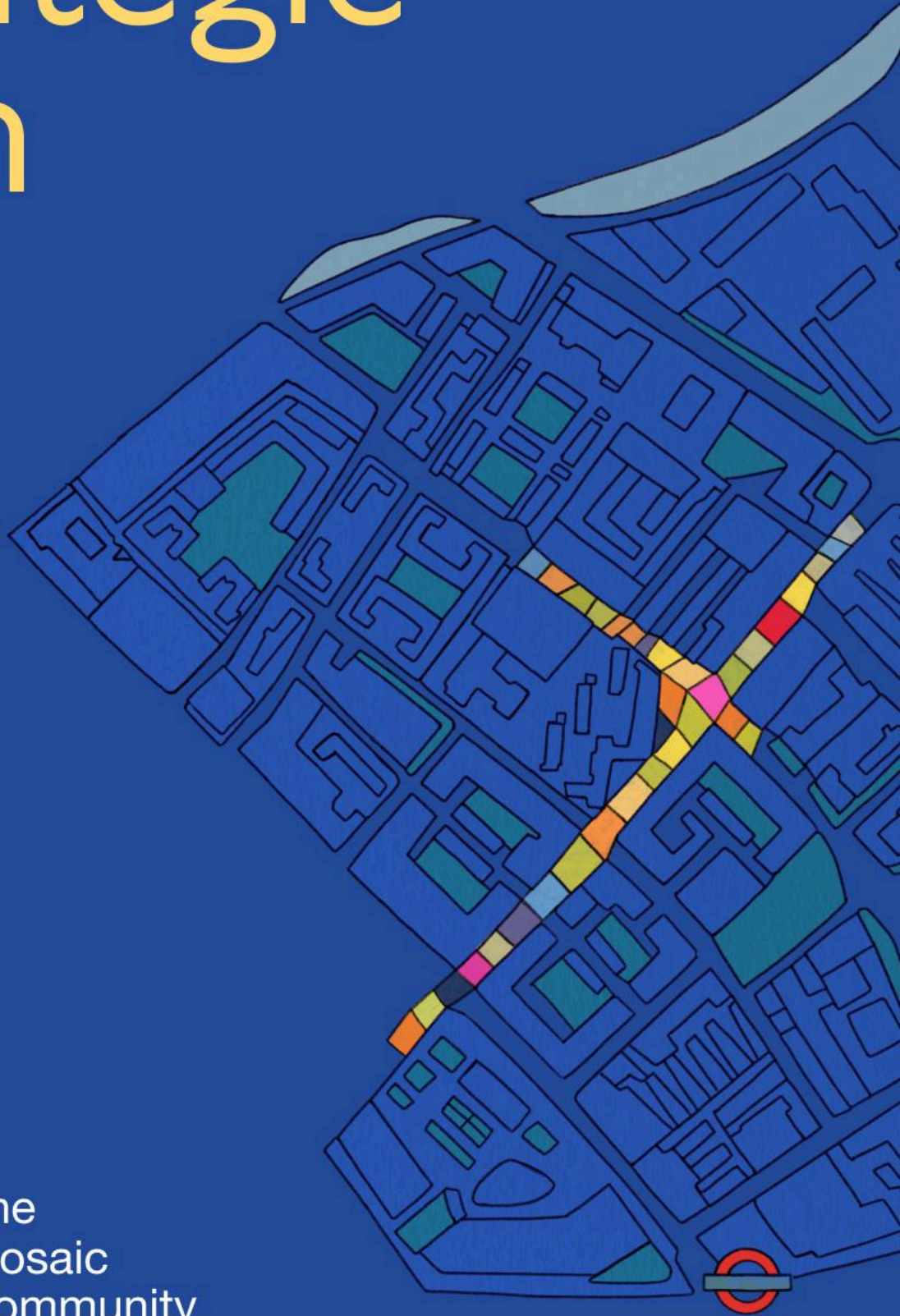


2025 - 2030

Strategic Plan



The
Mosaic
Community
Trust

Uniting, empowering, and celebrating caring communities

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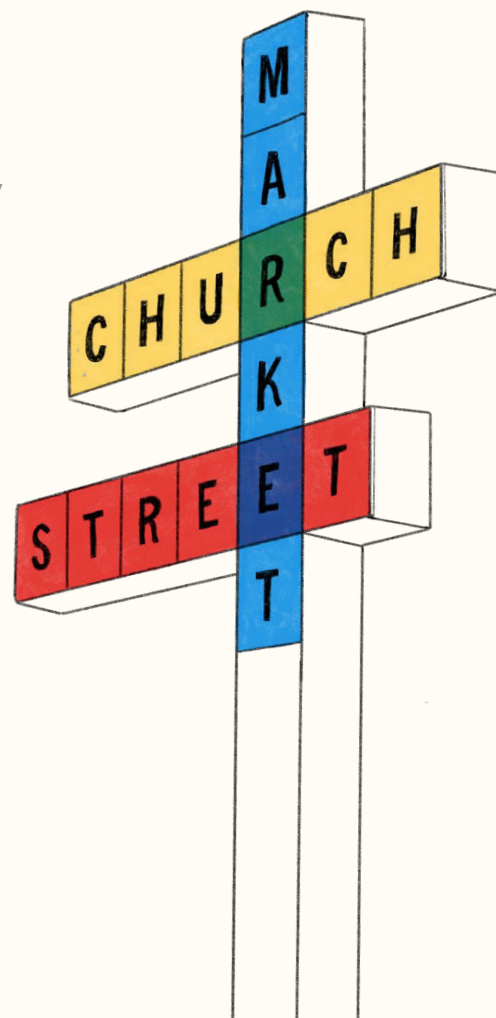
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Executive Summary

Since its inception in 2006, **Mosaic Community Trust** (MCT) has worked to empower women from ethnic minority communities in Westminster, particularly in the Church Street, Harrow Road, and Maida Vale areas. Over the years, despite significant challenges, our dedicated staff and community members have shown unwavering resilience, ensuring that women are supported to advocate for themselves, their families, and their communities.

We have engaged in meaningful dialogue with key stakeholders, including Westminster City Council, Imperial College, and NHS partners. These collaborations have enabled us to influence policy and strategy-level decision-making as equal partners, advocating for more inclusive and culturally competent services.

Responding to a Changing Landscape

The pandemic and cost-of-living crisis have deepened inequalities in our communities, leading to rising mental health challenges, social isolation, and long-term health conditions. In response, MCT has adapted, developing **new approaches to meet evolving needs while ensuring women remain at the forefront of community solutions.**

As demand for our services grows, it's essential to ensure the organisation's financial sustainability while staying true to our mission. The financial plan outlined from page 12 focuses on improving the way MCT manages its budget and funding. By carefully analyzing the current budget, identifying opportunities for savings, and introducing new ways to raise funds, we aim to support the MCT's ambitious goals for the next five years.

