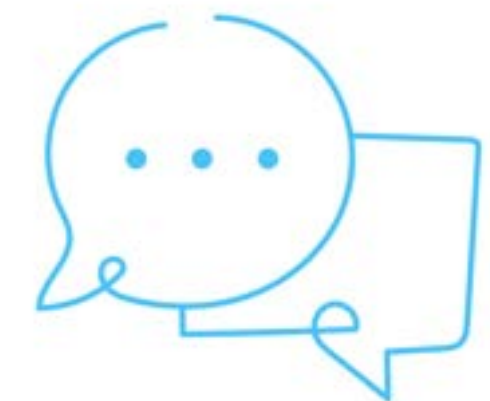
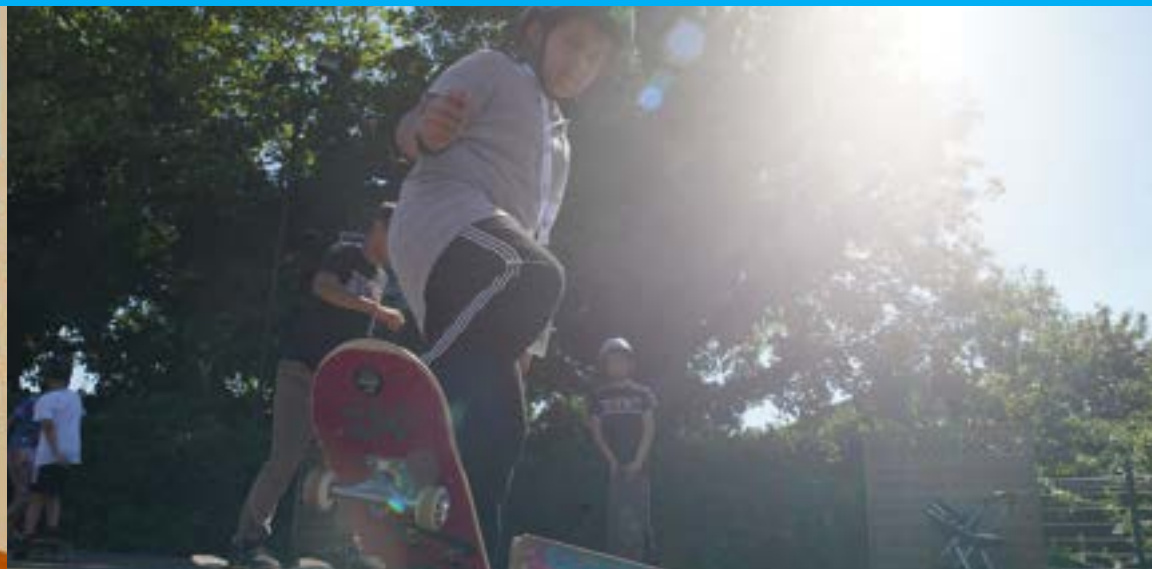
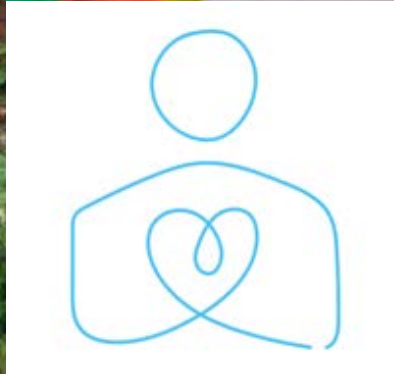


creating opportunities for a better life





creating opportunities for a better life



Through commitment, support and collaboration more than **50,000 people's lives are better** since we officially started operating as a charity in 2002.

This has motivated us to continue working with people in Calderdale, understand their aspirations and work alongside them to get to where they want to be.

Some of the communities we operate within are from some of the most deprived areas in Calderdale.

The people we work with have a wide range of backgrounds, ethnicities and abilities and they often come to us because they face, or have faced, a number of obstacles that make it difficult for them access opportunities many take for granted.

This makes it harder for them to get to where they want to be.

With the Cost of Living Crisis having a big impact on individuals, families, businesses and the wider community the opportunities we create are more important than ever.

We are positive that by working together we can come out stronger, healthier and happier.

As a community anchor, our work with local people, families, and organisations means together we can make lives and futures better.

This leads us to our strategy for 2024 onwards...

