

CRIPPLEGATE FOUNDATION

Strategic Objectives and Priorities 2008-2011

Our Strategic Vision

To contribute to a society where the potential and aspirations of all local people are fully realised. Cripplegate Foundation aims to make a difference by being a voice for change.

Our Mission

To address poverty, improve access to opportunities and promote social cohesion

Where We Work

We work in Islington and the Cripplegate ward of the City of London.

Our Five Year Strategic Aims

Cripplegate Foundation will :

- *be recognised as a model of good practice through making effective grants and evaluating the impact of its programmes.*
- *inform and influence policy.*
- *increase its income so that it will serve the whole of Islington*

Our Core Principles

Cripplegate Foundation:

- Is a voice for change in Islington
- Is an effective pro active grant maker
- Is independent and is seen to be independent
- Is a responsive organisation
- Engages with others in open dialogue and debate
- Values working in partnership
- Is a resilient organisation which values diversity
- Is professional in all its dealings with applicants, grant holders, stakeholders, partners and staff

Our Strategic Objectives and Priorities

- 1. To develop our grant making programmes in ways which most effectively address our aims. These will address poverty in Islington, improve access to opportunities and promote social cohesion**

We will:

- Develop the Foundation's pro active grant giving programmes to address these issues
- Encourage applications to address these themes
- Take risks

- Improve ways of measuring the impact of these programmes and promote the lessons learnt

The Foundation already has a highly pro active approach to its funding programmes. Its pro active programmes such as the schools programme, advice services and work in the Essex Road area will be more closely tied into these priorities. The Foundation will continue to take risks in funding programmes e.g. Somali DV project

Partly as result of the new programmes, which the Foundation has developed over the past 2 years, the focus on the main grants programme has reduced. This is our core business. We will look at gaps in our main programme geographically and in terms of theme and people. We will investigate development and capacity building to ensure that organisations can provide relevant services and where there are gaps in provision seek appropriate organisations from outside Islington.

We will review both the monitoring information that we need from successful applicants and look at evaluation of programme areas. We examine ways of analysing the anecdotal and statistical data in the Foundation in order to better assess what has worked and what has not. This will assist in policy development and replication of successful services.

2. To be an agent for change

We will:

- Identify opportunities for influence based on the Foundation's knowledge and research
- Develop resources to promote best practice
- Stimulate debate and policy development
- Partner and collaborate with others to achieve change

The Foundation will commission research and evaluation, which present opportunities to put forward our knowledge and views to a wider audience.

The Foundation will use its knowledge to contribute to alliances and instigate and press for change.

This will be major focus of the Foundation's work in the future and moves the Foundation away from simply assessing individual applications on their own merit.

3. To grow the Foundation and enable it to serve the whole of Islington

We will:

- Identify funding opportunities and partnerships to develop grant giving
- Develop borough wide partnerships to inform growth
- Examine how to grow the Foundation's funding based on socially responsible investment criteria
- Ensure the legal framework supports development

This is a key priority for the Foundation. If the Foundation is to serve the whole of the borough it will need to grow its income so that it does not dilute spending in south Islington.

The Foundation will be alert to new opportunities through which it can develop its work.

For the Foundation to work effectively on a borough wide basis it will need to develop its partnerships so that it has more knowledge about north Islington communities, agencies, organisations and particular issues. The Foundation will continue to review its priorities in the light of this work.

Socially responsible investment will be a major focus in 2008 when Governors discuss how the whole of its endowment, income and its distribution, can be used most effectively.

4. To develop a more visible, accessible organisation

We will:

- Develop a public relations strategy for the Foundation
- Improve marketing and communications
- Brand the Foundation so that it better reflects our values and work

We will ensure that Foundation staff and Governors are involved in borough wide partnerships and that the work of the Foundation is promoted to other funders and opinion formers through events, seminars and conferences.

5. To develop Cripplegate Foundation as a well governed and well managed organisation

We will:

- Strengthen our relationship with applicants, funded organisations, partners and stakeholders
- Develop a strong and sustainable organisational structure and culture

- Build a more diverse board which is representative of the community its serves
- Maintain our financial independence

Achieving our Aims

Cripplegate Foundation will achieve its aims through:

- Funding
- Good grant making - development, information, knowledge and advice
- Pro active working
- Leadership, influencing and agenda setting
- Research and evaluation
- Partnerships and Collaborations

Our funding style is not passive. We are a highly engaged funder that know our area well, and understands the role of the sector. By building on our strengths the Foundation will further develop this active role in Islington.