Our strategic shift

From a Rights-Based to an Asset-Based Approach

MCT is moving from a rights-based model, which focuses on addressing service gaps, to an asset-based approach that builds on the strengths, knowledge, and leadership of local women. We recognise that our communities are not passive beneficiaries but active agents of change.

This Strategic Plan (2025-2030) reflects this transition, ensuring that:

- Women are **empowered as community leaders**, shaping services and driving local solutions.
- Programmes **harness the skills, networks, and resilience of the community** rather than relying solely on external interventions.
- Our work **strengthens collective capacity**, ensuring long-term, sustainable impact beyond immediate service provision.

Our commitment for the Next Five Years

With this asset-based approach, MCT pledges to build on the progress of the last 19 years, working alongside our communities to improve health outcomes, reduce inequalities, and create lasting change for ethnic minority women and families in North Westminster.

Lena Choudary-Salter
CEO, Mosaic Community Trust

Mark Glifford
Chair, Mosaic Community Trust

Introduction

About Us

Since 2006, Mosaic Community Trust (MCT) has worked to empower women from ethnic minority communities in the Church Street, Harrow Road, and Maida Vale areas of Westminster. We recognise that a healthy, thriving community is only possible when people come together across cultural and religious divides, reducing isolation and sharing knowledge and support. At the heart of our work is the belief in building a caring community, where women are supported to connect, grow, and lead change.

