

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

<https://us02web.zoom.us/j/81792752677>

on 3rd October 4:30 – 5:30 p.m.

AGENDA

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2. **DECLARATION OF INTERESTS**
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 - a) 2023 Progress on Strategy
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TBC

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

held at Cripplegate Foundation, 13 Elliott's Place, London, N1 8HX
on Wednesday 2nd November 2022 at 4pm.

PRESENT: Nezahat Cihan (Chair); Sarah Lee;

IN ATTENDANCE: Sarah Benioff (Director);
Nilesh Pandya (Resources Director);
Victor Momodu (Programme Manager);
Tam Ali (Digital Comms Manager);

APOLOGIES: Manu Mathey; Amir Rizwan.

1. APOLOGIES FOR ABSENCE

Received from Manu Mathey and Amir Rizwan.

Manu and Amir have asked to step down from the committee to focus on other Cripplegate committees.

2. DECLARATION OF INTERESTS - None

3. MINUTES OF THE MEETING HELD ON 15TH JUNE 2022 - Approved.

4. MATTERS ARISING FROM THE MINUTES

Meeting held with external consultant Fozia Irfan and explored further ways of working.

5. DEI STRATEGY 2022 AND PRIORITIES FOR 2023

Discussions focused on the future of the committee and 2023 action plan and whether there are any gaps in our DEI strategy.

Cripplegate's DEI work was getting noticed without us putting our name out there. All members of the DEI committee and working group are speaking in their respective forums and seeing progress and learning spread outside of the committee.

Discussion followed on the future of the DEI Committee itself and whether it should continue and if so, how frequently. Some committee members felt that the progress and work from this year should continue, and it would be a shame if this was lost if we were to end the committee, especially with new Governors coming. With new Governors coming on board, that might mean we have an opportunity to evolve. A suggestion was raised to consider fewer meetings, with fewer Governors or staff.

It was questioned whether we were at a level of maturity such that we don't need the committee, but we could instead find another way to keep progressing by incorporating this into the whole Board? SL feels that we're ready to do this, noting that AR and MM cannot continue.

There was discussion around having this as a standing item on the agenda of the full board meetings. TA mentioned that we also agreed to have DEI as a standing item on our Staff Meetings.

VM feels like this could also be considered as part of individual committee meetings for our individual strands of work e.g. F&GP would hear back about Resource Team DEI commitments.

SL suggested appointing DEI ambassadors or champions for each committee at board level if DEI committee didn't exist.

NP would like committee to continue, but aware of practicalities being a barrier, and preferred it not to be just a standing item at the full board as often that's rushed at the end of a meeting.

SB feels like a compromise would be that we update the DEI strategy in the New Year, and then DEI is added to the Full Board agenda for the first board meeting in the year, with one more DEI Committee meeting during the year, to report back on progress.

A suggestion was made to have a DEI 'AGM' type meeting and invite all Governors outside of regular cycle of meetings.

NC feels the committee was asked to do a job which it has largely done. Maybe change to once or twice a year and take to Chairs/Vice Chairs meeting but work towards gradually handing over to the full board.

SB: Good idea to have one planning meeting per year plus one meeting to report back to Governors, and important to schedule in time at the full board.

ACTION: Agreed a gradual handover of this committee to the full board with fewer meetings next year. Discuss further at Chairs/Vice Chairs meeting next week.

6. AOB

NP mentioned about the DEI forum and signing up to the manifesto as a means of publicly showing commitment and creating accountability. Thoughts requested on whether we should sign up.

SL thought this would be good provided it doesn't become onerous if we don't meet requirements.

NC feels that trusts and foundations could join in the future and so it would be good to show the way. Would also be good to show DEI related data on our website in line with Good Governance Code.

SB reminded the committee that Fozia Irfan had recommended we do a bit more analysis around this before we publicise, and we are working towards this. Fozia also recommended that organisations with small teams shouldn't include staff related DEI data on websites due to

privacy reasons. But we can still provide a statement on our website saying that we do analyse and act on this data.

All agreed we have a lot to share hence it would be good to sign up to a public commitment.

TA mentioned that we have publicised our DEI plan on our website.

