



## Theory of Change for Manor Gardens Welfare Trust (MGWT)

### **Vision**

Strong communities where all people have good health, resilience, and opportunity.

### **Mission**

To empower individuals and communities facing systemic and intersectional barriers by delivering accessible, inclusive, trauma-informed, and person-centered support tailored to their unique needs.



# Why We Exist

*Rising health inequalities, systemic disadvantages, and barriers to equitable access demand innovative, inclusive, and collaborative solutions.*

Manor Gardens Welfare Trust is based in Islington, one of London's most diverse and densely populated boroughs, home to nearly 250,000 residents. In our borough, 40% of residents were born outside the UK, more than double the England average. Despite its vibrancy, Islington faces significant challenges, ranking as the sixth most deprived in London, with pronounced disparities in income, health, and life expectancy. Approximately 28% of children live in low-income households, and over one-third of residents aged 60 and above live in poverty. Inequalities in Islington have been rising steadily over the past 5 years with men from the worst-off areas of the borough expected to live 12.5 years less than men in the best off areas (Islington Council 2024).

Islington is experiencing a mental health crisis, with the highest rates of depression and serious mental illness in London. With 40% of residents living alone, social isolation is contributing to these challenges. Economic deprivation has compounded the crisis and it's not going away soon; widespread conflicts and climate change are expected to further impact food and energy security (World Bank 2024).

In Islington, the intersections of disadvantage are complex, with ethnic background, income, and health inequalities interlinked. For over six decades, Manor Gardens has recognised and addressed these issues, providing culturally competent, multilingual support to minoritised communities. Despite Islington's robust voluntary and community sector, there remains a shortage of neutral, accessible, and safe spaces offering such tailored services.

**Strategic Objective**

**Key Actions/Activities**

**Medium-Term Outcome**

**Key Actions/Activities**

**Long-Term Impact**

**Reduce inequalities**

Expand multilingual advocacy services, adding more languages based on identified community needs.

Partner with grassroots organisations to promote services in underserved communities through culturally appropriate outreach.

Embed trauma-informed practices to ensure services address stigma and trauma for underrepresented and marginalised groups.

Deliver culturally competent training to service providers, focusing on trauma-informed approaches and reducing stigma

Improved access to multilingual, culturally tailored health and advocacy services.

Develop specialist services providing neutral, safe spaces for diverse communities, including survivors of harmful practices, people with experience of mental ill health, and neurodiverse individuals.

Promote peer-led models in mental health, multilingual service provision, and interventions addressing harmful practices to create community-driven solutions.

Adopt agile service design to adapt services based on community feedback and emerging needs.

Address systemic and intersectional barriers to ensure equitable access and improve outcomes for underserved communities

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**Strengthen Partnerships**

Facilitate regular co-production forums with diverse community members, focusing on mental health, multilingual advocacy, and harmful practices.

Train service users to act as peer mentors and co-production leaders, embedding lived experience in service design.

Document and share findings from co-production forums to influence internal decisions and external advocacy.

Increased capacity across sectors to deliver inclusive services that have lived experience at the core.

Collaborate with statutory and voluntary sector stakeholders to design and deliver integrated support pathways addressing complex needs.

Participate in, Chair and coordinate networks to foster collaboration among diverse organisations, provide leadership, and build capacity to address systemic issues.

Amplify community voices and co-produce solutions addressing inequalities.

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**Long-Term Impact**

**Build Knowledge and Innovation**

Pilot peer-led mental health interventions tailored for marginalised groups.

Launch and sustain peer-led initiatives addressing food insecurity in collaboration with local partners.

Develop a robust evaluation framework to measure the impact of peer-led models and refine future approaches.

Broader adoption of peer-led service models addressing mental health, food insecurity, and systemic inequalities.

Collaborate with academic institutions to publish research and case studies showcasing MGWT's impact and learning.

Engage in wider policy influencing work, including responding to relevant policy consultations and participating in government-led inquiries.

Develop and implement communication strategies to promote findings through reports, briefings, and public campaigns.

Advance understanding and develop new approaches to better serve marginalised communities and influence policy.

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**Long-Term Impact**

**Build Operational Resilience**

Develop efficient financial and operational models aligning with community priorities and funder requirements.

Regularly review and communicate service quality, ensuring community feedback is central to improvements.

Sustainable infrastructure enabling effective service delivery.

Invest in IT and facilities to support both in-person and digital service delivery.

Diversify income streams and focus on long-term funding solutions

Ensure sustainable growth and resilience to support communities effectively.

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**Assumptions:**

Lived experience will effectively inform service design and delivery through co-production.

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Community members will actively engage with co-production activities and peer-led service models.

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Strategic partnerships will enhance the reach and sustainability of services and ensure best use of resources.

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Policymakers will act on evidence-based recommendations and advocacy efforts.

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Funding and resources will be secured to sustain our organisation and deliver our strategy.

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