MCT believes that women are powerful agents of change, yet many from Black, Arab, Bangladeshi, Kurdish, and African backgrounds face significant barriers to accessing healthcare, education, and economic opportunities. Despite these challenges, women play a unique and vital role in family and community life, often acting as catalysts for positive change. Our work supports and amplifies this role, ensuring women have the tools, confidence, and networks to advocate for themselves, their families, and their wider communities.



Mission

To recognise and build on the strengths of women from marginalised communities so they can develop the knowledge, confidence, and leadership to improve health and wellbeing, challenge inequality, and drive change for themselves, their families, and their communities.



Vision

The Church Street community and surrounding areas in North Westminster are healthy, happy, and thriving. We want to see our communities support each other, access appropriate services, and use their voices to drive positive change, creating a truly caring community.

Church Street in Numbers

Unemployment is at

8.8%,

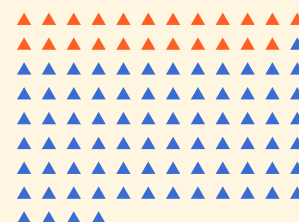
compared with approximately 3.1% across the rest of the borough

(One Westminster, 2024)

The health of residents generally falls below the average within Westminster :

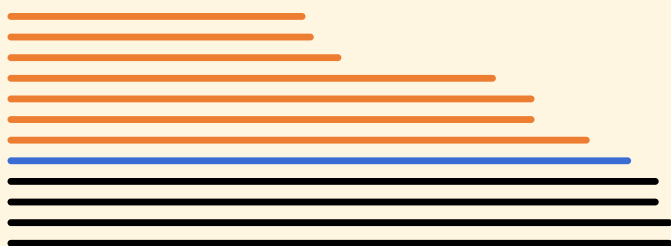
11% of the area feeling they are in ill health

23% having a longterm life limiting illness



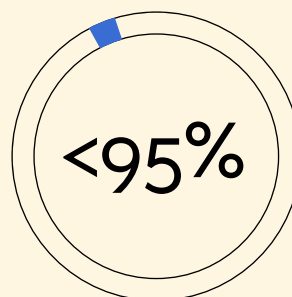
(Ward Census, 2011)

Church Street scores within the **lowest fifth** of the Greater London Authority's well-being index, which considers measures including health, economic security, safety, families, accessibility, and community. Church Street ranks as 537 out of 635 London areas.



(Trust For London, 2024)

Childhood vaccinations uptake is among the 25% lowest in England and below the 95% target to stop the spread and protect the community.



(Westminster City Council, 2024)

Children living in Church Street are **almost twice** as likely to be overweight than those living in the West End.

(Westminster City Council, 2024)

2X

Why Our Work is Urgent

Mosaic Community Trust (MCT) is deeply rooted in the Church Street community in North Westminster, London. While Westminster is home to some of the wealthiest neighbourhoods in the country, it also contains areas of extreme deprivation.

Church Street is a vibrant and diverse area, with a population of just under 12,000 people within less than a square mile, making it one of the most densely populated areas in the country. The community's rich cultural diversity, including Arab, Bangladeshi, and Kurdish communities, is a source of strength and resilience. The area scores 8.5 on the Diversity Index—double that of Westminster as a whole—highlighting its multicultural richness.

However, significant challenges threaten the health and wellbeing of its residents. Church Street is among the most deprived areas in London, with some of the worst health inequalities in the country. Life expectancy in Church Street is 25 years lower than in neighbouring St. John's Wood, a stark reflection of deep-rooted social and economic disparities.

Limited access to healthcare, low screening and immunisation rates, and widespread stigma around mental health contribute to these disparities. Many residents struggle to navigate essential services, while distrust in healthcare and social services further isolates those most in need.

The challenges extend beyond health. Many families are unaware of the risks their children face, including gang-related crime, drug exploitation, and child grooming. At the same time, language and cultural barriers prevent communities from supporting one another, leading to further isolation.

MCT's work is essential. The solutions to these challenges must be holistic, compassionate, and community-led. Only by empowering local women, strengthening community trust, and ensuring access to culturally appropriate support can we begin to close these gaps and create lasting change.