Over the next few years we will focus on three goals that we believe will make the biggest impact to people's lives:

Strengthen communities
Create opportunities for communities to live and work together, in safe and sustainable spaces

Advocate for equity
Taking a human approach. Working alongside individuals, understanding their aspirations and supporting them along the way

Drive progress
Look forward, lead the way and guide those we work with towards better things

These have been developed through collective thinking throughout the Trust and listening to our community, while staying true to our charitable objectives.

We want to remain relevant, while ensuring we are able to sustain our work so local people and communities have opportunities to thrive.

Throughout this guide we will provide more detail about our strategy and how we can all work towards a better future.



“ Through joined-up thinking and working collaboratively, we believe our future plans will bring together our vibrant community and create a better place to live and work.

” Alison Haskins, CEO



“ We're ambitious and, in order to turn our goals into reality, we must continue to work together. Our plans are far reaching and long-term; we're here for the long-haul.

” Hilary Barber, Chair

Why are we here?

We are a regeneration charity. The nature of our work means we **respond to the needs of the community** and individuals, so we are used to thinking innovatively and adapting to change.

Over the past 21 years we've built stable foundations to ensure we can sustainably create opportunities for local people so their lives are better. The vast range of work we are involved with stems from place-based delivery; addressing the real, lived experiences of local people with co-designed services that truly make a difference.

We aim to create a community that is multicultural and self-sustaining, where everyone has the opportunity to thrive and contribute to a brighter future for all. To do this, Halifax Opportunities Trust works towards long term goals to overcome the ongoing challenges that are prevalent in the local community of Park ward and wider Calderdale borough.

The problems we're trying to solve

- Poverty
- Unemployment
- Low skills in children and adults
- Lack of social and recreational opportunities
- Lack of business support
- Environmental degradation
- The challenges of bringing up children
- The challenges of family life
- Children at risk of neglect and abuse
- Lack of community cohesion
- Integration into UK society
- Poor physical & mental health and wellbeing
- Loneliness and isolation
- Lack of housing and poor-quality housing
- Underuse or lack of use of usable community buildings and sites

Our Purpose

We're here so people have the opportunity to grow in a vibrant, multicultural and self-sustaining community



Improving quality of life

Making people's lives better is our main focus. We do this through acknowledging key quality of life indicators.

The office of national statistics (ONS) have identified ten key indicators in which the UK public defined as areas of life that matter the most.*

We use this as a guideline to shape our delivery, while tailoring what we do so the people who live in Halifax reach their potential. Locally, some of these indicators have more impetus and we acknowledge this through the projects we deliver in our community of Park ward and wider Calderdale borough.

Quality of life indicators



- Personal wellbeing
- Our relationships
- Health
- What we do
- Where we live
- Personal finance
- Economy
- Education and skills
- Governance
- Environment

*sources:

<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/qualityoflifeintheuk/may2023#:~:text=An%20update%20on%20the%20UK's,%20governance%20and%20the%20environment.>
(<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/articles/ukmeasuresofnationalwellbeing/dashboard>)

Regenerating places and communities

We understand that to **regenerate places and communities**, we must address these indicators and consider the problems we are trying to solve, so the things we do are relevant and valuable for local people.

We have defined our core delivery in six key areas, so that what we do is focused, aligns with the quality of life indicators, and creates opportunities for work, family and life.

Our opportunity-makers

community & wellbeing

Leading a fuller life

enterprise

Start or grow a business

employment

Finding meaningful work

inclusive integration

Integrating in the community

children & families

Raising a happy family

apprenticeships

Skills for work and life

Who are our people?

We ultimately work to **make a difference to local people, their families and the community groups and organisations they are a part of.**

Individuals

- Unemployed/seeking employment
- Seeking new/enhanced skills and qualifications
- Migrants
- Are lonely
- Socially inactive
- Are experiencing mental ill health or poor physical health
- Parents of young children
- Environmentally conscious citizens

