

CRIPPLEGATE FOUNDATION LTD
A hybrid meeting of the
DIVERSITY EQUITY AND INCLUSION COMMITTEE
held in person at Cripplegate Foundation Offices, 13 Elliott's Place, London, N1 8HX
and online via Zoom
on Wednesday 2nd November at 4:00 p.m.

AGENDA

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Minutes of a Meeting of the
DIVERSITY, EQUALITY, AND INCLUSION COMMITTEE

held at Cripplegate Foundation, 13 Elliott's Place, London, N1 8HX
on Wednesday 15th June 2022 at 4pm.

PRESENT: Nezahat Cihan (Chair); Sarah Lee;
Amir Rizwan;

IN ATTENDANCE: Sarah Benioff (Director);
Nilesh Pandya (Resources Director);
Lisa Robinson (Director of Development and Comms);
Victor Momodu (Programme Manager);
Tam Ali (Digital Comms Manager);
Fozia Irfan (External Advisor & Director of Children & Young People);

APOLOGIES: Manu Mathey; Paul Formosa; Jesse Ashman;
Amir Rizwan (for item 6.2).

1. WELCOME AND INTRODUCTIONS

Fozia Irfan and others introduced themselves.

2. APOLOGIES FOR ABSENCE

Apologies were received from Manu Mathey; Paul Formosa; Jesse Ashman; Amir Rizwan (for item 6.2).

3. DECLARATION OF INTERESTS - None

4. MINUTES OF THE MEETING HELD ON 23RD FEBRUARY 2022 - Approved.

5. MATTERS ARISING FROM THE MINUTES

- 5.1** As the foundation was now working with Fozia Irfan as independent DEI Advisor, and Fozia was joining this meeting, it wasn't felt necessary to invite Shaun Kennedy from Peabody.
- 5.2** Community research would be developed over a number of years, working with both Programme and DEI Committees.
- 5.3** In respect to exploring whether we would require those we fund to report on or share their own DEI principles and practice, it was agreed this may form part of our future ambitions within our DEI plan, but not a priority immediately.
- 5.4** The DEI plan had been shared and approved by the full Cripplegate Board.

6. DEI STRATEGY

6.1 DISCUSSION ON DEI STRATEGY WITH FOZIA IRFAN, EXTERNAL ADVISOR

Fozia shared her observations on the DEI strategy and plan to date.

Strengths:

- Evidence of tangible progress (e.g., actions and actual progress)
- Good progress to date in comparison to wider sector.

Areas of improvement/suggestions:

- The Strategy could be strengthened with shared consensus on definitions and key terms. What do we mean by diversity, equity and inclusion?
- Organisational learning / culture could use more focus. In some ways implementing DEI in grant-making is easier. But we could strive towards a more diverse, equitable and inclusive culture.
- Consider the addition of leadership and accountability measures against goals (e.g., lead/accountable person, group, committee).
- Clarify the links to Cripplegate's strategy, vision and mission, which were already included in the DEI strategy, but hard to spot.

Organisational culture - questions and recommendations:

- What is the internal learning work that needs to take place for us to achieve this?
- Training and facilitation – how are safe spaces being created in the team?
- With any piece of change management there must be a transformational piece. How are you going to deliver / monitor this? (e.g., staff survey, one-to-ones, external facilitators)
- Size of the organisation doesn't matter; it's about intentionality - advantages and disadvantages for this type of work with smaller sized organisations.
- Culture is an all-encompassing prism – what do we need to do make our organisation a great place to work?
- Create a baseline on where we are by getting external facilitators to review where we are and adding SWOT analysis.
- Affinity groups have been used in larger organisations to create safe spaces and provide further support and build up wider community of networks.

NP: How can we change an organisational culture in such a small team? Difficult to do things like anonymous surveys with such a small group and it can be difficult to speak up.

FI: Work with external facilitators – what we want is for people to feel they are heard

and valued, and then take on board what they are saying. Present a range of options for better inclusivity e.g., 1-1s, surveys, flexibility, hybrid options (the foundations that are the most effective are the ones that are most flexible.)

