim communities. Whether through needs analysis or community focus

groups, The Ark will develop a robust case for the development of new projects that serve the needs of Muslims.

In order to successfully compete for emerging funding, The Ark will build a team of dedicated personnel whose expertise and skills are in researching and writing funding applications. Applying the skills of this team will enable us to produce attractive funding applications, which reflect the key strategic objectives of both The Ark and its funding partners. These grants and funds will enable The Ark to create sustainable, inventive projects that benefit our target communities.

Even at this early stage, The Ark and its partner bodies have already made several successful applications for public funds. Awards received to date target projects focussed on climate change, equality and provision of training. These successes are the results of the many years of community work already completed by key members of the team.

7 | RISKS AND OPPORTUNITIES

7.1 | SWOT Analysis

Strengths

Volunteer base
Community standing
New building
Positive legacy
Team
Brand
Niche sector
Expanded projects
Equipment available
Established partners

Weaknesses

Governance
Marketing
Internal structure
Inability to communicate vision
Lack of committed manpower
Fundraising
Elitism
Lack of unified vision
Same volunteer pool
Lack of focus
Funding

Opportunities

Immediate start
Youth development work
Geographic location
Vacuum – our services are unique
Partnerships
Lack of existing Muslim media Organisations in Scotland
New building, new horizons
Connecting Muslim organisations

Threats

Lack of commitment & cohesion
Unrealistic expectations
Focused on only fundraising
Tunnel vision
Lack of finances
To be a credible news source
Lack of activity
No presence/footprint except Radio Ramadhan
Reductions in available grant funding

7.2 | PEST Analysis

| Political | Environmental | Social | Technological |
|-----------------------------------|--|---|-------------------|
| Police presence in local area | Close proximity to Muslim Areas | High unemployment in target communities | Social media |
| Commonwealth legacy | Increased Eastern European Community in area | Criminality | Telecom equipment |
| Regeneration of area | No Scottish satellite channel | Multi-ethnic, multi-lingual community | Audio Equipment |
| OFCOM | ID Magazine | New migrants | Video equipment |
| CC Fund | Awaz FM opportunity | Deprivation | Skilled manpower |
| Glasgow City Council | Al Meezan | Large Muslim community | |
| BBC & STV | Andalus | | |
| Changing of old guard: Labour/SNP | iSyllabus | | |
| Grants | Demographics | | |
| Politics of Mosques | Community Perception | | |

7.3 | Risk Register

| Risks Identified | Controls in place | Who is responsible |
|--|--|----------------------|
| Grant funding is reduced and resources are not available to cover the operating costs of the organization. | Good relationships with government officials. | project manager |
| | Expertise in grant writing in house. | Management Committee |
| | Diversity of income sources developed | |
| Large capital shortfall in first three years of operation | Good relationships with donors | Management Committee |
| | Experienced fundraising team | Noah's Ark Trustees |
| | Multiple fundraising streams in action | |
| Lack of suitable volunteers | Longstanding experience of recruiting volunteers through Radio Ramadhan and other community activities | project manager |
| | Volunteer database is in development | Management Committee |
| Loss of key management team members | Closely-knit management team that meets weekly to brief each other on progress | project manager |
| | Modern communication methods in place | Management Committee |
| | Sister organisations to draw replacements from | |

7.4 | Management Plan

This Development Plan is a living document. It will be reviewed and updated at least quarterly by The Ark's management committee. Noah's Ark Trustees will give final approval to any proposed changes.

8 | ACTION PLAN

Over the coming months, as the date for moving into The Ark becomes clearer, we will develop an action that sets out our objectives for the next four quarters, when they will be delivered, by whom, and how we'll measure our success on each item. The plan will live here, and will be regularly updated as matters progress.

APPENDIX 1

Job Descriptions

Job Description

Project Manager

1. ORGANISATION

POST TITLE: Project and General Manager

LOCATION: The Ark

STATUS: 35 hours per week

SALARY: £28,000

2. JOB PURPOSE

Your primary duty is to manage the effective delivery of all operations relating to The Ark. This includes managing all staff as well as ensuring effective delivery of projects from the building. The post also involves development of policies and procedures of the organisation while maintaining all legal obligations. Your role also includes providing a face to the organisation through networking and partnership building, while also researching new avenues of funding to further the development of new projects.