Community Groups

- Schools
- Charities
- Community Groups

Families

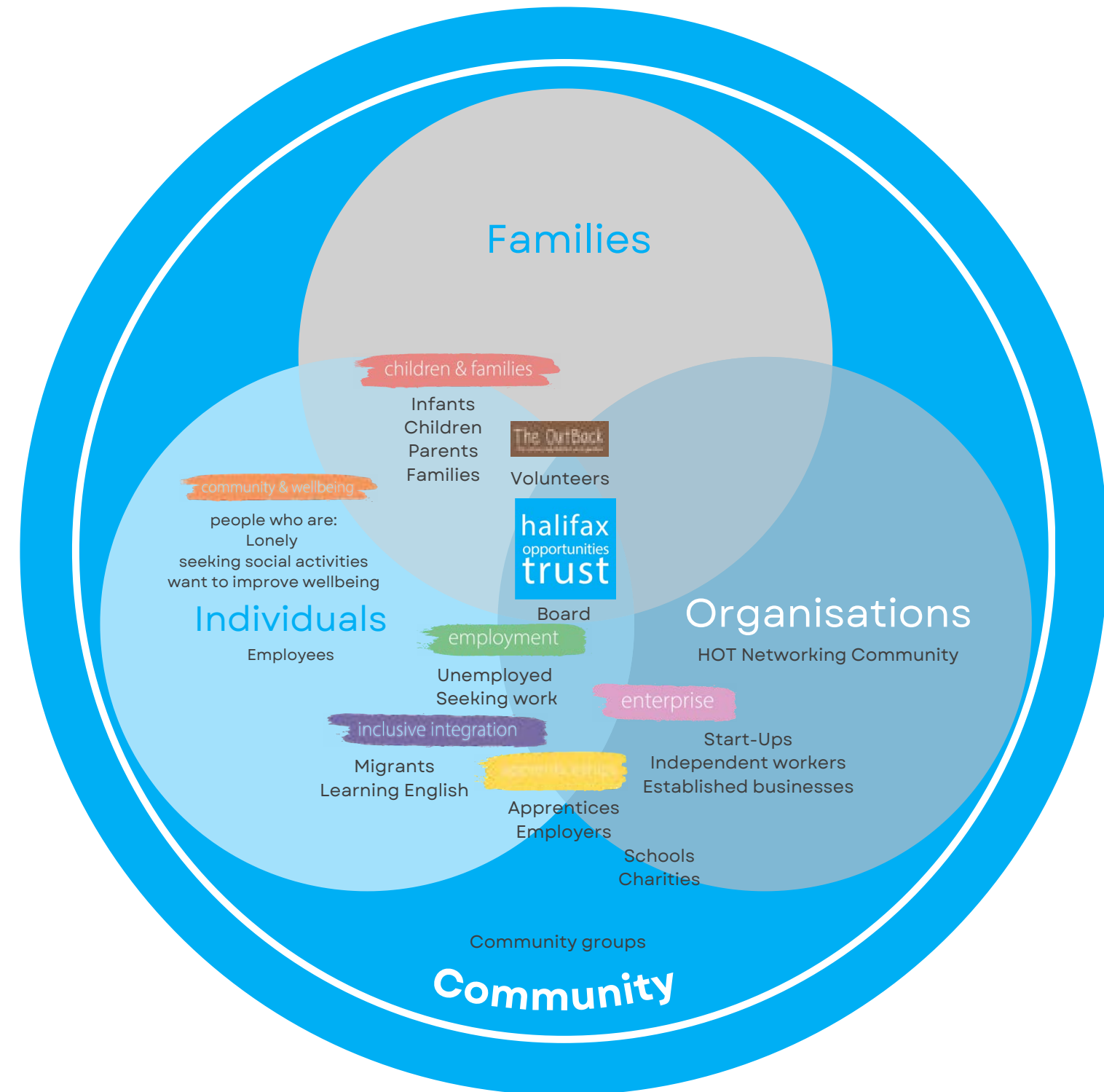
- Expectant Parents
- Breastfeeding mothers/people
- Children
- Babies
- Young People
- Families

Organisations

- Start-ups
- Freelancers/independent
- Established SMEs



How we create opportunities



Our vision and impact

We create opportunities for a better life.

This is our vision. And through the power community, our staff, volunteers, supporters and partners, combined with our 21 years of experience, we can move closer to reaching this.

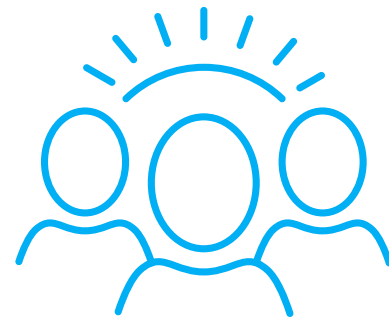
Our three impact goals



These are our areas of focus from 2024 onwards, and the ways we want to work with people in the local community of Park ward and beyond. We must address these to make the most progress towards our overall vision.