SL: Similar question, but we also need to provide opportunities for Governors as well to ensure that they can contribute effectively, and the culture allows them to do this to accommodate their needs.

SB: Expect that this is an ongoing process, in which case, where does training come into which has to be ongoing.

FI: Organisational culture is cyclical: at different points in the cycle, you will need different types of work. Culture will not be perfect – there needs to be some prior work – baseline work - cultural renovation - which means it's not about changing everything but improving.

NC: We do need to do some kind of baseline assessment with Governors. It's not that they're not engaged, but we need to make sure that understanding of why this is important is shared amongst the whole board and to ensure that the culture is welcoming.

TA: Would a SWOT analysis be helpful in doing the baseline assessment?

FI: Yes, lots of tools available to help do this, but a SWOT analysis would help.

VM: Is this baseline something you should do at the beginning or ongoing?

NC: Agreed that this would help, and it should be something we repeat, perhaps annually to see where we're at and mark changes.

FI: Recommended tool: The D5 coalition website – starting the conversation – how we can start this conversation with people who are bit more resistant to change: <https://www.d5coalition.org/take-5-tools/>

Publication of data:

- Difficult to publish demographic data on a very small sample with a team our size. Instead, we could publish an external statement such as: “We are committed to DEI and have put measures in place to address any gaps. For reasons of privacy and anonymity of individual members of our small team, we cannot publish this on our website...”

FI was thanked for her contributions. All agreed that this was very useful, and we will work with Fozia again in the future. The DEI working group would meet to discuss how this.

ACTION: DEI Working Group to discuss how we work with FI in the future, including advice on organisational culture and SWOT analysis.

6.2 UPDATE ON DEI WORK TO DATE (2022)

We have added a column in the DEI strategy outlining progress to date.

7. DATES OF NEXT MEETING - Wednesday 2nd November 2022**8. SUMMARY OF ACTIONS**

8.1 DEI Working Group to discuss how we work with FI in the future, including advice on organisational culture and SWOT analysis.

DATED October 2022

CHAIR Nezahat Cihan

DEI STRATEGY: 2022 PROGRESS AND 2023 PRIORITIES AND GOVERNANCE

2022 Progress on Strategy

The 2022-24 Workplan and Strategy has been updated to include progress made since the start of 2022. Updates have been added across all of the DEI plan strategic priorities, highlights of which are below. (Please see the Workplan for full detail.)

1. Cripplegate Foundation Overarching Priority: Listen, Learn and Act

DEI progress:

- Formulating plans for significant piece of research for 2023 focused on absolute poverty in the borough.
- Sharing power through significant expansion of our resident-led participatory grant making including development and fundraising for new Young Grant Makers programme and Golden Grant Makers programme.
- Learning from and with peers about potential participatory approaches to social impact investing, and wider resident involvement in investment decision making.

2. Cripplegate Foundation Overarching Priority: Money in Money Out

DEI Progress:

- Following equalities audit of all of our grant making, developed and ran a new DEI focused Cripplegate main grants programme for groups led by and supporting those from minoritized communities; Funded 15 new organisations.
- Rolled out the Make it Happen Fund running two rounds, funding 33 groups of residents.
- Rolled out the new Islington Giving Crisis Fund appeal with social media campaign raising awareness and reaching new donors.
- Significant progress made on further developing responsible investment policy, including social impact investing and networking and learning from peers. DEI principles further embedded across all of our investments.

3. Cripplegate Foundation Overarching priority: Amplify Local Voices

DEI Progress

- Shared stories and experiences of Islington donors and residents, including in Mental Health Awareness Week, Council Tax appeal, Islington Giving Crisis Appeal.
- Convened various partners and stakeholders for discussion and learning, including Going Greener Fund grantees, Advice partners, RSS partners, Catalyst partners.