3. REPORTING RELATIONSHIPS

Noah's Ark Board



Chairperson



Line Manager, Management Committee



Project and General Manager

4. MAJOR TASKS

4.1 To act as the final point of contact for the organisation.

4.2 To supervise all staff.

4.3 To manage and supervise all aspects of the building, including legal & financial.

4.4 To manage all aspects of donations & to have an overview of fund raising team.

4.5 To research and grant and public funds to further the aims of The Ark.

4.6 To project manage any projects that are run under the banner of The Ark.

4.6 To undertake other related duties as required.

ACTIVITIES 5.1

- 5.1 Maintain effective delivery of all aspects of the organisation
 - 5.1.2 Reporting to line manager of management committee on all operations
 - 5.1.3 Attending and providing input at management committee meetings
- 5.2 To oversee effective delivery of all admin duties
 - 5.2.1 To ensure smooth process of bookings for equipment and venues
 - 5.2.2 To Provide supervision of all finance related activities
- 5.4 To oversee maintenance of all databases and processes of the organisation
 - 5.4.1 Ensuring regular reviews of fundraising strategies
 - 5.4.2 Identifying gaps in fundraising and donation gathering mechanisms
 - 5.4.3 Researching new projects and fundraising programmes.
- 5.5 To provide input to staff and organisational development
 - 5.5.1 To arrange staff and management training as and when required.
 - 5.5.2 Liaising with external facilitators towards effective delivery of training
 - 5.5.3 Provide support as requested by the wider administrative team.
- 5.6 Providing a face to the organisation
 - 5.6.1 Attending networking events and meetings on behalf of the organisation
 - 5.6.2 Presenting a positive face to the organisation while informing of its work
 - 5.6.3 Exploring and identifying new potential partners and projects
- 5.7 Researching into new funding opportunities
 - 5.7.1 Maintaining a positive relationship with funding bodies and key personnel
 - 5.7.2 Writing proposals and completing funding applications to deadlines
 - 5.7.3 Meeting with funding officers, ensuring the successful submission of applications
 - 5.7.4 Ensuring all post funding obligations are met with timely reports
- 5.8 Maintaining all policies and procedures of organisation
 - 5.8.1 Ensuring regular reviews of policies to ensure legal requirements
 - 5.8.2 identifying any gaps in policies and researching in to new policies
 - 5.8.3 Providing input to new policies including creating drafts
- 5.9 Overseeing effective delivery of all Ark projects
 - 5.9.1 Liaising with Project leaders to ensure smooth operations
 - 5.9.2 Providing input to project planning to ensure effective delivery
 - 5.9.3 Reviewing projects to identify any potential issues within them
 - 5.9.4 Providing input to project delivery whenever required

| Criteria | Essential | Desirable |
|-----------------|--|---|
| 1. EXPERIENCE | Experience of Office based IT applications, including experience of Microsoft Excel to competent level General | Knowledge of current social inclusion issues Experience of working for third sector organisations Experience of collating |

| | | |
|---------------------------------|---|--|
| | <p>administrative experience</p> <p>Experience of data entry and maintaining accurate records</p> <p>Experience of preparing meeting paperwork</p> | <p>information for funding applications</p> |
| 2. QUALIFICATIONS | <p>No specific qualifications essential</p> | <p>Standard Grade/National 4 or 5 or equivalent in any of the following: Administration, Computing Studies, Information Technology.</p> |
| 3. SPECIAL SKILLS/ APTITUDES | <p>Ability to manage a broad variety of tasks and to work to competing deadlines</p> <p>Ability to liaise with staff at all levels</p> <p>Ability to communicate well with a wide range of people including other staff, children, young people and adult learners in a friendly manner</p> <p>Excellent time management skills</p> <p>Excellent organisational skills</p> <p>Excellent telephone manner</p> <p>Ability to work in a busy community setting</p> | <p>Able to work in a way that promotes equal opportunities for all centre users</p> |
| 4. PERSONAL QUALITIES | <p>Able to work on own initiative and as part of a team</p> <p>Well-developed interpersonal skills with ability to communicate well with the public in a non-judgemental manner</p> <p>Respect for confidentiality and the sensitivity of certain issues</p> <p>Flexible attitude and willingness to work</p> | <p>Desire to take on additional responsibilities as role progresses</p> <p>Willingness to expand professional practice through on-going training, a commitment to personal learning and development.</p> |

| | | |
|--|---|--|
| | unsociable hours to meet the needs of the organisation Ensure confidentiality of participants and adherence to Noah's Ark Data Protection Policy at all times | |
|--|---|--|

Job Description

Administration Assistant

5. ORGANISATION

POST TITLE: Administration assistant

LOCATION: The Ark

STATUS: 15 hours per week

SALARY:

6. JOB PURPOSE

You will act as the first point of contact for the organisation and to offer clerical administrative support. The post will involve general administrative and clerical duties including filing, data entry, document preparation and any additional administrative support as required by the organisation. It will also include ad hoc support to other dept managers.