Each of these goals have a unique relationship with how we work and what we do, and combined they have the power to make the impact we want to see.

The difference we want to make



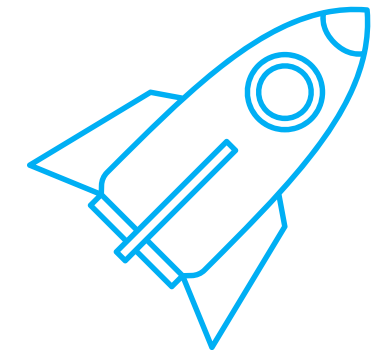
Strengthen communities

Creating opportunities for communities to live and work together, in safe and sustainable spaces



Advocate for Equity

Taking a human approach. Working alongside individuals, understanding their aspirations and supporting them along the way



Drive Progress

Looking forward, leading the way and guiding those we work with towards better things

Why are these our impact goals?

The impact goals we've chosen stand alone respectively to support our vision, but when combined they help us to make significant progress for the people, families and organisations we work with.

They each contribute something different; they build on each other and when they unite their impact is powerful - just like the power of community, it starts with individual action.



Impact goal 1:

Strengthen Communities

Creating opportunities for communities to live and work together, in safe and sustainable spaces

Because everybody deserves to feel like they belong

Community is more than a place or group of people, its a feeling too. By creating a firm sense of belonging, people have a stronger sense of purpose. This can improve feelings of solidarity and fulfilment, which contribute to being a part of something bigger.

So we become more resilient

Creating a stronger community means that we can work together and collaborate in response to change. We can build a support network and draw on individual strengths to overcome prevailing challenges.

Because people should feel safe and secure where they work and live

Just like our sense of belonging, feeling safe is more than the physical surroundings in our immediate environment. There are a number of factors that contribute to making us feel less vulnerable; living and working in spaces that have measures in place to make them secure and safe means building trust and respect so people can be who they want to be.

So future communities can thrive

We want to do our part to ensure future communities have brighter futures. This means caring for the environment and leading by example by following and sharing sustainable and climate friendly practices.

Because we have more in common than what divides us

Getting together and working towards a shared goal highlights the similarities in all of us. Through community action, people become more connected, understood and driven. We need to focus on what unites us and channel it into doing good.

So people can be part of the solution

To understand specific needs and issues, we need to work alongside communities of all types – whether they're identified by place, race, faith, disability or gender. We make it possible for people to play their part so we can learn what works for them.

Because we can only get stronger through collective action

A place-based approach means we can work more holistically – considering how all our parts work independently and collectively. By bringing everyone together we can have a greater impact and create opportunities for a stronger community.

Impact goal 2:

Advocate for Equity

Taking a human approach. Working alongside individuals, understanding their aspirations and supporting them along the way

Because everybody's experience is different

Many of the people we work with have unique life experiences. While we share the same neighbourhood, the people who live and work here have different aspirations. We work together to understand the ambitions of individuals and create opportunities that lead to a better life, however that may look.

So we learn from others

Working alongside individuals and communities of all types gives us an understanding of the prevalent challenges present in the places we operate. We learn from this and tailor our approach to better respond to their needs.

Because people should have the freedom and security to grow

Everybody counts. By working collectively to strengthen communities, we strive to create a place where people can get to where they want to be without judgement or fear.

So people are healthier and happier

We create opportunities for wellbeing, learning and employment, so people can advocate for themselves, take control of their future and build the life they want.

To foster innovation and enterprise

Most of the people we employ and work with are residents within Park ward and neighbouring communities. Working with a diverse group of people can bring together a wide range of perspectives, ideas, and experiences, which leads to more creative and innovative solutions to problems or challenges.

So people can be who they want to be

We strive to create a vibrant, multicultural and self-sustaining community. This means eliminating prejudice and discrimination, and instead embracing individuality and promoting inclusion.

Impact goal 3:

Drive Progress

Looking forward, leading the way and guiding those we work with towards better things

Because we don't dwell on problems

We look for solutions, not problems and see opportunities in even the most challenging times. This is true within our organisational culture and when working with local people, families and businesses.

So we continue to grow

We are enterprising and think commercially so we can make decisions that financially support the charity. Innovating our delivery by co-designing services with those we work with, means we grow with the needs of the community.

Because regeneration doesn't stop

Community needs are always changing. Regeneration is key to building communities that are happy, healthy and long-lasting; so long as people, families and communities exist, so will Halifax Opportunities Trust.

