

# WALCOT FOUNDATION

## Strategic Plan



# Welcome

I'm deeply honoured to introduce the Walcot Foundation's new Strategic Plan, initiated and agreed in consultation with the community of Lambeth.

Building on over 350 years of supporting young people in the borough, our new inspirational plan gives us a focus and framework to rise to the challenges we need to meet as a community.

Lambeth is a community which knows disadvantage, and that disadvantage can take many forms, including health, education, enterprise and hope – we can make a difference in all these areas. The borough's young people need and deserve our support. **32% of pupils at Lambeth's schools meet eligibility criteria for free school meals.** That's against a national average of 17%. Within that statistic are thousands of individual stories, and all kinds of hopes, dreams and skills waiting to be discovered.

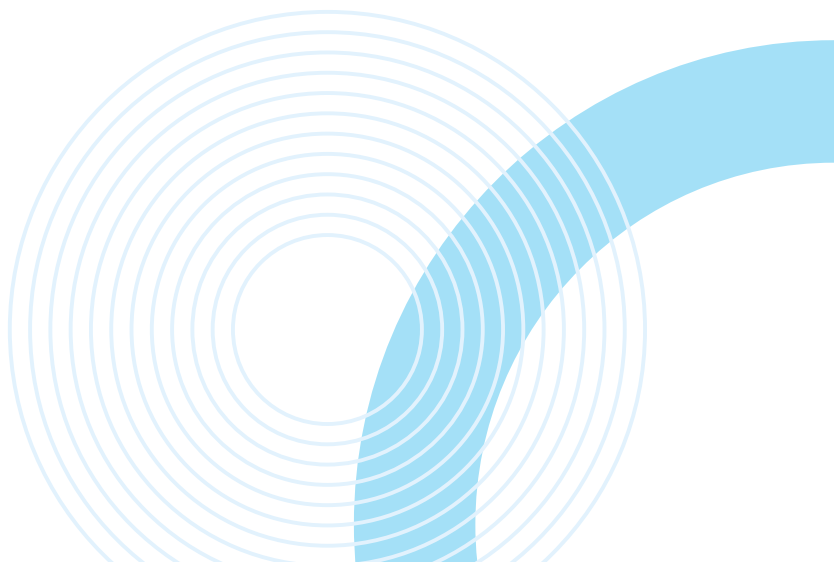
Our Strategic Plan includes making sure that we understand those individual circumstances and aspirations, and that we keep ourselves informed, relevant and effective in all that we do.

We publish this strategy at a time when the cost of living remains impossibly high for many families throughout the UK, plunging people into financial crisis. **In Lambeth, 43% of children now live in poverty, a 5% increase from 2021** and a trend which desperately needs to be reversed.

With the five aims articulated in this plan we look forward to empowering Lambeth's young people. We aim to create transformative opportunities, promote greater equality and provide the best support so that Lambeth's youth can build their own brighter futures.

To everyone who has contributed to this inaugural strategy, thank you,

**Alice Chapple**  
Chair





# Our Vision

A Lambeth in which all young people can thrive



# Our Mission

To offer a range of economic and social support, primarily to young individuals, schools and community groups in Lambeth so as to transform their prospects in the borough.



# Our Values

## **Compassionate**

We care about the residents of Lambeth. We listen, understand and respond to differences positively. We are approachable, accessible and flexible.

## **Collaborative**

We believe working with others strengthens us all to change lives.

## **Curious**

We seek to be informed about the challenges of the local community, to be relevant and to maximise the impact of our work.

## **Responsible**

We balance the needs of current and future generations through the thoughtful stewardship of our endowment and resources.





# Strategic aims

We will demonstrate and live these values in our strategic aims by being honest and open and by listening and learning.

# 1

## Maximise the impact of our grant giving programme

Looking to the future we will be ambitious in our grant-making so that we create more opportunities and possibilities for disadvantaged young people to get on in life.

The needs of young people are growing all the time, yet public funding for place-based support is falling. We want to ensure that we are in a position to respond to the needs of our Lambeth grantees and partners.

Over the last **10 years** the Walcot Foundation has made **3,798 grants** totalling **£22.9 million**



### How we will do this:

- ✓ Work with local community groups and schools to **understand where support is needed most**
- ✓ Co-create new grants that are relevant, impactful and **build capacity in the local community**
- ✓ Create long-term, sustainable partnerships to **deliver up to 6 years of funding to our beneficiaries**
- ✓ Use research and data that we collect **to inform our grant making priorities**

# 2

## Be inclusive

We recognise that there are many systems of oppression which residents of Lambeth face and that different people need different levels of support to get to the same place.

We will advocate for social justice and ensure that we support the hardest to reach young people according to their needs.

### How we will do this:

- ✓ Listen to a diverse range of young people in Lambeth to **understand their different needs** and use their views to shape our future direction
- ✓ Continue to **diversify the staff team and governors** so we remain innovative and are able to better understand and serve the local community
- ✓ Keep **developing long-term local partnerships and supporting cross-sector networking** with a diverse range of organisations, schools and community groups
- ✓ Ensure our grants application processes for individuals and organisations are **accessible and inclusive**



We will work hard to make our team and community partners feel **included and valued**

# 3

## Advocate for Lambeth's young people

Over time we have seen the needs of young people changing. We want to continue to grow our knowledge and expertise so we can use our platforms to advocate effectively for young people.

The Walcot Foundation is proud to have been supporting young people in Lambeth for **over 350 years**

### How we will do this:

- ✓ Use our voice to **speak out about the inequities** that under resourced young people face
- ✓ Strengthen partnerships with local organisations so we can **listen and respond** to the needs of the community
- ✓ Raise our profile in thought-leadership, **using our knowledge and expertise** to create change
- ✓ Celebrate and **build on the successes** of our grant recipients





# 4

## Be a responsible landlord

The rental income that we generate funds much of our charitable work. As a community landlord, we will work hard to ensure that our tenants feel part of the community and that we listen and respond to their needs and that they feel proud to be a Walcot Foundation tenant.

The Walcot Foundation owns **115 properties** in Lambeth which provide homes or businesses to over **200 people**



### How we will do this:

- ✓ Always be **compliant with legal regulations** and changes
- ✓ Welcome new tenants and **continue to build our community**
- ✓ Design and **build high quality homes** to maximise our income
- ✓ Modernise our older properties so they are **sustainable and environmentally efficient**
- ✓ Recognise and respond to our **duty of care** to vulnerable tenants

# 5 Invest our money wisely

We understand that it will take a balanced approach to financial risk for the Foundation to grow its assets in order to respond to future needs, whilst protecting the integrity of its legacy.

The Walcot Foundation will **continue to invest its substantial endowment wisely** so that future generations of young people can also be supported

## How we will do this:

- ✓ Develop a financial strategy aligned with the **strategic aims of the foundation**
- ✓ **Put in place financial plans** for the short, medium and long term
- ✓ Ensure we invest in line with our financial strategy including investments which **align with our values**
- ✓ Develop partnerships with other funders so we can **scale our impact**
- ✓ Invest in our staff to **deliver our future plans**







# WALCOT FOUNDATION

The Walcot & Hayle's Trustee (company 6133849) is sole trustee of The Walcot Educational Foundation (312800), The Hayle's Charity (312800-1), The Walcot Non-Educational Charity (312800-2) and The Lady Cynthia Charity (312800-3)