ACTION: DEI Working Group to go away and explore further about signing up to a public DEI commitment and reporting back to the committee.

7. SUMMARY OF ACTIONS

- 7.1** Agreed a gradual handover of the DEI committee to the full board with fewer meetings next year focussed around planning and reporting back progress. Discuss further at Chairs/Vice Chairs meeting next week.
- 7.2** DEI Working Group to go away and explore further about signing up to a public DEI commitment and reporting back to the committee.

DATED

CHAIR

DEI STRATEGY: 2023 PROGRESS AND 2024 PRIORITIES AND GOVERNANCE

a) 2023 Progress on Strategy

The 2022-24 Workplan and Strategy has been updated to include progress made since the start of 2023 (Annex). Updates have been added across all of the DEI plan strategic priorities, and further detail is included on individual team progress and priorities below.

Finance and Resources

The Finance and Resources Team main responsibility is to provide support for the key functions of the Foundation to operate effectively. As such, there is sometimes limited opportunity to have direct influence over the Foundation's DEI strategy as our focus is on providing the basis for the Programme and Fundraising teams to do their work. However, we have discussed as a team the need to provide that support in a way that embodies the principles of DEI in all our work. Below are some of the ways the Resources team have been able to help the Foundation further its DEI strategy.

Progress to Date

- Ensuring that fairness and transparency is at the heart of our recruitment practice through blind recruitment processes, carefully administered by the Resources Team, as well as continuing with taking a different, more discursive approach to equalities monitoring.
- Taken proactive steps towards further embedding responsible investment principles within our endowment, which includes DEI. This has been done by working with the Charities Responsible Investment Network (CRIN) to help provide data on the performance of Newton and Ruffer, for example issuing our portfolio managers with CRIN's scorecard which has identified the need for social issues such as diversity and inclusion are incorporated in the manager's investment policies and specific metrics to be measured to assess investee performance.
- Considering DEI as part of the Finance and Resource Team's regular business. This has been done by conducting our own DEI team reviews at our weekly meetings and seeing how our day-to-day work can be improved with this in mind. Examples of changes made include the development of an office-wide Values Statement, which includes principles around fairness and diversity that we ask all building users to adhere to and also ensuring the DEI has its own budget line and coding to allow DEI related expenditure to be separately accounted for.

Future Plans

Some actions the Resources Team would like to work on in the forthcoming year include:

- Creating a template for investor engagement in collaboration with peers in CRIN to allow for us to more pro-actively hold our asset managers to account over their DEI performance. This could include metrics that we expect them to hold investees to account over and that they, as firm, should embody within their teams.
- Proactively engage with all those that first make contact with the Foundation and our close partners such as our tenants so we can find ways in which their views are heard and we can contribute to a safe and inclusive working environment. This includes regular meetings and collating feedback from our stakeholders to see how we can improve.
- Conduct a thorough review of our organisational policies, contracts and SLAs to ensure that DEI principles are a consistent thread through all our procedures and our supply chain reflects this.
- Greater engagement with the work of our Programme team so that we have a better understanding of the work that we do and can help support the wider DEI initiatives that we are embarking on.
- Taking the lead on writing a position statement on the Foundation's history that aims to address any historical activities that may now cause reputational harm to the Foundation.

Communications, Fundraising and Development

The Communications and Fundraising Team advances and promotes DEI principles and practices within our work both internally and externally. This includes working to expand the ways people from all backgrounds can get involved in our work, better engaging with key partners and stakeholders who can help us to achieve our goals, and amplifying the experiences and ideas of our partners, local organisations, residents, and supporters.

Progress to Date:

In addition to publishing the DEI workplan on our websites, we continue to embed DEI principles in our work. Most recently this includes commissioning several photo shoots and case study discussions with local groups to represent a broad range of Islington residents in our upcoming Winter Appeal and amplify the work of a variety of grassroots groups. We have also been working to expand communication channels and outreach for the Make it Happen Fund, with a view to engaging applicants from more marginalised communities across Islington. We continue to commit to clear and transparent communication about our DEI efforts, including publishing progress, challenges, and successes on our websites and other communication channels. This

includes producing articles and content about the Cripplegate Main Grants programme for groups led by and for marginalised communities, and stories and updates about local groups led by and for diverse and/or marginalised communities.