For more effective and efficient delivery

As the digital landscape evolves, we will harness technology and digital platforms to bring people closer to us. We will make better use of digital to improve resource efficiency and use our experience to close the digital skills gap.

So our places and spaces are greener and cleaner

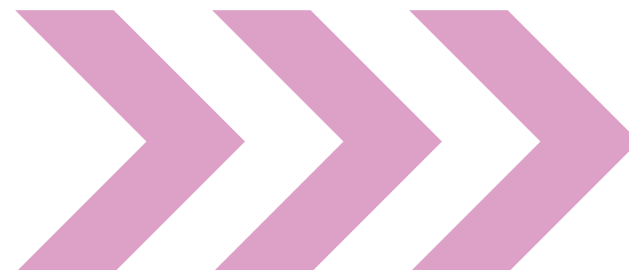
The climate emergency is at crisis levels. We are working to change the way we operate and reduce our carbon footprint to ensure our only impact on the planet is positive change. We're passing on our climate friendly approach to everyone we work with.

Towards a more inclusive, diverse and accepting community

Over the past 21 years the communities and individuals we work alongside have changed. We're proud of our multi-cultural roots and will continue to champion diversity and individuality, so communities can thrive.

So the future is brighter for everyone

We strive to create a self-sustaining community; this means ensuring people can advocate for themselves, pass-on skills and share experiences.



How do we achieve this?

Strengthen Communities

Creating opportunities for communities to live and work together, in safe and sustainable spaces

- Provide & support social activities
- Provide information and education about health & wellbeing
- Encourage social action
- Running a sustainable community kitchen and garden
- Providing affordable housing
- Provide managed office space
- Provide managed light industrial units
- Provide managed and informal meeting space
- Running a monthly business network
- Running Children's centres
- Providing day care for under 5s
- Providing family support
- Running job clubs
- Working with local employers
- Making apprenticeships accessible for local employers and people
- Building collaborative relationships for an inclusive community
- Provide an accessible space for the community where all our teams operate

Advocate for equity

Taking a human approach. Working alongside individuals, understanding their aspirations and supporting them along the way

- Delivering ESOL classes
- Running integration activity
- Delivering apprenticeships
- Delivering functional skills classes
- Helping people find work
- Supporting employability
- Providing parenting Programmes
- Providing early education
- Provide volunteer opportunities
- Help people connect with others
- Promote physical activity
- Support new businesses with grants
- Provide opportunities for businesses of any size
- Creating employment and learning opportunities for staff

Drive Progress

Looking forward, leading the way and guiding those we work with towards better things

- Reduce our carbon footprint
- Good quality operational systems
- Develop new projects & initiatives in response to local demand
- Make better use of digital approaches
- Establish, build and maintain strong relationships with partners

Our Values



Our values



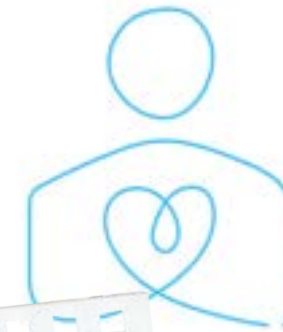
WE ARE
COMMITTED

- To bringing communities together
- To listening to the community to shape our services
- To finding solutions, not excuses
- To our roots in Park ward



WE
COLLABORATE

- With our colleagues at HOT
- With other social organisations to support the community
- And actively seek partnership opportunities
- So we buy local wherever possible



WE
CARE

- About the people that use our services, our colleagues and our visitors
- That everyone reaches their full potential
- About environmental sustainability
- About the quality of services we provide



WE ARE
ENTERPRISING

- And innovative in our approach
- So we run community businesses that create income for our charitable activities
- We accept commercial realities when making decisions

Being us, authentically

In our daily endeavours to achieve our goals, we are guided by our values. They reflect our culture, the way we want things to be and our expectations of the people we work with.

It's important the things that make us true to us remain the same. They define the kind of organisation we are and the things that are important to us. They keep us grounded, authentic and drive us towards our vision.