- Started Community of Practice on 'How not What.
- Held bi-monthly DEI lunchtime learning sessions.
- Cripplegate staff and governors invited to speak at a variety of DEI related events to both learn and share our experiences.

4. Cripplegate Foundation Overarching Priority: Organisational Excellence

DEI Progress:

- Working with and seeking advice and challenge from expert external DEI Advisor (Fozia Irfan.)
- Published our revised and approved DEI plan on our website (following advice from our external DEI advisor.)
- Internal sustainability working group created, and Foundation signed up to Funder Commitment on Climate Change.
- Unconscious Bias training delivered to all Governors and staff at September Away Day.
- New equalities monitoring form developed and rolled out for new recruitment drives.

2023 Priorities and Governance

As can be seen from the highlights above and the more detailed plan attached, progress has been made across all priority areas in 2022. The working group and wider team will be working on setting priorities for 2023, and it would be helpful to discuss with the DEI committee:

- What you feel should be prioritised for the coming year, either across an overarching priority area, or within some of the detailed DEI actions already set out?
- Are there gaps in our DEI strategy or work which need addressing?
- Could we be doing more to share and speak publicly about our learning more widely, and our DEI work specifically?

In addition to the questions above, it would be helpful to discuss the future of the DEI Subcommittee itself, which has been in existence for nearly two years, first as a Governors working group and then as a Subcommittee. Questions to consider:

- Is it most effective to have a separate DEI Subcommittee (as we do now) or to integrate DEI discussions and the development and review of the strategy into the main Board meetings and into the other Committee meetings?
- If we were to continue with the DEI Subcommittee, do we need to review the membership, frequency and agendas/content?

DEI Working Group, (Sarah Benioff, Nilesh Pandya, Victor Momodu, Tam Ali)

CrippleGate Strategy and workplans 2022-24

Diversity Equity and Inclusion (DEI) Priorities

Diversity is one of the many reasons why Islington is such a great place to live and work. As an organisation, we value that and acknowledge that a more diverse and inclusive organisation leads to more innovation and better decision making.

However, we recognise systemic and structural inequalities that disproportionately impact particular communities or social groups in one or multiple levels in Islington and beyond. Identities such as gender, sex, race, class, sexuality, religion or disability can combine to create unique forms of disadvantage in life.

We are committed to working for social justice and equality for all communities and our aim is to ensure that we understand, consider and address inequalities in everything we do at CrippleGate Foundation and Islington Giving. In doing so, we strive to become a more diverse and inclusive organisation that truly reflects the community.

We will do this by:

- Understanding and addressing inequalities locally through our grant making, advocacy, convening and ensuring our funds get to where they are needed most.
- Ensuring our organisation and processes are robust/fit for purpose to enable us to achieve our ambitions in this area, including our investments, recruitment, procurement, communications, events and governance.
- Enabling and ensuring our grantees and partners adhere to agreed equalities principles.