Values

At MCT, our work is grounded in a deep commitment to equity, empowerment, and community leadership. We believe in the inherent right of every individual, regardless of background, to access the knowledge and resources necessary for a quality life. We recognise that women from ethnic minority communities are often an untapped and unsupported asset, playing a unique and vital role in family and community life. By providing knowledge, compassionate support, and skills, we empower women to reach their full potential and lead positive change within their neighbourhoods.

We take an asset-based approach, ensuring that the solutions to social and health inequalities come from within the community itself. **At the heart of this approach are our MCT Wellness Advocates - women trained to provide health literacy, signposting, emotional support, and practical interventions such as massage therapy and peer-led workshops.** They exemplify the power of community-led solutions, ensuring that support is both culturally appropriate and accessible to those who need it most.

Our values guide how we work, the relationships we build, and the impact we seek to create:

Our Core Values

Respect

We treat everyone with dignity and champion the voices of all, to build fairer, more inclusive communities.

Accountability

We are accountable to those we serve, our team, and our supporters, ensuring transparency and integrity in all we do.

Fearlessness

We are bold in our actions and uncompromising in our commitment to justice, standing up for our communities in the face of adversity.

Collaboration

We work in partnership with communities, stakeholders, and organisations to maximise impact and create systemic change.

Innovation

We are adaptive and creative, always learning, evolving, and embracing new ways to accelerate meaningful change.

Integrity

We act with honesty, consistency, and conviction, ensuring that our work aligns with our mission and values.

Spirituality

We work in a diverse, multi-faith community, recognising the solace and strength that many derive from their spiritual and religious beliefs. We support and celebrate this.

Care

Compassion is at the heart of everything we do. We strive to model the kindness, care, and mutual support that we hope to see reflected in the wider community.

Strategic Objectives

2025 – 2030

Key learnings

Over the past year, our work has provided valuable insights into what truly makes a difference in supporting women and families in our community. These learnings have shaped our strategic objectives, ensuring that our approach remains effective, sustainable, and community-led. The following reflections outline what we have learned through practice, and in the next section, we translate these insights into **clear, actionable objectives** for the years ahead.

1. Strengths-Based, Community-Led Approaches Drive Lasting Change

Asset-based approaches have proven to be far more effective than deficit-focused interventions. When communities build on their own strengths, they are better equipped to address local challenges, fill gaps in mainstream services, and create lasting change.

2. Place-Based Engagement is Key to Trust and Accessibility

Creating safe, trusted spaces where women and families feel comfortable sharing their experiences has led to more open discussions, better service delivery, and stronger community networks. Community leaders and advocates play a critical role in facilitating these spaces.

3. Capacity Building & Training Strengthens Community Ownership

Investing in training and leadership development has empowered local women to take on active roles in supporting their communities. This, in turn, has improved trust, reduced stigma, and increased access to culturally competent support, particularly in healthcare and mental health.

4. Art Therapy Is a Tool for Mental Wellbeing

Creative expression through art therapy has proven to be a powerful tool in reducing stress, fostering emotional resilience, and strengthening social connections within the community. This approach has enhanced mental wellbeing and promoted a sense of belonging, particularly among those facing social isolation.

5. Mothers are Agents of Change in Youth Mental Health

Empowering mothers with the knowledge and tools to support their children's mental wellbeing has led to early intervention, stronger parent-child relationships, and increased family resilience. This has not only improved mental health outcomes for young people but has also equipped mothers with confidence in navigating challenges within the home.

6. Health Literacy is a Catalyst for Reducing Health Inequalities

Embedding health literacy into our programmes has improved community members' understanding of their health, their rights as patients, and their ability to advocate for better care. This has fostered informed decision-making, increased preventative healthcare uptake, and improved management of long-term conditions.

7. Integrated Support Systems Improve Health Outcomes

Programmes like the 'Patients Waiting Well' project have shown the impact of combining education, peer support, and healthcare services. For long-term change, embedding health literacy within healthcare structures and ensuring continued community involvement is crucial for scalability and sustainability.



Our Roadmap for Change

Key Priorities for 2025 – 2030

These strategic priorities outline MCT's commitment to empowering communities, reducing inequalities, and fostering long-term, sustainable change. Each priority area builds on our key learnings and directs our work over the next five years.