How it all fits together

Purpose (why we exist)

We're here so people have the opportunity to grow in a vibrant, multicultural and self-sustaining community

Vision (where we want to be)

creating opportunities for a better life

Mission (what we're doing to achieve this)

We're people powered and community focused so individuals and families in Calderdale live as well as possible with practical support that builds skills, confidence and aspirations

Impact Goals (how we intend to do this)

Strengthen Communities



Creating opportunities for communities to live and work together, in safe and sustainable spaces

Advocate for equity



Taking a human approach. Working alongside individuals, understanding their aspirations and supporting them along the way

Drive Progress



Looking forward, leading the way and guiding those we work with towards better things

Values



Opportunity-makers

inclusive integration

enterprise

employment

community & wellbeing

apprenticeships

children & families

Our vision:

Creating Opportunities for a better life

Our impact:

Strengthen Communities

Creating opportunities for communities to live and work together, in safe and sustainable spaces

Advocate for equity

Taking a human approach. Working alongside individuals, understanding their aspirations and supporting them along the way

Drive Progress

Looking forward, leading the way and guiding those we work with towards better things

Our outcomes:

Happier and Healthier

Individuals, families and businesses will feel supported, better connected and more engaged, improving overall wellbeing

Skills and work

Improved wellbeing and a better sense of involvement, leading to aspirational thinking and work readiness

Places and Spaces

More opportunities for work and life within the neighbourhood creates better places and spaces to work and live

Regeneration

Over time this leads to regeneration. Local investment into places and people breathes new life and builds resilience

Our (measurable) targets:

Reach 2,000 unique individuals in 2024-2025

Our outputs:

Ongoing support

Creating opportunities through six considered and ever evolving areas of delivery that focus on building skills, confidence and independence

Volunteering

Creating opportunities for people to share their time, skills and knowledge by volunteering at one of our sites or within one of our teams

Strategic Partnerships

Establishing and nurturing strong and mutually rewarding partnerships that support us in our vision and ensure our work is widely understood.

Income Generation

A range of revenue streams that support HOT in its endeavours to create opportunities for a better life, beyond funding.

Our inputs:

People

A dedicated and committed team, focussed on creating opportunities for a better life through a holistic and human approach

Processes

A people-focussed approach to recruitment, retention and professional development. Doing things that optimise resource efficiency, considering digital and sustainability goals

Planning

A long-term strategic roadmap that considers micro and macro factors, community aspirations and local policies, so our short-term delivery is focussed

Money

Funding, grants and donations required to secure delivery. Building commercial models into delivery, through sponsorship, sales and other routes.

Issues we aim to solve

- Poverty
- Unemployment
- Low skills in children and adults
- Lack of social and recreational opportunities
- Lack of business support
- Environmental degradation
- The challenges of bringing up children
- The challenges of family life
- Children at risk of neglect and abuse
- Lack of community cohesion
- Integration into UK society
- Poor physical & mental health and wellbeing
- Loneliness and isolation
- Lack of housing and poor-quality housing
- Underuse or lack of use of usable community buildings and sites

Who we work with

Local people who:

- Are unemployed or underemployed;
- Want to improve their skills and qualifications;
- Want to speak English;
- Want to understand how life in the UK works;
- Are lonely;
- Want to find new social activities;
- Want to improve mental or physical wellbeing for themselves and/or their families;
- Are parents of young children;
- Are seeking good quality childcare;
- Want to volunteer;
- Want to buy locally grown produce;
- Want to become socially active
- Need housing or better housing

Local businesses, public agencies & charities which:

- Want good quality office space to rent;
- Are a start-up business;
- Want to hire meeting space;
- Want to network and access useful business briefings
- Want to partner to deliver projects

- Local schools which:
- Want to use a community kitchen and garden

- Local community groups which:
- Want to hire meeting space
- Want to partner to deliver projects

How we reach people

- By being visible and understood within the local community
- By meeting local people informally
- By Community Organising and other direct forms of staff engagement
- Through staff that live in the local community
- Through word of mouth
- By partnerships and referrals with other organisations
- By advertising directly (print, social media)
- Through our local volunteers
- Through our website
- By being recommended (i.e. good reputation)

Our values

We care:

- about the people that use HOTs services, our colleagues and our visitors
- that everyone reaches their full potential
- about environmental sustainability
- about the quality of the services we provide



We are enterprising:

- and innovative in our approach
- we run community businesses that create income for our charitable activities
- we accept commercial realities when making decisions



We collaborate:

- With our colleagues at HOT
- With other social businesses to support the community
- And actively seek partnership opportunities
- We buy from local businesses wherever possible



We are committed:

- to bringing communities together
- to listening to the community to shape our services
- to finding solutions, not excuses
- to our roots in Park warded (i.e. good reputation)