CRIPPLEGATE FOUNDATION STRATEGY PRIORITY	DEI: OUR APPROACH AND PLANS – 2022-24	DEI: ACTIONS 2022	2022 Progress on DEI Actions	Success Criteria
Listen, Learn and Act				
<p>Conduct a new research project into the impact of the pandemic on the most disadvantaged residents in the borough and adapt our grant making and wider work as a result.</p>	<p>Community-led research to be developed and implemented with a Diversity, Equity and Inclusion lens and focus.</p>	<ul style="list-style-type: none"> Develop initial plans for the research project drawing upon current local contextual knowledge 	<ul style="list-style-type: none"> We are learning a lot about how groups and the residents they are working with are doing through our conversations as part of the new main grants assessments, all of which are working with marginalised communities. Research will potentially focus on absolute poverty in the borough and the safety net provision available and may build on the original ‘invisible Islington’ report. 	<p>Research informs future Cripplegate strategy</p>
<p>Expand the ways people from all backgrounds can get involved in our work, including developing our residents’ led grant making panels.</p>	<p>Work further towards sharing power by increasing the number of opportunities to get people involved in our work e.g. community-led research, participatory grant making panels, using expertise of panel alumni.</p>	<ul style="list-style-type: none"> Expand our participatory grant making with at least one additional PGM programme in 2022 e.g. older person’s panel; Islington Together Young Grant Maker’s panel. 	<ul style="list-style-type: none"> Islington Giving grants committee approved running an older person’s resident-led panel and this panel has now started. While we had interest from a diverse group of older residents, those attending have not reflected the borough’s diversity. We are continuing to talk to older people from different communities about joining the programme later. Young Grant Makers Programme leader recruited, who is a young, Black woman, previously working for London Funders. Young Grant Makers programme has started. As usual, the panel is diverse, with young people from a range of different backgrounds. Three residents joined the recent Make It Happen decision making panel Residents joined the Going Greener and the first Make It Happen panels Funds raised for YGM 2022 through the council tax appeal 2022, which featured the experiences of one of last year’s young grant-makers and Islington resident. Begun the process of collaborating with peers e.g. Trust for London, Lankelly Chase and Blagrove Trust on participative approaches to making investment decisions. 	<p>Shifting power by increasing the diversity of people in decision making positions</p>

<p>Better engage with our key partners and stakeholders and develop a strategic approach with people and organisations who can help us to achieve our goals</p>	<p>Review how we currently engage with our key partners and stakeholders to see how this could be improved and whether there are communities we are not engaging.</p>	<ul style="list-style-type: none"> • Publish our DEI plan and report on our progress against goals through all CF / IG comms channels, encouraging all our partners to do the same • Use plain English in all our communication • Produce reports and campaigns that include DEI-specific information and data, where available • Stakeholder mapping to identify any communities we are missing • Conduct a social media content audit with a focus on DEI and accessibility. 	<ul style="list-style-type: none"> • Meeting taking place between CF, LBI and B&D Giving to explore getting support and, perhaps, funding for participatory investment panel. • Published our DEI plan on the new Cripplegate website and will continue to promote through all CF / IG comms channels, including as part of blogs and updates on our resident panels and grants. • Updated CF/IG brand guidelines and continuing to update the CF /IG website copy to reflect plain English – see 2021 Impact Report for example. • Conducted social media audit and drafted social media strategy - including ideas on how to challenge preconceptions about existing supporters and feature diverse groups. • Completed Make It Happen fund with four Housing Association partners • Continuing to develop YGM model in partnership with Council’s Youth and Play Team Young Grant Makers will be holding meetings outside of the office, in different locations in the borough, in part to challenge their perceptions of different parts of Islington. • Working on advice sector mapping • Some top line stakeholder mapping done for IG strategy development. 	<p>Challenging preconceptions about our existing supporters and a strategy is developed to expand profile to connect with more communities.</p>
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<p>Review each programme we fund and our overall impact, communicating and using this information to better inform future grant making and our wider work.</p>	<p>Taking our grants equality audit a step further with a focus on understanding where gaps exist, why they exist and possible solutions.</p>	<ul style="list-style-type: none"> ● Renewal of disability fund and share and address learning from the programme. ● Keep 360 Degree website updated with our grant making data. ● Possibility of creating a new programme fund with a DEI focus using the results and analysis of the equalities audit as a steer. ● Development of new programme strategies with the new Islington Giving strategy, including those with a focus on isolation and mental health. 	<ul style="list-style-type: none"> ● Annual report for Islington Council Community Chest ● Used information from race and equalities audit and other conversations to shape new Cripplegate main grants fund, specifically around gaps in our current funding. Some good feedback from groups on the process of shaping that fund, which focuses on getting funding to groups led by those from marginalised communities. Money awarded to 15 organisations all led by and for people from marginalised backgrounds. ● New DEI fund promoted and distributed throughout stakeholder network and online communities 	<p>Improved data capture and analysis and a clear purpose, reflection on and use of the data.</p>
<p>Reach out to new local organisations to develop new grant programmes in response to local need.</p>	<p>As above.</p>	<p>As above.</p>	<ul style="list-style-type: none"> ● As above, used information from audit and other conversations to shape new main grants fund. 15 new Cripplegate main grants made to organisations we had not funded before. ● Make It Happen fund as a starting point for new community funding, available for groups of residents. Two rounds of Make It Happen fund, awarding 33 grants mostly to new groups of residents. Evaluation from those rounds will inform how we shape the programme in 2023. ● Cost of Living appeal – generating grants for partner organisations to support residents directly, letting those organisations decide how they distribute that money. 	<p>N/A</p>
<p>Money in Money Out</p>				
<p>Make grants to local organisations and projects.</p>	<p>As above.</p>	<p>As above.</p>	<p>As above.</p>	<p>N/A</p>
<p>Engage more supporters with our vision and increase our voluntary income from individual donors, Trusts and Foundations and corporate organisations through our work</p>	<p>Create a compelling case for support, sharing the need, people’s stories and evidence, that will engage a broad</p>	<ul style="list-style-type: none"> ● Ask more people (donors, residents and groups) about their experiences of Islington, particularly where residents and groups identify as experiencing discrimination, to 	<ul style="list-style-type: none"> ● Delivered an awareness-raising campaign for Mental Health Awareness Week in May 2022, including first-hand experiences of residents experiencing mental health conditions and associated discrimination 	<p>Increase income generated from a more diverse range of supporters.</p>

