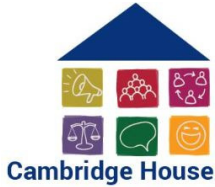


Cambridge House

Strategic Plan 2017-2022



Foreword

For 128 years we have pursued a vision of a society without poverty where all people are valued, treated equally and lead fulfilling and productive lives. Today we work to mitigate the effects and tackle the root causes of poverty and social injustice.

Building on the achievements of our 2014-2017 business plan; our strategy for the period 1 April 2017 to 31 March 2022 shows how we will develop and sustain our organisation in order increase the reach and impact of our activities.

Recognising the complex nature of the challenges that our society faces on both a neighbourhood and a national level as well as the business challenges we face as an organisation, the strategy maintains our commitment to change and continuous improvement by:

- i) Focusing on activities that contribute in a positive way to the wellbeing, productivity and resilience of the people and communities we serve.
- ii) Gathering local level insights and evidence-based practice to support the development of best practice models, influence national policy debates, and deliver social transformation.
- iii) Working collaboratively with our service users and stakeholders to agree a shared visions of desired outcomes and models of change.
- iv) Recognising that we continue to operate in an environment that is financially constrained and must therefore strive to offer increasing value for money.
- v) Maximising opportunities to respond innovatively to new social needs as they emerge in the communities we serve.

We will hold ourselves accountable to our strategic plan by continuously monitoring and, if necessary, refining our plans to meet our objectives and resource the delivery of our strategy so that we have a greater impact on our communities.

History

Introduction

As one of the UK's pioneering university settlements, Cambridge House was founded to promote social justice in South London's 19th century 'slum' neighbourhoods. In 1889 we began working at a 'grass roots' level to empower local people to tackle the social problems created by urbanisation and industrialisation.

The ideological principles driving the work of the settlement movement contributed to the 1906 Liberal welfare reforms and the creation of the 20th century's welfare state.

Today the welfare state is retracting and the financial restrictions arising from welfare reforms are disproportionately affecting the communities in which Cambridge House works. These neighbourhoods include a high proportion of wards which are in the most deprived 5 to 20 per cent nationally.

The 21st century context for our work

As austerity measures and far-reaching welfare reforms come into full effect we are driven to address their combined effects on existing levels of poverty and the equity and cohesion of society as a whole.

Against the backdrop of diminishing levels of social security, we are seeing poverty in our communities increase most drastically as a result of complex, cumulative and varied combinations of need.

As a 21st Century Settlement, this context requires us to invest in:

- i) Our communities by providing targeted support and advice to those most adversely affected - individuals and families facing a build-up of problems across several aspects of their lives.
- ii) Systems changing activities that increase society's capacity to tackle poverty and social injustice.

Our vision

We pursue a vision of a society without poverty where all people are valued, treated equally and lead fulfilling and productive lives.

Achieving our vision

- We focus our frontline services on participative activities that achieve empowerment and learning as sources and outcomes of wellbeing.
- We affect long-term social change and impact by working with our service users, partners and commissioners to:
 - i) Assess need and develop and pilot services directed towards specific vulnerable social groups in our local area including Southwark and the adjoining Boroughs of Lambeth and Lewisham.
 - ii) Use our experience of delivering innovative outcome-based projects that address specific social challenges to offer best practice initiatives across London and the UK.
 - iii) Promote systemic change by sharing our experience of what works, our evidence base, rich history and experiences with government, businesses and civil society organisations across the country.

Our activities

1. Frontline services

Objective: To support people to stabilise their lives and progress

Specialist, personalised and integrated services to help people in crisis and support them to build the resilience they need to both make recurrence of crisis less likely, and improve the quality of their lives.

2. A people's social action centre

Objective: To support active citizenship

Managing our building as a community anchor so that it is a focal point for local communities and civic activity, a home for voluntary and community organisations, and a space where local people and statutory agencies can come together to promote and bring about positive social change.

3. Research and knowledge exchange projects

Objective: To support the development of social policy and practice

Activities to generate and collate evidence of what delivery strategies are most effective at tackling poverty and social exclusion at a local level and establish opportunities for evidence sharing and knowledge exchange.