Future Plans

Some actions the Team will prioritise in the forthcoming year include:

- **Diverse representation:** Ensure diverse representation and reflection in all communication materials, including our websites, newsletter, and social media. Highlight stories and voices from underrepresented and/or marginalised communities.
- **Diverse donor engagement:** Engage more people across Islington with our work, expanding our donor base to include a more diverse group of supporters, to raise more funding for local projects and challenge traditional donor-beneficiary narratives and perceptions.
- **Cultivate existing and new relationships:** with individuals, foundations, and partners committed to DEI values. This includes connecting and engaging with community leaders and influencers to help us promote the Make it Happen Fund.
- **Expand and test communication approaches:** this includes testing podcasts on the Development Partner programme and producing a range of communication formats to ensure accessibility and inclusion.
- **Test and learn from alternative application methods for our funds:** Working with our Programme colleagues, provide and promote alternative ways to apply to our funds eg. Accepting video applications for the Make it Happen Fund.
- **Foster continuous learning:** have open dialogues with our partners, supporters, and community groups, to better understand the diverse needs of people we support / work with, and adapting approaches accordingly. For example, physical communication materials, face-to-face engagement and visiting people where they are, such as those with intersecting disadvantages of poverty, ESL and disability.

Programmes

The programme team leads on grant programmes, working closely with the Comms and Fundraising team. This includes managing partnerships with other partners, including with Islington Council on the Islington Resident Support Scheme (RSS) and with Cloudesley on joint initiatives like the Catalyst programme. The team also initiates and designs grant programmes across Cripplegate and Islington Giving; assessing grant applications and managing relationships with grantees. As a team we allocate time to discuss the DEI plan and how our work supports the principles and actions it encompasses. Aspects of this include ensuring accessibility to our grant programmes and understanding wider issues in our communities to inform our programme policies as well as designing grant programmes.

Progress to date

- As part of the new research project looking into the impact of the pandemic on the most disadvantaged residents in the borough, we have now appointed PowerWith to run this project. Six residents have been recruited to conduct the research on our behalf and come from a cross-section of Islington residents, representing the diversity of Islington.
- To expand the ways people from all backgrounds can get involved in our work and as part of our aim of sharing power through increasing the number of opportunities for local residents, we have recruited an Alumni Manager to work with residents who have taken part in our grant giving panels, and supported us in other ways, to access new opportunities to use and develop the skills they learned with us. The new person will start in October 2023.
- We reviewed and updated our communication channels and approaches for the Make it Happen Fund, to enable us to improve engagement with applicants from more marginalised communities across the borough.
- We have also reviewed the Disability Fund, which supports organisations to identify and remove barriers for people living with disabilities to access their services and programmes. Additional funding has been approved to continue to support work in this area.
- We continue to hold networking events for our funded groups - two already in 2023, supporting local organisations led by and for marginalised communities. A third event for the Mind The Gap funded groups will take place in October 2023, to bring together organisations, partners and others for discussion, learning, collaboration, advocacy and sharing good practice.

Future Plans

- We will be reviewing our main grants programme which currently funds a diverse range of support activities to benefit mostly disadvantaged Islington residents. One such programme is the Advice Programme and the Foundation is a significant funder of advice services in Islington, currently funding three outreach advice projects targeted at three of the most deprived areas of the borough.
- We plan to take forward our participatory grant making including the Carers programme at the beginning of 2024, which will help ensure that money goes to projects for carers. The programme will help us to reach part of our community who feel isolated, forgotten and neglected. We are also adapting and running new cycles of the Young Grant Makers programme, Golden Grant Makers and our Alumni group mentioned above.

b) 2024 DEI Priorities

As can be seen from the narrative above and the more detailed plan attached, progress has been made across all priority areas in 2023. The working group and wider team have suggested priorities for 2024 which have been outlined above, and it would be helpful to discuss with the DEI committee:

- If you feel we have captured the right priority areas for the coming year?
- Are there gaps in our DEI strategy or work which need addressing?

c) 2024 DEI Committee Governance

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

- We have moved to holding one DEI Committee meeting in total this year (2023) and we have integrated DEI discussions and the development and review of the strategy into all of the main Board meetings. Does the Committee feel this structure is working and are there any suggestions for 2024?