Our 5 Key priorities:

1. Reducing Health Inequalities
2. Addressing the Underlying Causes of Mental Ill Health
3. Amplifying Women's Voice
4. Supporting Mothers as Leaders in Youth Wellbeing and Safety
5. Strengthening Organisational Capacity and Resilience



Priority 1

Reducing Health Inequalities

Health inequalities in North Westminster are deeply rooted in social deprivation, limited access to healthcare, and cultural barriers. MCT's work focuses on empowering communities with the knowledge, confidence, and resources to improve health outcomes and reduce disparities.

Objectives

- Deliver **community-based health initiatives** to improve understanding of key health issues, promote healthier lifestyles, and strengthen signposting to relevant healthcare services.
- Increase uptake of essential preventative treatments through **awareness-raising and culturally tailored health interventions**.
- Develop and implement **culturally sensitive health empowerment programmes** that promote self-care, health literacy, and active participation in healthcare decision-making.

Priority 2

Addressing the Underlying Causes of Mental Ill Health

Mental health stigma and limited access to culturally competent support prevent many women and families from seeking help. MCT works to break down these barriers through community-led support, education, and advocacy to ensure that women feel supported and services are more accessible.

Objectives

- Provide **individual support** for women experiencing mental health challenges, stigma, or family relationship difficulties, including parenting struggles.
- Lead **community awareness initiatives** to reduce stigma and encourage open conversations about mental wellbeing.
- Advocate for mental health and family services (including police, social, and youth services) to be more culturally competent, strengthening trust between communities and public institutions.

Priority 3

Amplifying Women's Voices

Women from marginalised communities hold deep expertise about the challenges they face, yet their voices are often excluded from decision-making spaces. MCT works to ensure that women play an active role in shaping policies, research, and services that affect their lives.

Objectives

- Influence policy and service development to reduce health inequalities and improve access to culturally competent services.
- Build strategic partnerships with organisations committed to enacting reforms that benefit women from marginalised communities.
- Ensure health research and data collection more accurately reflect the needs of ethnic minority communities.
- Support black and ethnic minority women from economically deprived backgrounds to actively participate in strategic decision-making at local and regional levels.