<p>with Islington Giving, and our work in partnership with Islington Council.</p>	<p>range of donors, from individual Islington residents to Trusts & Foundations.</p>	<p>share authentic and reflective stories.</p> <ul style="list-style-type: none"> Identify and secure third-party opportunities, such as faith group events, local businesses and other activities to connect new people and communities with the Islington Giving proposition. 	<ul style="list-style-type: none"> In partnership with the council, delivered a second council tax appeal, where we shared first-hand experience of Young Grant Makers. Developed and implementing a new social media strategy to engage more people locally, and new audiences generally. Launched fundraising appeal with local charity Yes Outdoors, to provide refurbished bikes to refugees in Islington, including Ukrainian and Afghan refugees. Launched an Islington Giving Crisis (Cost of living) appeal with funds being distributed with equality and equity in mind, reaching those most in need. Launched a social media campaign for our Crisis Appeal including a video featuring diverse groups, and clear messaging about the impact on the most ‘vulnerable’. 	
<p>Invest our endowment responsibly and strike a balance between maximising income for our local work with at least one social impact investment.</p>	<p>Explore social impact investment opportunities and review the Foundation’s Investment policy to ensure these mirror our wider DEI goals.</p>	<ul style="list-style-type: none"> Review of ESG principles to see if a more specific DEI focus can be included with our investments. Networking with peers through the Charities Responsible Investment Network (CRIN) to help with this review in the wider sector. Actively seek out one impact investment opportunity that has a specific DEI lens. 	<ul style="list-style-type: none"> Initial discussion around investment policy held with exploration of how to embed DEI. Proposed to tackle through investment management engagement. Will seek help/challenge from Charities Responsible Investment Network (CRIN). New impact investment policy being developed to determine priorities. Likely to have a more holistic approach with greater DEI scrutiny, rather than having a specific DEI lens. Meetings being held with Newton and Ruffer with a specific DEI focus applied in our questioning to managers. This includes requesting data around ethnic and gender pay gaps and examples of meaningful engagement with corporates with a poor track record around DEI. Established that Newton’s senior board has changed from having just one female representative to being 50% female. Attended recent ACF SIIG network meeting aimed at social investors looking to embed DEI within Foundations, specifically with a view to signing up to Diversity Manifesto (see below). 	<p>Changes to our investment policy to have more emphasis on DEI objectives.</p>