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

Diversity, Equity and Inclusion Strategy: Priorities, Plans and Progress – 2022-24

	CRIPPLEGATE FOUNDATION STRATEGY PRIORITIES	DIVERSITY EQUITY AND INCLUSION STRATEGY APPROACH	PROGRESS TO DATE
Listen, Learn and Act			
1	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.	Community-led research to be developed and implemented with a Diversity, Equity and Inclusion lens and focus.	<ul style="list-style-type: none"> • Appointed PowerWith to run the project, who recruited six residents to conduct the research on our behalf. They come from a cross section of Islington residents, reflecting the diversity of our borough. The researchers helped devise the questions and select the groups and individuals to interview. They will be talking to about 55 residents to gather a community view on life in Islington and how best Cripplegate can support change in the borough.
2	Expand the ways people from all backgrounds can get involved in our work, including developing our residents’ led grant making panels.	Work further towards sharing power by increasing the number of opportunities for local residents to get involved in our work e.g. community-led research, participatory grant making (PGM) panels, using expertise of panel alumni.	<ul style="list-style-type: none"> • Sharing power with the local community through the expansion of resident-led grant making. This includes our sixth Young Grant Makers (YGM) Programme, our second Golden Grant Makers for older people and, in early 2024, our first resident-led programme for carers. • Inviting people with lived experience to join the Development Partner programme. Eight women who have experienced domestic violence and abuse are now participating. • Two former Young Grant Makers (young Islington residents), have been recruited to run the 2023-24 programme, bringing lived experience directly into the leadership of the programme. • We have recruited an Alumni Manager to work with residents who have taken part in our grant giving panels, and supported us in other ways, to access new opportunities to use and develop the skills they learned with us. The Manager will start in October 2023. • Held discussions with Trust for London/Shift around possibly trialling a participatory model of social investment and providing input into how this might work, from which learning may be useful for the future.

3	<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"> • Conducted a social media content audit with a focus on DEI and accessibility. • Published the working DEI plan on our websites with a view to update this regularly. • Produced programme reports and campaigns that include DEI-specific information/data where available. • Held event for new Cripplegate main grantees (led-by and for minoritised communities); asking them about their experiences of the fund, which will inform how we develop and run future funds. • We will be holding a networking event for grantees from our Mind the Gap programme in October, 2023. This fund provides mental health interventions for people with complex needs. • Reviewed the application processes to reduce barriers, for example a video option for people for whom writing puts them at a disadvantage. We also seek to meet all groups who apply for funding, to mitigate some of the challenges that the application process may pose. • Focus/workshop approach to the first phase of Golden Grant Makers. This gives more people the opportunity to share their views and will engage up to seven different organisations, supporting a range of older people's communities in the borough. • Reviewed and updated our communication channels and approaches for the Make it Happen Fund, with a view to engaging applicants from more marginalised communities across Islington. • Commissioned several photo shoots and case study discussions with local groups that represent a broader range of Islington residents.
4	<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"> • In 2023, we reviewed the Disability Fund, supporting organisations to identify and remove barriers for people living with disabilities to access their services and programmes. • 360 Degree website updated with our grant making data. • In 2022, we delivered a new programme fund, distributing £400,000 to support local groups led by and for marginalised communities. As part of this programme, we are also bringing funded groups together to share and learn from each other.

			<ul style="list-style-type: none"> • Development of new programmes e.g. Mind the Gap in line with Islington Giving strategy, including focus on isolation and mental health, and creating opportunities. • Programme team has now reviewed the Young Jobs programme, the Catalyst programme and all PGM programmes to ensure learnings are captured, shared, and incorporated into the next phases of these programme in 2023/24. • Work on consistent monitoring of DEI data from funded groups. Decide on what we want from this data and therefore what we should collect.
5	Reach out to new local organisations to develop new grant programmes in response to local need.	As above.	<ul style="list-style-type: none"> • Delivered new Mind the Gap Fund for people living with multiple and complex needs - creating accessible opportunities for mental health support for a group which is generally underserved and marginalised. • Distributed over £120,000 in cost-of-living grants to individuals (through our charity partners) in response to increased need locally. • We worked with the Islington Food Partnership with funding from Google to create a new Islington Food Fund, distributing £140,000 to 30 local food banks and services, supporting Islington’s most vulnerable residents, many of whom are from marginalised communities. • 2023 Make It Happen Fund supported 19 organisations locally with microgrants of up to £500. We will run two more rounds in 2023, with residents included in the decision making panels.