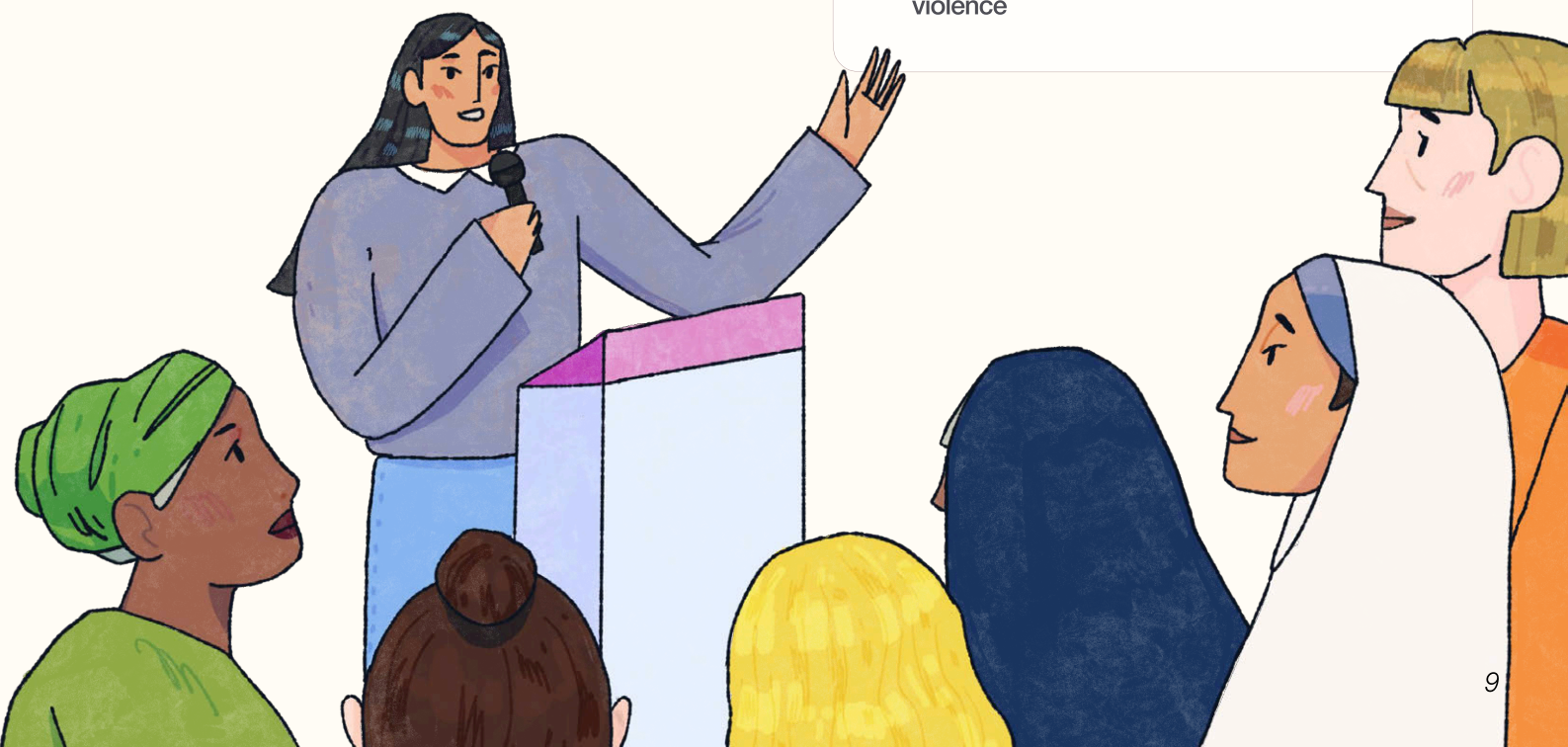
Priority 4

Supporting Mothers as Leaders in Youth Wellbeing and Safety

MCT's work in this area responds directly to demand from mothers in the community, who have raised concerns about their children's mental health, safety, and exposure to youth violence. Many mothers feel unsupported in navigating these challenges and have called for MCT to provide culturally appropriate spaces for guidance, peer support, and advocacy.

Objectives

- Provide peer support spaces for mothers, offering guidance on supporting their children's mental health and navigating challenges.
- Strengthen family-led approaches to youth violence prevention, ensuring mothers can recognise risks and access local support services.
- Advocate for youth services to engage meaningfully with families and communities, ensuring culturally competent support for young people.
- Centre mothers' voices in engaging in public awareness campaigns on serious youth violence



Priority 5

Strengthening Organisational Capacity and Resilience

To sustain and expand its impact, MCT is committed to strengthening its internal capacity, investing in staff and volunteers, and securing long-term financial sustainability.

Objectives

- Identify, recruit, train, and build the capacity of more women to be Wellness Advocates within the Church Street and North Westminster area, empowering them to lead positive change in their communities.
- Strengthen and develop staff and volunteer capacity to support MCT through a period of leadership transition.
- Enhance the skills of staff and volunteers to deliver community engagement, networking, project management, and event coordination effectively.
- Develop a robust monitoring, reporting, and evaluation strategy to measure the outcomes and impact of MCT's work.
- Diversify funding streams to ensure the organisation's long-term financial sustainability, including developing a pipeline of statutory, charitable, corporate, individual, and other forms of funding.
- Strengthen and standardise MCT's communications strategy to ensure it is clear, consistent, and commercially appealing—supporting income generation, stakeholder engagement, and long-term organisational growth.



MCT Theory of Change for Healthier and Thriving Communities



Financial Strategy

This financial strategy is designed to grow with the organisation. A detailed multi-year budget forecast is available on request.

MCT's work is critical to the Church Street area, especially for underserved groups including marginalised BME communities. From wellness programmes to health education, MCT helps bridge the gap in access to culturally appropriate support.

As the organisation continues to grow, we are committed to strengthening our financial resilience - so we can expand programmes, attract and retain talented staff, and respond effectively to emerging needs.

Financial Strategic Priorities

- Address inefficiencies in the budget.
- Find practical ways to diversify and raise new funds.
- Strengthen communication with stakeholders, including donors and partners.

Our goal is to create a realistic, adaptable financial framework that ensures MCT impact grows year by year.