Our portfolio of frontline services

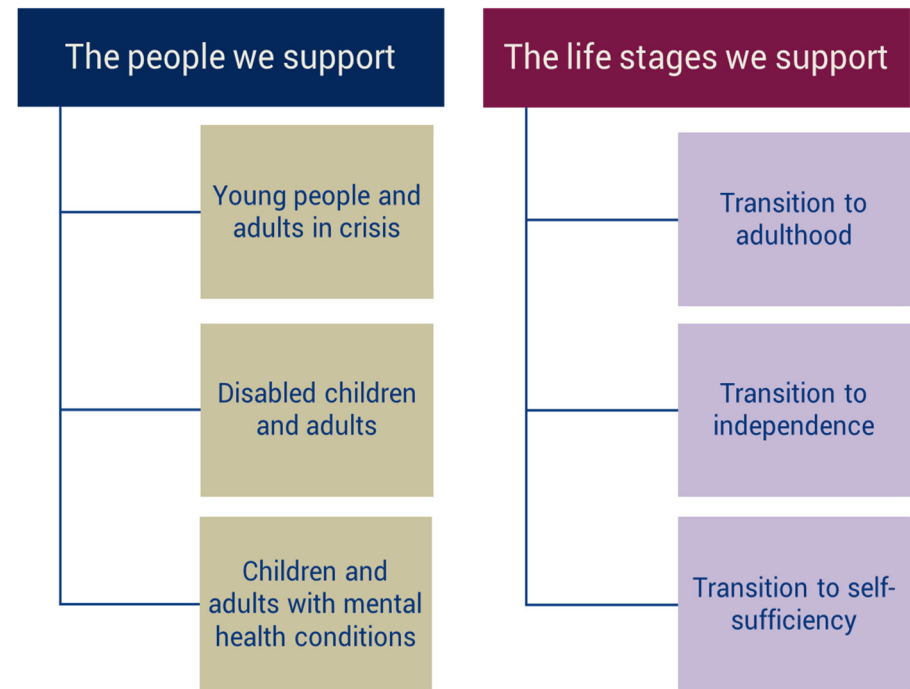
Social Justice

- i) **Law Centre**
Free, independent and expert legal services in housing, employment and benefit law.
- ii) **Independent Advocacy**
Care Act, Mental Health (IMHA) and Mental Capacity (IMCA) advocacy for adults and children.
- iii) **Safer Renting**
Specialist advice, support and advocacy for vulnerable tenants of criminal landlords.

Education and Inclusion

- i) **Playdagogy**
Sports for social justice projects for children, young people and their sports trainers and educators.
- ii) **Youth Empowerment**
Medium to long-term, intensive and wrap-around schemes for excluded 16 to 25 year olds.
- iii) **Disabled Peoples' Empowerment**
Arts, sports, life skills and wellbeing clubs for disabled children and adults.

Our frontline service users



The outcomes we will achieve through our frontline services

Crisis Mitigation	Access to justice and protection of rights	Health & Wellbeing	Improved Health	Inclusion	Promotion of diversity and inclusion	Empowerment & Resilience	Increased economic self-sufficiency	Sustainable health and wellbeing	Systems Change	Increased civic engagement	
	Access to support networks				Reduced hate crime		Improved educational attainment			Positive relationships	Improved social policy and practice
	Homelessness prevented				Improved access to and use of support services		Increased positive emotions			Increased collective capacity	
	Poor health and wellbeing addressed		Reduced need for care and support services		Increased employment		Improved social behaviour	Increased social value			
	Social isolation tackled		Reduced isolation		Development of life skills		Increased independence	Increased social mobility			
	Social and welfare support systems accessed		Respite for family and carers		Improved knowledge of available support systems		Improved emotional resilience	Improved community cohesion			
	Risk of and on-going worklessness addressed						Positive social and peer networks	Improved community social and welfare support networks			
	Lack of education and training addressed										
	Risk of or involvement in anti-social behaviour, hate crime and criminality addressed										

Stabilise

Transition

Progression

Our community anchor service users



The outcomes we will achieve as a community anchor

By providing a focal point for local communities and community organisations, as well as public sector contracted community, social welfare, employment and health and wellbeing services, Cambridge House will:

- Increase access to services.
- Attract money and opportunities, from local, regional and national public sector agencies, external funders and other sources, into a neighbourhood characterised by high levels of multiple deprivation and increasing social need.
- Contribute to sustainable development by:
 - i) Facilitating the social interaction needed to create healthy and inclusive communities.
 - ii) Enabling people to have a say about local issues and services.
 - iii) Supporting active citizenship and mobilising local democracy.
- Fill a gap in local provision as:
 - i) One of only three¹ fully accessible multipurpose community anchors in Southwark.
 - ii) The only community anchor serving the centre and south of the borough.
 - iii) The community anchor based in the most deprived neighbourhood.