Money In, Money Out			
1	Make grants to local organisations and projects.	As above.	As above.
2	Engage more supporters with our vision and increase our voluntary income from individual donors,	Create a compelling case for support, sharing the need, people’s stories and evidence,	<ul style="list-style-type: none"> • Refreshed both websites, and publishing more stories of residents and groups, including a quarterly series on specific funds with a

	<p>Trusts and Foundations and corporate organisations through our work with Islington Giving, and our work in partnership with Islington Council.</p>	<p>that will engage a broad range of donors, from individual Islington residents to Trusts & Foundations.</p>	<p>DEI focus, e.g. Cripplegate Main Grants Fund 2022, Islington Food Fund, and Mind the Gap Fund.</p> <ul style="list-style-type: none"> • Actively exploring new communications channels and marketing activities for the second round of 2023 Make it Happen fund to reach and receive applications from more diverse communities in Islington. • 2023 council tax appeal and associated digital marketing delivered in March 2023 to raise new funds for mental health projects in Islington. We worked with local groups to create diverse range of case studies to raise awareness of need. • Produced and published the 2022 Impact report, which was shared at an event in April 2023. The event showcased speakers from a range of local groups, representing different communities and programmes. • Commissioning several photo shoots and case study discussions with local groups to reflect a broad range of Islington residents in our upcoming Winter Appeal and amplify the work of a variety of grassroots groups.
3	<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 Environmental, Social and Governance (ESG) principles to see if a more specific DEI focus can be included with our investments. • Joined and learned from peers through the Charities Responsible Investment Network (CRIN) to help with review in wider sector. Collaborative work underway relating to their Responsible Investment scoring based on research conducted by CRIN. • Continue to hold our investment managers Newton and Ruffer to account around specific DEI metrics e.g. asking them to declare where they have voted against gender imbalances on board, pay gap metrics etc. • DEI metric to be developed and used to score tenders for endowment carve out tender. • Moved forward with impact investment carve out by presenting to the Governors' Away Day, with a view to having a DEI lens included within the framework of this future investment. • Round table session held with Dunhill Medical Trust, Trust for London and John Ellerman Foundation with regards to asset

			<p>manager engagement, including coming up with means of more strategically holding managers to account over DEI performance.</p> <ul style="list-style-type: none"> • Met with Ruffer and Newton in June 2023 to focus on responsible investment, using reports produced by CRIN on overall ESG performance, including asking for further information with regards to voting policies on key DEI metrics. Newton have since published a bespoke report for Cripplegate which addresses DEI.
<h2>Amplifying local voices</h2>			
1	<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. • Delivered social media campaigns and marked several awareness days / weeks to amplify local stories and experiences including: mental health awareness week (working with local Mental Health orgs to share real stories), International Women’s Day (Sharing DEI Committee quotes), and included personal staff reflections around faith celebrations like Ramadan. • Introduced new governors and staff members (including DEI committee members) on website/ social media platforms. • Co-created content for social media with Young Grant Makers to tell their own stories. • Added new stories to the Islington Giving website as a space to share local peoples’ experiences and amplify local voices.
2	<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 inequality in Islington.</p>	<ul style="list-style-type: none"> • Annual content plan created to ensure we amplify local and diverse voices and stories, around key awareness moments. • Used data and information from local groups focused on mental health support to design a mental health appeal for young people as part of the council tax appeal 2023. • Using data from Islington Council’s ‘2022 State of Inequalities’ report and Trust for London’s Islington profile to share the latest evidence of need – this is used in our impact reports, the annual report, on our websites and in social posts. • Completion of community research project in November 2023.

