

**We** transform lives for people in Islington.  
We're independent, and trusted.  
The money we give improves lives for  
local people, building a better future for us all.

*Cripplegate Foundation Helping since 1500*

## **CRIPPLEGATE FOUNDATION:**

### **STRATEGIC OBJECTIVES AND PRIORITIES 2016-2018**

#### **Our Vision**

**Our vision is of a society where everyone has the opportunity to live a rewarding and fulfilled life free from poverty and inequality.**

#### **Our Mission**

**Our mission is to bring about change that will transform the lives of Islington's most disadvantaged residents. We do this through funding voluntary organisations and working in partnership with others.**

#### **Where we work**

We work in Islington and a small adjoining part of the City of London.

#### **Our aim**

To be an organisation which promotes social change by using *all* our assets – our endowment and investments, our knowledge, people and networks, our grant making, programmes and partnerships. We are adopting an intentional investment approach to maximise *all* our assets for Islington residents.

We aim to make a difference by leveraging support and resources, and by influencing policy and practice that affects Islington.

#### **Our core principles:**

Cripplegate Foundation:

- Is a voice for change in Islington
- Is independent and is seen to be independent
- Values and works in partnership with others
- Listens and learns from its partners
- Promotes and champions effective ways of tackling disadvantage

#### **Our Priorities**

The key themes of our 2012-15 strategic plan will remain our priorities for 2016-18. These are:

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- **Improving the voluntary sector's ability to serve local residents**  
Recognising that the local voluntary sector faces significant challenges, we aim to strengthen the voluntary sector, help successful organisations develop, respond to change, and encourage innovation
- **Building the resilience of vulnerable residents**  
Ameliorating the impact of public policy changes on vulnerable residents, through our own activity and influencing the work of our partners.
- **Increasing the resources available to Islington**  
Primarily through ensuring Islington Giving continues to succeed, but also by seeking out additional sources of funds, or ways to leverage our own grant making by working with others.
- **Influencing policy and practice that affects Islington**  
Developing the Foundation's influencing role in a rapidly changing public policy environment. The Foundation's role as an influencer is based on firm evidence about what is happening locally, and our independence must be preserved.

We believe we can pursue these priorities by addressing the following:

- Enabling our most disadvantaged residents to access opportunities
- Strengthening the mental health and well being of our most vulnerable residents
- Addressing the social dimensions of poverty and inequality manifested in isolation
- Improving access to information, advice and support for low income residents
- Maximising incomes for those living in poverty

**Context**

The population of Islington is living longer, growing and is constantly changing. 9% of the population a year move in and out of the borough. Islington is an increasingly ethnically diverse borough. 52% of our residents are from black and minority ethnic communities. Educational achievement is improving and is now the national average. Islington is a vibrant inner London borough with world class opportunities.

**But:**

Islington is the 5th most deprived London borough and the 26th most deprived area in England (out of 326). We have the third highest level of child poverty in the country with 38% of children, over 16,500 children, living in poverty. A third of children live in overcrowded conditions. Islington has the least open space of any borough in the country.

Life expectancy for men is one of the lowest in London. We have the highest number of residents with serious mental health issues in the country and the highest levels of depression in England.

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Islington is one of the most unequal places in the UK with average house prices similar to boroughs like Richmond (275th most deprived).

National Government priorities, reductions in local government funding and welfare benefit reforms will have a major impact for Islington. These are likely to include:

- Changes to the benefits system, including housing benefit cap and the introduction of universal credit
- Loss of social housing
- Loss of local services including legal services, youth services and adult education
- Significant reductions in funding for local community organisations

Poverty and inequality are threats to health and wellbeing in Islington. We risk:

- Poverty deepening and inequality widening in Islington
- An increase in mental and physical ill health
- Residents 'locked out' of opportunities in a borough where they have grown up
- Further gentrification and polarisation as poorer residents are forced out of the borough

**We will apply *all* our assets to our priorities to effect social change:**

**Through our programmes**

We will use an asset based approach to social change to co produce programmes and activities

- Take forward actions identified in Cripplegate Foundation's Distant Neighbours report to make a practical difference to the lives of Islington residents now
- Develop a programme of development partner grants to invest in key organisations to better respond to local need and the Foundation's priorities
- Nurture and invest in leadership in the voluntary sector to better respond to changing needs
- Develop and undertake innovative and pro active work to identify gaps and develop new programmes if appropriate
- Ameliorate the impact of poverty by aligning funds with others in a local residents support scheme.

**1) By partnering with others to prevent problems and achieve long term change**

We can better address poverty and inequality in Islington through collaborative working

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and learning from others.

We will:

- Develop partnerships with organisations providing universal services such as housing and health services to reach more people and influence policy and practice
- Take an active role in local partnerships which tackle poverty and inequality
- Use our independence to convene partnerships which tackle poverty and inequality in Islington if appropriate
- Work closely with residents and voluntary organisations to shape and develop responses to needs in the borough
- Work collaboratively with other funders to increase our impact
- Use our knowledge, partnerships and networks to strengthen and increase opportunities for Islington residents

**2) By Influencing Policy and Practice**

We aim to influence wider change where it will benefit local residents. Many of the causes of poverty and inequality in Islington are structural e.g. housing, employment and are influenced by changes in public spending priorities.

We will:

- Use evidence from our programmes to demonstrate what works to influence local and national service providers
- Commission research to inform and stimulate policy change
- Participate in forums locally and if appropriate nationally which provide an opportunity to influence policy and practice
- Advocate on behalf of Islington
- Support organisations to promote their work and knowledge to influence policy and practice

**3) By Maximising All our Assets**

The Foundation has a wide range of assets which we will harness to further our aims.

We will:

- Review how and where we invest the Foundation's endowment to ensure that we invest responsibly and our investments more closely align with our mission
- Identify where we can make social impact investments to increase and strengthen the resources available for Islington residents
- Ensure that the Foundation's choice of suppliers aligns with our aims, including payment of the London Living Wage

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- Use our offices and property to further the work of Islington organisations,

#### **4) By Investing in Place Based Giving**

The Foundation will support the development of Islington Giving's place based giving of time, money and skills to increase resources for the borough, to shine a light on poverty and inequality and to promote social cohesion. We will:

- Work collaboratively with Islington Giving programme partners and other funders to increase our impact
- Continue to invest our funds and staff time in Islington Giving to enable residents, businesses and organisations to take action to support their community
- Use Islington Giving's knowledge to widen and deepen influence on factors which drive poverty and inequality in the borough
- Bring more resources into the borough through Islington Giving, our work with Businesses for Islington Giving, local residents and businesses to widen and develop opportunities

#### **5) By improving our effectiveness**

Cripplegate Foundation is a small organisation which aims to make a difference in Islington. We will:

- Evaluate and monitor the effectiveness of our programmes using qualitative and quantitative data, to build evidence of what works
- Listen and learn from voluntary organisations we support and our partnerships to improve our effectiveness
- Promote our programmes, partnerships and campaigns through better use of social media so that our influence and knowledge increases
- Ensure that our programmes and procedures are as open and transparent as possible
- Strengthen our accountability through holding regular dialogue with voluntary organisations and stakeholders
- Invest in staff and Governor training and development opportunities