Financial Goals

Short-Term Goals (2025)

- Secure £45,000 in grant funding to sustain core staffing and leadership capacity.
- Secure £45,000 for programme management costs, including outreach, monitoring, and partnerships coordination.
- Secure £100,000 for activities delivery.
- Secure £30,000 for running costs, including venue hire, admin, and digital infrastructure.
- Generate at least £10,000 in cash and £30,000 in in-kind support from corporate partners, such as venue space, products, or professional services.

- Test small-scale revenue-generating ideas, such as charging optional fees for non-beneficiaries attending workshops or services.

Mid-Term Goals (2026)

- Build on early corporate partnerships to secure at least £25,000 in cash and £40,000 in in-kind support, through sponsorships, strategic collaborations, and CSR alignment.
- Increase financial reserves to cover three months of operating costs (approx. £50,000) to strengthen organisational resilience.
- Explore sustainable earned income models, such as scaling wellness services, consultancy, or training delivery to partner organisations.

Long-Term Goals (2027-2030)

- Secure multi-year funding partnerships with prospective corporate partners and major institutions such as the NHS, National Lottery, and regional health bodies, to support long-term programme delivery and organisational growth.
- Establish a reserve fund covering at least six months of operating costs (approx. £100,000) to ensure long-term financial stability and flexibility.
- Expand revenue-generating services such as wellness workshops, therapeutic services, and consultancy, aiming to generate £20,000+ annually from earned income.
- Invest in internal infrastructure (e.g., finance systems, CRM, staff development) to support future scaling and increase organisational efficiency.

Revenue Generation Strategy

MCT is committed to reducing reliance on grants and diversifying its income streams. Our strategy includes:

- **Grants and Institutional Support**
Approaching funders such as the National Lottery Community Fund and NHS trusts, with proposals focused on tackling health inequalities and supporting BME communities.
- **Corporate Partnerships**
Building mutually beneficial relationships with local

businesses to co-fund programmes, offer employee engagement opportunities, and provide brand visibility through social impact.

- **Individual Giving**

Launching a crowdfunding campaign with real-life impact stories and offering thank-you packages such as certificates or event invitations.

- **Revenue-Generating Activities**

- Wellness Workshops – £5 per session for non-beneficiaries
- Massage Therapy – £10 per session, open to the public

Monitoring Framework

- Provide quarterly updates to key donors and partners on financial health and programme delivery.
- Publish an annual report highlighting the impact of donor contributions and overall financial performance.
- Share clear, transparent insights into how funds are used, demonstrating alignment with strategic goals and community needs.

This financial strategy is designed to grow with the organisation. A detailed multi-year budget forecast is available on request.

Case Studies & Community Voices

MCT's impact is best told through the voices of those it supports. Below are personal stories from women who have found community, empowerment, and leadership opportunities through MCT's work.



Mrs B

From Isolation to Community Leader

Mrs B is an MCT Health and Wellbeing Advocate and a true community asset. In recognition of her tireless devotion to serving the local community - and for being a strong advocate and ambassador for MCT and Church Street women - she was honoured with a Woman of the Year award at 2023's International Women's Day.

Her journey with MCT began in 2012, after years of feeling isolated and hesitant to engage with the wider community. "I didn't go out much as I was very shy and scared to mix with the community," she recalls. A chance meeting with a MCT member changed that. Over time, and through several pauses due to pregnancy and personal loss, Mrs B gradually found her way back—first as a participant, then as a qualified massage therapist, and finally as an outreach worker.

She began connecting with other women in the neighbourhood, offering them head massages, a listening ear, and encouragement to join MCT. Her support continued through the pandemic, when she provided vital help to isolated individuals—shopping, delivering prescriptions, and making wellbeing calls.

As her confidence grew, she began opening her home to women who needed a safe space, often inviting them to talk, eat together, and share support. She remains a quiet force of strength and solidarity in the area.

Mrs B has completed several courses through MCT—from community health advocacy and mental wellbeing to food hygiene and recycling. She remains an active champion of MCT's work.

“Mosaic changed my life - it gave me a voice and empowered me to become the woman I am today.”



Mrs H

Building Community, One Connection at a Time

Mrs H is a single mother of three, originally from Morocco, who has lived in London since 2011. After years of feeling isolated while caring for her children, she found MCT Community Trust in 2018 - and it changed everything. Drawn in by a drop-in session at Portman Children's Centre, she recalls, "I'll never forget the therapeutic massage I received at the end of that session." Over time, she built strong relationships with other women and became deeply involved in community life.