			<ul style="list-style-type: none"> • Presentation delivered at September Away Day to begin the process of getting approval for endowment carve out with DEI principles embedded based on UN SDGs e.g. gender equality. Paper to be presented to board in December 2022. • Regular engagement with CRIN taking place, getting their assistance with manager engagement and in informing their work around responsible investment. Hosted first CRIN meeting and attended Biannual member’s network meeting. 	
<p>Amplifying local voices</p>				
<p>Use our independence and local networks to increase and amplify the experiences and ideas of our partners, local organisations, residents and supporters.</p>	<p>Change the narrative and perception of our donors and grantees – emphasise that everyone has something to give in challenging poverty and inequality.</p>	<ul style="list-style-type: none"> • Share more representative and reflective stories and experiences to change the traditional donor/beneficiary narrative, challenge preconceptions, and continue to develop a collective purpose in challenging local poverty and inequality. • Use external awareness weeks and other events to raise awareness of our work particularly where discrimination increases negative impact. 	<ul style="list-style-type: none"> • Continuing to share stories and experiences of Islington donors and residents, including in our Mental Health Awareness Week appeal, Council Tax appeal, World Mental Health Day, Islington Giving Crisis Appeal, and other external awareness weeks. • Published the first of a series of CrippleGate blogs on our Advice Partners Project, highlighting specific issues faced by local residents – the first blog covered housing concerns, which remains one of the key challenges for local people and new blog being developed on cost of living crisis. • Held the first “Community of Practice” session based on How not What. • Used our role on the RSS to encourage revisions to the application form for better and easy access, and review of quality of goods on offer. Also supported increase in size of crisis awards for residents. 	<p>Greater and wider awareness of our work among a diverse range of communities and demographics.</p>
<p>Produce and implement a plan for raising awareness of local issues that contribute to poverty in Islington, as experienced by our partners, grantees and residents, to galvanise more support for residents.</p>	<p>Use existing research, partner experiences and new research to create an annual content plan to highlight the main areas of poverty and</p>	<ul style="list-style-type: none"> • Hold regular events to engage different communities across Islington. • Listen to, and learn from, our resident panel members to better understand their experiences and ambitions. 	<ul style="list-style-type: none"> • Continuing to listen to, and learn from, our resident panel members in relation to our main grants assessments, all of which are groups working with marginalised communities. • Planning a public Make it Happen event later in the year. 	<p>Expanded opportunities for panel members get more involved in their local community.</p>

<p>Bring together organisations, partners and others for discussion, learning, collaboration, advocacy and sharing good practice.</p>	<p>inequality in Islington. Continue to engage with our partners and networks to keep learning and sharing good practice and trial innovative ways of doing so.</p>	<ul style="list-style-type: none"> • Use our physical resources and networks to facilitate conversations with internal and external partners around DEI e.g. DEI lunchtime learning sessions. • Continued attendance at all partnership meetings involved in addressing issues related to DEI in the community e.g. Fairer Together, Islington Challenging Inequalities Partnership, Funders for Race Equality Alliance, Charities Finance Group, ACF. • Join the Diversity Forum and sign up to their Manifesto 2.0 with a clear plan against how we will meet this commitment. • Include DEI items and discussion for all staff meetings, SMT and Governing Body meetings and committees as a standing item. 	<ul style="list-style-type: none"> • Hosting bi-monthly DEI lunchtime learning sessions at our offices with key partners and stakeholders to share learnings on a wide range of DEI related topics including trans rights and refugee and asylum seeker experiences. • Brought Going Greener fund grantees together to share project approaches • Young people and family catalyst meeting held • How not What “Community of Practice” • Advice partnership meetings, including new partner IBAA (Islington BAMER Advice Alliance) • Regular attendance at all London’s Giving meetings to share experiences across that network – some of which relate to DEI and wider resident decision-making • Active member of Funders for Race Equality Alliance, and Islington Council’s Challenging Inequality Partnership. • Meeting to be held with Diversity Forum to learn more about their manifesto with a view to signing up in late 2022, early 2023. Useful information gained from peers at SIIG meeting about benefits of joining and relevance to us, as a new social investor. • CrippleGate staff have been invited to speak at a variety of events on DEI to both learn and share our experiences. 	<p>Sharing our DEI objectives and learning with a wider audience.</p>	
<p>Organisational Excellence</p> <p>Produce and implement an action plan to push forward on diversity, equity and inclusion (DEI) ambitions in all that we do, creating an inclusive organisation where everyone is</p>		<p>Make DEI a transparent and embedded part of the organisation that can clearly be demonstrated in our day- to-day work with a commitment</p>	<ul style="list-style-type: none"> • Having a transparent, public facing DEI plan and share and communicate our progress (both internally and externally) to a wider audience building in accountability and targets. 	<ul style="list-style-type: none"> • Published DEI plan for external audiences on our websites (when they were re-launched from early July 2022) to increase transparency and accountability. • Plan has been reviewed and feedback given by FoZIA Irfan with link provided to Social Justice Collective to help with internal culture development. 	<p>DEI strategy to be a public, live and evolving strategy.</p>