7. REPORTING RELATIONSHIPS



8. MAJOR TASKS

- 4.1 To act as the first point of contact for the organisation.
- 4.2 To carry out general administrative duties.
- 4.3 To undertake all required finance related duties.
- 4.4 To maintain donor database and process new donors.
- 4.5 To undertake other related duties as required.

9. ACTIVITIES 5.1

5.1 To act as the first point of contact for the organisation

5.1.1 Answering all callers and greeting guests in a professional and friendly manner

5.1.2 Answer the phone and direct calls/take messages accordingly.

5.1.3 Become initial point of contact for general queries.

5.2 To carry out general administrative duties

5.2.1 Placing orders for consumables and sorting orders when they arrive

5.2.2 Receiving, sorting and distributing incoming mail and dealing with outgoing mail as required.

5.2.3 Photocopying, preparing documents, distributing as necessary and filing.

5.2.4 To process Room/studio/ equipment bookings and updating schedules

5.2.5 Preparation of meeting paperwork and minuting meetings if required.

5.3 To undertake finance related duties under direct supervision of Finance Manager

5.3.1 To process financial transactions (including receiving donations and issuing invoices), maintain accounting records, and provide reports on them, in order to ensure all income and expenditure is correctly accounted for

5.3.2 Use of Microsoft Excel for expenses, donations and finance reports.

5.3.3 Providing regular updates on current status of fundraising & donations received

5.4 To maintain all databases and monitor processes of the organisation

5.4.1 Data entry; updating relevant spread sheets on regular basis

5.4.2 Maintain donor database with regular updates on new donor information

5.4.2 Processing new donors through all procedures and rewards incentives

5.4.4 Identifying gaps in fundraising and donation gathering mechanisms

5.4.5 Support the development of new projects and fundraising programmes.

5.5 To undertake other related duties as required

5.5.1 Take part in training and attend relevant meetings as required.

5.5.2 Keep reception area clean & tidy.

5.5.3 Provide support as requested by the wider administrative team.

| Criteria | Essential | Desirable |
|---------------|---|--|
| 1. EXPERIENCE | <p>Experience of Office based IT applications, including experience of Microsoft Excel to competent level General administrative experience</p> <p>Experience of data entry and maintaining accurate records</p> <p>Experience of preparing meeting paperwork</p> | <p>Knowledge of current social inclusion issues</p> <p>Experience of working for third sector organisation</p> <p>Experience of collating information for funding applications</p> |

| | | |
|---------------------------------|--|--|
| 2. QUALIFICATIONS | No specific qualifications essential | Standard Grade/National 4 or 5 or equivalent in any of the following: Administration, Computing Studies, Information Technology |
| 3. SPECIAL SKILLS/ APTITUDES | <p>Ability to manage a broad variety of tasks and to work to competing deadlines Ability to liaise with staff at all levels</p> <p>Ability to communicate well with a wide range of people including other staff, children, young people and adult learners in a friendly manner Excellent time management skills</p> <p>Excellent organisational skills Excellent telephone manner Ability to work in busy community setting</p> | Able to work in a way that promotes equal opportunities for all centre users |
| 4. PERSONAL QUALITIES | <p>Able to work on own initiative or as part of team</p> <p>Well-developed interpersonal skills with ability to communicate well with the public in a non-judgemental manner</p> <p>Respect for confidentiality and the sensitivity of certain issues</p> <p>Flexible attitude and willingness to work unsociable hours to meet needs of the organisation</p> <p>Ensure confidentiality of participants & adherence to Noah's Ark Data Protection Policy</p> | <p>Desire to take on additional responsibilities as role progresses</p> <p>Willingness to expand professional practice through on-going training, a commitment to personal learning and development.</p> |