How we bring about change

Objective 1: We will help people find good jobs that meet their aspirations by:

- Delivering employment support projects & contracts
- Running job clubs

Objective 2: We will provide learning opportunities that build skills for life and work by:

- Delivering apprenticeships
- Delivering functional skills classes

Objective 3: We will help children to have a great start in life and provide practical support to families by:

- Running Children's Centres
- Providing early education
- Providing parenting programmes
- Providing day care for under 5s
- Providing family support

Objective 4: We will help people to build happy and productive lives in the UK by:

- Delivering ESOL classes
- Running integration activity
- Helping people find work

Objective 5: We will help people to connect with people & activities in their local community by:

- Provide & support social activities
- Provide information and education about health & wellbeing
- Provide volunteer opportunities & encourage social action
- Employ Community Organisers
- Promote physical activity
- Running a sustainable community kitchen and garden
- Providing affordable housing

Objective 6: We will provide quality space for local businesses by:

- Provide managed office space
- Provide managed light industrial units
- Provide managed and informal meeting space
- Running a monthly business network

Objective 7: We will ensure that HOT is a strong, sustainable & responsive organisation by:

- Assessing & managing risk
- Holding appropriate reserves & assets
- Capable & motivated staff team
- Capable & motivated trustees
- Good quality operational systems
- A well-known & trusted brand
- Developing new projects & initiatives in response to local demand
- Reduce our carbon footprint
- Make better use of digital approaches

How we know we are succeeding

1.1 Support 40 people to secure good quality jobs

2.1 Apprenticeship provision breaks even over 2022 - 2024

3.1 Secure contract to continue to deliver Children Centres services post-2024

4.1 40 people achieve ESOL qualifications

5.1 140 people supported by Staying Well and Tandrusti projects

5.2 25 CO 'listenings' per month

5.3 70% of attendance at Outback activities to be people living in the Park Ward area

5.4 Three houses purchased
5.5 Business plan and asset transfer of QRNC approved by CMBC

6.1 92% occupancy at both business centres

7.1 Achieve 90% of our reserves target

7.2 To increase number of returning visitors to website by 25% by March 2024

7.3 Eradicate single-use plastics across HOT by March 2024

Wider benefits and impact

- Work is generally good for physical and mental health and well-being ('Our Health and Wellbeing', DoH, 2010)
- Adult learning fosters a sense of identity, an ability to cope and a feeling of purpose in life.
- The education of adults positively influences the educational achievement of their children and their children's health.
- Adult learning is associated with higher levels of interpersonal and social trust, social connections and community cohesion.

(All from 'What are the wider benefits of learning across the life course?' GoS 2017)

- Children's Centres reduce parenting stress, improve mothers' health, and contribute to better learning environments in the children's own homes ('The impact of children's centres: studying the effects of children's centres in promoting better outcomes for young children and their families', DfE 2015)

- Disadvantaged children gain from high quality pre-school. It reduces the risk of anti-social or worried behaviour and improves attainment. It is particularly important for children who have a less stimulating home learning environment or who are from families where parents have poor or no qualifications.

(Effective pre-school, primary and secondary education project (EPPSE 3-16+) DfE 2015)

- The 5 Ways to Wellbeing are: Connect; Be Active; Take Notice; Keep Learning; Give

('Five ways to mental wellbeing', GoS, 2008)

- Well-being increases fastest in relation to increases in income and expenditure from the lower levels of income and expenditure.

('Income, Expenditure and Personal Wellbeing', 2011/12, ONS)

- Housing as 'home' is not just a physical shelter, but also a foundation for social, psychological and cultural wellbeing.

('Housing as a social determinant of health', Lisa Garnham and Steve Rolfe February 2019)

How we'll measure progress



Through identifying our impact goals, we give ourselves accountability in upholding these and setting out benchmarks of progress. To ensure we remain on track in pursuit of our purpose, we must consistently monitor, measure and report.

We will track the progress of our strategy via how well our goals are met, in terms of:

Input:

How we fund our activities

Monitoring available funding, the money we have invested into our activities and tracking where it goes.

How we deliver our activities

Tracking the spaces our activities take place, the people and teams who deliver them, timeline and content.

Community Involvement

Gaining input from local people so services are designed for them, identifying number of hours.

Collaboration with partners

Identifying key collaboration partners, co-designing services and recommending new approaches to delivery.