3	<p>Bring together organisations, partners and others for discussion, learning, collaboration, advocacy and sharing good practice.</p>	<p>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"> • 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, Association of Charitable Foundations (ACF). • Joined the Diversity Forum and signed up to <u>Manifesto 2.0</u> – the next step is to cross match the manifesto with this DEI plan to ensure strategic alignment. • Convene regular cross-borough calls which bring together VCS groups, the Council and others to update and share practice. • Held regular internal lunch and learn sessions focusing on different DEI characteristics as an open forum across all organisations in our building at Elliott’s Place, for sharing, learning and challenging. • Continue to hold networking session for all new grantees of our main grants programmes, including our programme supporting local organisations led by and for marginalised communities (two meetings held), and a first session for our Mind The Gap funded groups happening in October 2023. • The Community Chest event in July 2023 brought together 100 people from local community organisations to celebrate their contribution to a diverse and connected community. • We brought together Resident Support Scheme (RSS) partners, Voluntary Community Sector groups and Housing Associations for a 10-year milestone partner event in July 2023. • Developed a building-wide Values Statement demonstrating commitment to DEI with all building users. • Spoke at the Charity Finance Group’s Annual Conference in June 2023 on the importance of DEI within a finance setting and networked with other professionals to learn from good practice. Also scheduled to speak at the BAYES Masters Charity Finance course to share good practice with peers. • Presented at the City of London Giving Day DEI event for businesses, livery companies and funders – about our participatory grant making and wider DEI ambitions. Young Grant Maker lead joined the presentation.
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	Organisational excellence		
1	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 welcomed, valued and supported.	Make DEI a transparent and embedded part of the organisation that can clearly be demonstrated in our day- to-day work with a commitment to ongoing learning and collaboration.	<ul style="list-style-type: none"> • Published this DEI plan online and communicating our progress (both internally and externally) through this plan online, at team meetings, at board meetings and through external blogs and social media. • Plan to publish further progress report at end of 2023 against DEI Manifesto targets to ensure harmonised reporting. • All foundation staff participated in the Social Justice Collective (SJC) training around organisational culture and inclusion. • DEI Working Group has held sessions to conduct a mapping process of our current strategy against the commitments made in the DEI Forum Manifesto 2.0 and with themes pulled out from all staff training session with SJC so that we can closely monitor progress against our wider plan but also so we can report back to the forum.
2	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.	Develop a sustainability plan in line with the Funder Commitment on Climate Change	<ul style="list-style-type: none"> • An action plan developed for our commitment to climate change as a member of ACF's Funder Commitment to climate change. • An internal sustainability working group has been established meeting to review and develop the action plan as needed.
3	Ensure the Foundation's operational structure and governance arrangements have the right skills, systems and processes in place and are as efficient as possible. To include:	Ensure the operational review of the organisation includes an analysis of key DEI metrics of our staff/board, and the whole organisation.	<ul style="list-style-type: none"> • 2022/23 recruitment of new Cripplegate Governors further diversified the Board, as have recent staff recruitment, helping to ensure that the Board and staff team are reflecting and bringing in diverse perspectives and experiences. • Led a discussion with the Islington Giving Board (chaired by Cripplegate Governor) on sharing power and DEI within and across

	<p>reports in the Annual Budget on ratios between the different uses the Foundation makes of its resources and activities.</p>		<p>Islington Giving, including a consideration of our participatory grant making, and the makeup of the Islington Giving Board and Grants Committee.</p> <ul style="list-style-type: none"> • Redeveloped the Foundation’s DEI Monitoring form for use during recruitment and working with colleagues in the Diversity Forum to continue evaluating its effectiveness and the wider approach towards data collection. • To consider whether we can sign up to government’s Disability Confident recruitment campaign aimed at ringfencing roles and opportunities to disabled applicants. • Programme and Resources team to work together to discuss ACF Data Standard and consider how we might ask future applicants for grants and jobs for their DEI data, based on changes already made to the equality monitoring form.
<p>4</p>	<p>Embed long term financial planning to deploy our resources in the most effective manner. To include: three-year financial forecasting alongside the annual budget, 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"> • The 2022-24 annual and three-year budgets include specific financial provision for DEI work including external consultancy as needed.