¹ The other two community anchor organisations in Southwark being:

- Blackfriars Settlement SE1 0RB
- Bede House SE16 2JW

Our local to national ethos

Starting local

One person, one family and one community at a time

We tackle poverty and social exclusion by supporting our service users to achieve:



For our service users this means:

- Holistic needs assessment
- Holistic and personalised service design
- Greater control over the services they use
- Greater involvement and power in local change
- Greater voice in local and national decision-making
- Better, stronger communities

For our stakeholders this means:

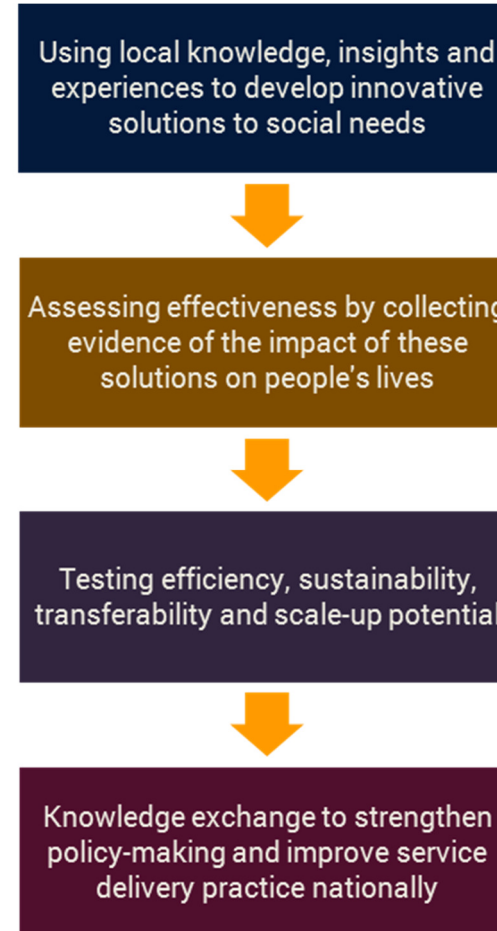
- More effective and efficient service delivery
- Better needs analysis information
- More effective ways to facilitate participative decision-making
- Increased active citizenship
- Better community development

Research and knowledge exchange

Taking it national

A practice-based approach to social innovation

We foster systems change by:

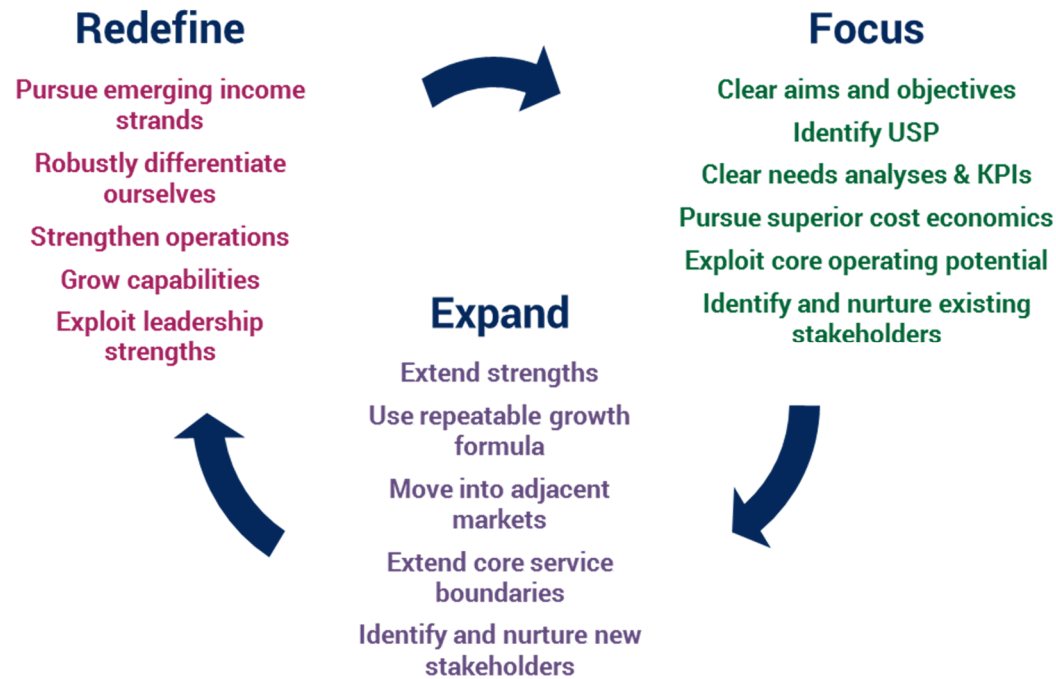


Our strategic aims for the next five years



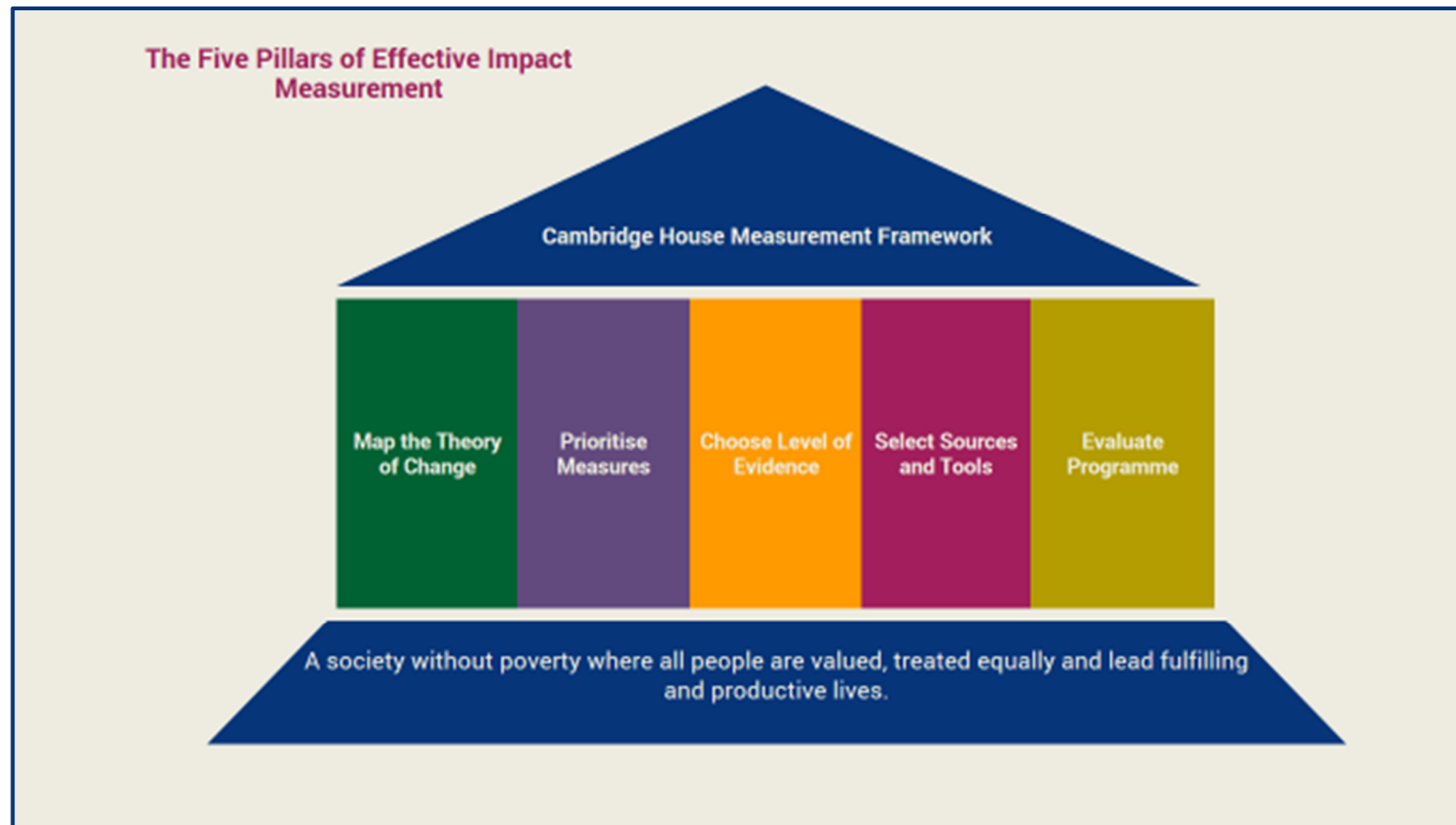
Enhancing our sustainability

In addition to reviewing the strengths and weakness of our past business performance, to prepare this strategy we have considered the following business requirements and business development approaches:



Quality assurance and impact measurement

We use a variety of service and governance specific accredited quality assurance and impact measurement schemes to assess our impact and increase our effectiveness. The Five Pillars of Effective Impact Measurement are at the heart of every service we deliver. Impact measurement aims to provide results that can be used to understand and improve our services as well as report on our progress.