Mrs H has since attended workshops on health inequalities, menopause, and cancer awareness. During the pandemic, she created a WhatsApp group to support local mothers - sharing resources, organising after-school drop-ins, and helping others with everyday tasks.

“One of my most rewarding experiences has been joining Mosaic’s Mental Health and Well-being course. I’ve learned the importance of empathy, professionalism, and setting boundaries while supporting others.”

Now, Mrs H continues to offer support to other mothers and refugee families, embodying the caring, community-led spirit that MCT exists to nurture.

“

“Despite many challenges in my life, I now see myself as someone who can be an active member.”

MCT service user, 2025

“Now I have become an empowered individual... my health has improved, and I have a more positive outlook.”

Afghan refugee, MCT participant, 2024

“Since coming to Mosaic, I haven’t felt lonely. I feel empowered, confident—even the way I dress has changed.”

MCT participant, 2025

“I’ve learnt how to cope better with my anxiety. I now use massage techniques to support others.”

MCT service user, 2025

“My family treats me with more respect. I feel confident to delegate, and we now share roles.”

MCT service user, 2025

“I never studied or went to school before. Mosaic helped me believe I could learn.”

Afghan refugee, MCT participant, 2024

”

Community Testimonials

The stories below reflect the power of MCT's approach to women's empowerment, health, and wellbeing.

Each voice speaks to the deep, lasting impact of trust, compassion, and culturally relevant support.

1. Empowered Through Advocacy and Community

A single mother of two joined MCT's training and workshops to rebuild confidence and take on a more active role in her community.

"Despite many challenges in my life, I now see myself as someone who can be an active member of the community."

MCT service-user, 2025

She is currently training to become a Health and Well-being Advocate, shares what she learns with friends, and uses breathing exercises to support her children with more patience.

2. From Isolation to Empowerment: A Refugee's Journey

Arriving in the UK as a refugee, one community member was dealing with separation from her children, poor health, and low confidence. MCT supported her with English lessons, practical life skills, and health literacy sessions.

"I have learnt to have a more positive outlook to life... all this would not have been possible without Mosaic."

An MCT service and Afghan refugee, 2025

She now feels empowered and more independent, with improved health and wellbeing.

3. Belonging and Self-Worth Rediscovered

Before joining MCT, this community member experienced deep loneliness and depression. Through consistent support, she rebuilt her confidence and sense of identity.

"I feel empowered, confident, even the way I dress has changed... Mosaic has truly changed my life around."

MCT service-user, 2025

4. Healing Through Learning and Connection

A community member suffering with anxiety and stress joined MCT's massage course and found a transformative outlet.

"I've learnt how to cope better with my anxiety... I've used these new skills to provide massage for family and friends."

MCT service-user, 2025

The course taught her both therapeutic skills and emotional resilience.

5. Confidence and Respect in the Family

Through attending workshops and support groups, this woman discovered new confidence and was able to shift dynamics at home.

"My children and husband as well as my in-laws treat me with respect... We share our roles and responsibilities, we work as a team."

MCT service-user, 2025

6. Discovering Literacy and Belonging as a Refugee

This Afghan refugee had never been to school before and didn't believe she could learn. With MCT's help, she began writing her name and found renewed confidence.

"The benefits of attending the group made me stronger and helped with my mental health... Louise made me feel part of the community."

An MCT service user and Afghan refugee, 2025



At Mosaic Community Trust, we are proud to support women from marginalised communities in North Westminster to build the knowledge, confidence, and leadership to improve health and wellbeing, challenge inequality, and drive lasting change.

Our mission is rooted in the belief that the strength to transform our communities already exists within them. By recognising and building on these strengths, we support women to lead not only in their own lives, but across families and neighbourhoods.

This strategy reaffirms our commitment to creating spaces where everyone is valued, heard, and able to thrive. If you share our belief in community-led transformation, we invite you to stand with us.

Together, we can unite, empower, and celebrate caring communities.

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The
Mosaic
Community
Trust

Uniting, empowering, and celebrating caring communities

Write to us

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