<p>welcomed, valued and supported.</p>	<p>to ongoing learning and collaboration.</p>	<ul style="list-style-type: none"> Learn from other partners about how they communicate their DEI plans and adopt good practice. 	<ul style="list-style-type: none"> In the process of reviewing the Foundation Practise Rating methodology to assess our accountability and transparency performance. Work being conducted to create a “Values Statement” for our office building to engender a sense of community amongst tenants in our building. Big House Unconscious Bias training delivered at September Away Day for both Governors and Staff which was well received. 	<p>N/A</p>
<p>Identify specific ways we will work to improve the environmental sustainability of our work and the work that we support, in line with our mission and with the Funder Commitment on Climate Change.</p>	<p>Develop a sustainability plan in line with the Funder Commitment on Climate Change</p>	<ul style="list-style-type: none"> This will be covered in our separate environmental and sustainability plan. 	<ul style="list-style-type: none"> Going Greener Fund Established an internal sustainability working group, and signed up to the Funder Commitment on Climate Change in June 2022 	<p>N/A</p>
<p>Ensure the Foundation’s operational structure and governance arrangements have the right skills, systems and processes in place and are as efficient as possible across Cripplegate Foundation and Islington Giving. This will include: reports in the Annual Budget on ratios between the different uses the Foundation makes of its resources and activities.</p>	<p>Ensure the operational review of the organisation includes an analysis of key DEI metrics of our staff/board, and the organisation as a whole.</p>	<ul style="list-style-type: none"> Identify and measure diversity metrics across all strands of the organisation. Review of monitoring forms to track this data. Conduct a review of the Foundation’s key policies with a specific focus on ensuring DEI considerations are included within them. 	<ul style="list-style-type: none"> New monitoring form proposal developed and shared with internal working party for comments. Greater emphasis on finding out about applicants rather than “monitoring” being trialled. Plan to measure internal diversity metrics (once metrics are agreed) and to publish this publicly. To be discussed with new external consultant, Fozia Irfan. Policy schedule to be updated with new review cycle. From here, specific DEI consideration to be applied each time these are reviewed and shared with working party for comment. 	<p>Any gaps are identified and considered in future recruitment g. DEI is explicitly acknowledged and part of all major decision making.</p>
<p>Embed long term financial planning to deploy our resources in the most effective manner. This will include: three-year financial forecasting alongside the annual budget, and ensuring a balanced budget on a rolling three-year basis.</p>	<p>Provide adequate and sustainable resourcing to allow our DEI ambitions to become reality.</p>	<ul style="list-style-type: none"> Ensure the 2022-24 annual and three-year budget has a specific financial provision for our DEI work including any consultancy work we may wish to commission. 	<ul style="list-style-type: none"> New DEI external consultant engaged, Fozia Irfan, to help facilitate discussions over plan, help with committee governance and challenge. 2022 Budget includes consultancy budget specifically for DEI work. 	<p>DEI work is fully resourced and financed.</p>