Pillar 1: Our Theory of Change provides clarity, identifying the casual links between what we do and what we are trying to achieve. It provides a coherent framework to underpin our measurement efforts and enables us to move away from ad hoc, opportunist data collection. A Theory of Change is a necessary basis for measuring our impact because it provides a theoretical framework to allow us to assess whether what we do is working as planned and how it can be improved.

Pillar 2: Following the development of the Theory of Change, the key outcomes are prioritised and the focus turns to measuring those outcomes. Possible negative unintended consequences of work delivered are also considered to enable us to improve in what we do.

Pillar 3: After the measures have been prioritised an appropriate level of rigour is chosen to evidence impact that suits the needs of our stakeholders. This will vary and depend on contractual requirements as well as our own needs, resources and capabilities.

Pillar 4: Following identification of the key outcomes and level of rigour, a decision is made on what measurement tools or data sources are developed to capture them. These may already be available and there may be existing evidence for the casual links in the Theory of Change. We ensure measurement tools are fit-for-purpose and capture the change we want to bring about.

Pillar 5: Once the first four pillars have been worked through it is time to analyse the data and evaluate the programme. This helps us understand how well we are doing and how we can improve our work to help more people more effectively.

Quality assurance accreditations

We quality assure and collect evidence of the impact of our services and the effectiveness of our governance processes as follows:

- 1. Legal services:** Our Law Centre is accredited by Lexcel, the Law Society's legal practice quality mark for excellence in legal practice management and excellence in client care. Lexcel accreditation assesses standards in seven different areas: structure and strategy, financial management, information management, people management, risk management, client care, file and case management.
- 2. Advocacy services:** Our Advocacy service is accredited by the Advocacy QPM. The QPM works in conjunction with the Advocacy Code of Practice, enabling providers to demonstrate how they are meeting the different standards set out in the code.
- 3. Safer Renting:** During 2017-18 we will identify the most appropriate accreditation for the Safer Renting trainee programme.
- 4. Youth Empowerment services:** Our services for young people are accredited by Project Oracle. Project Oracle supports youth organisations to measure and track their outcomes, so they can understand what they are doing well and what could be improved to develop and refine their projects. Our Youth Empowerment Service also uses the Outcomes Star to monitor personal development outcomes.

5. **Disabled People’s Empowerment services:** Our disabled people’s services use the Outcomes Star to monitor personal development outcomes for children and adults.
6. **Playdagogy:** Our Playdagogy programme is accredited by Project Oracle and Skills Active and the pilot programme was evaluated by Loughborough and Leeds Universities.
7. **Corporate:** Our governance processes are accredited by Investors in People which is supported by our quality marks as a Disability Confident and Mindful Employer, a London Living Wage Employer and our organisational membership of the Institute of Fundraising.

Evidence collecting methods

We use two main ways of collecting evidence allowing us to demonstrate that what we do really makes a difference:

1. **Statistical** approaches such as ‘before’ and ‘after’ questionnaires and the Outcomes Star, correlation and other statistical models.
2. **Theory-based** approaches describing in detail how a service or project influences different people at different times using observations by staff, evaluators, and other stakeholders, as well as feedback from beneficiaries.

The above approaches are not mutually exclusive and are often combined to further evidence that a service or programme makes a difference.

We therefore use both quantitative and qualitative data to evaluate our services:

Type of data	Type of finding	Source of data	Methods and tools
Quantitative	Statistical estimates for the prevalence of views, attitudes and experiences	Questionnaires and administrative databases	i) Surveys and questionnaires ii) Psychometric scales iii) Case work tools/records iv) Statutory data
Qualitative	Detailed understanding of how and why an intervention has led to change	In-depth interviews and focus groups	i) Interviews ii) Observation iii) Focus groups iv) Anecdotes and feedback