Output:

How funding has supported activities

Identifying successful funding activities, projects that have flourished through dedicated funding streams and areas that require more support.

How our activities reach people

Recording how individuals interact with us; number of participants, attendance at events, completion rates.

Community Involvement

Data that identifies community involvement; number of volunteers, attendance at forums, volunteer hours...

Collaboration with partners

Recording the partners we work with, the projects they are linked with and our partnership objectives.

Impact:

The value funding has - beyond money

The short and long term effects of specific funding activity. Jobs, Growth, Social, Environment, Innovation.

How our activities make lives better

Measuring short and long term progress of individuals on their journey towards a better life. Where they were Vs where they are now and overall experience.

Community Involvement

Insights demonstrating short and long term benefits of community involvement and contribution to society/local neighbourhood.

Collaboration with partners

The short and long term benefits/drawbacks seen by HOT and the community via collaboration.

Our framework

| M e a s u r e | Theme | Impact Goal 1 Strengthen Communities | Impact Goal 2 Advocate for Equity | Impact Goal 3 Drive Progress |
|---------------------------------|-----------------------|--|---|---|
| | I n p u t | Funding | <ul style="list-style-type: none"> £ available | <ul style="list-style-type: none"> £ available |
| activities | | <ul style="list-style-type: none"> Resources involved: volunteers, places, equipment | <ul style="list-style-type: none"> Specific measures: print outs, multi-language materials, duration (term specific) Accessible spaces | <ul style="list-style-type: none"> Bench marking ourselves Road mapping Allocating staff/resources |
| Community | | <ul style="list-style-type: none"> Number of volunteer hours/duration key needs (consultation) | <ul style="list-style-type: none"> Key needs (Focus groups with core demographic) | <ul style="list-style-type: none"> Consultations Focus Groups/forums |
| Partners | | <ul style="list-style-type: none"> How many should we work with Who are they? | <ul style="list-style-type: none"> Who can we collaborate with to strengthen offer? What is available already? | <ul style="list-style-type: none"> Local Authority Sector peers |
| O u t p u t | Funding | <ul style="list-style-type: none"> £ invested/ attained | <ul style="list-style-type: none"> £attained/invested | <ul style="list-style-type: none"> £ invested |
| | activities | <ul style="list-style-type: none"> How many people (attended/passed/) throughout entire project courses/ workshops delivered demographic/s reached | <ul style="list-style-type: none"> Number of individuals supported throughout entire project Pass rate demographic/s reached | <ul style="list-style-type: none"> Number of teams/ individuals involved Courses/workshops delivered Resource efficiency |
| | Community | <ul style="list-style-type: none"> Number of engagements/ volunteer hours | <ul style="list-style-type: none"> Number of one to one engagements Volunteer hours | |
| | Partners | <ul style="list-style-type: none"> Who we worked with (and number) Projects linked with (internally and externally) Overall objectives | <ul style="list-style-type: none"> Who we worked with (and number) Projects linked with (internally and externally) Overall objectives | <ul style="list-style-type: none"> Who we worked with Projects linked with (internally and externally) Overall objectives |
| I m p a c t | Funding | <ul style="list-style-type: none"> Value (TOMS - Jobs, Growth, Social, Environment, Innovation.) | <ul style="list-style-type: none"> Value (TOMS - Jobs, Growth, Social, Environment, Innovation.) | <ul style="list-style-type: none"> Value (TOMS - Jobs, Growth, Social, Environment, Innovation.) ROI |
| | Activities | <ul style="list-style-type: none"> Difference made (health improved/new language acquired/etc) per person and overall | <ul style="list-style-type: none"> Difference made (what opportunities did we create and how has this made their life better?) | <ul style="list-style-type: none"> What progress did we make as a result of the output? (reduced carbon footprint by XX, etc) |
| | Community | <ul style="list-style-type: none"> Short and long term benefits to society (lower crime rates/ less litter/ fewer visit to A&E/ fewer diagnoses) | <ul style="list-style-type: none"> Short and long term benefits to society (social mobility, lower deprivation, better economy) | <ul style="list-style-type: none"> Short and long term benefits to society (advocate/ higher employment rates, better air quality, etc) |
| | Partners | <ul style="list-style-type: none"> How were objectives met? | <ul style="list-style-type: none"> How were objectives met? | <ul style="list-style-type: none"> How were objectives met Short and long term affects of partnership working (accreditation/ further collaboration/ industry leader) |