ABOUT OXFORDSHIRE COMMUNITY FOUNDATION

Oxfordshire Community Foundation (OCF) is an independent charity that connects people who care with causes that matter. We inspire local philanthropy, and nurture community-based solutions to key social problems across Oxfordshire.

We are one of 48 community foundations in the UK, and over 1,800 similar foundations around the world. Community foundations collaborate with private philanthropists, family trusts, businesses and the public sector to provide a permanent, flexible and growing source of local charitable funding.

OCF has built an endowment fund of nearly £5 million, and awarded more than £5 million in grants to local community groups working to make Oxfordshire a better place. We aim to increase our endowment fund to at least £10 million by 2020.

We believe in lasting, strategic and proactive solutions to complex social problems. To achieve these, we are committed to developing our knowledge and understanding of Oxfordshire’s needs and all available resources.

We work in partnership with others so that we can have a greater impact.

© Copyright 2016 Oxfordshire Community Foundation. All rights reserved.
It is a real privilege to look back over the past 21 years and reflect on all that Oxfordshire Community Foundation has achieved. I would like to personally thank everyone who has played a part in enabling us to do this.

When we consider that there are now more than 1,800 community foundations around the world – several of whom have already reached their one hundred years – we can feel incredibly proud of our heritage and the global network of which we are a part.

But we also realise that our story has really only just begun.

Just like all the best stories, OCF has seen many twists and turns along the way to its 21st birthday, but we now find we have ‘come of age’, with all the optimism and ambitions to match.

I do hope that you will join us in our celebration, and that in the pages that follow you will enjoy the memories and stories we share. We only have space to showcase a handful of the local lives that have been touched by our work – indeed, the stories of change in this report only scratch the surface of the scale and scope of the funding we have provided*. What we can say though is that we would not be able to tell any of these stories without the generosity of so many people who have been inspired to support and work with us.

As Chair, what I find most exciting is how the experiences and knowledge we have gained over the past 21 years are now so clearly helping to shape and develop our plans for the future. It is my wish that when we look back in another 21 years, everyone in Oxfordshire will have heard of OCF, and that we will be fondly regarded as the ‘people’s foundation’.

Over the coming years, we will be growing this sense of commitment and social responsibility towards the common good. To do this, our priorities will be to:

• Achieve a step change in our collaborative philanthropy
• Develop a knowledge hub of Oxfordshire’s voluntary sector and key social and community problems
• Work in partnership to develop community-based solutions
• Adopt a strategic, transparent and proactive approach to the distribution of OCF funds
• Enhance our organisational capabilities and infrastructure to deliver our growth ambitions.

With this focus, I believe we really can create a robust legacy and a better life for everyone across Oxfordshire.

With my very best wishes,

John Taylor
Chair, Oxfordshire Community Foundation

* For a full list of every organisation we have funded, please see the accounts section of our website.
HIGHLIGHTS FROM OUR FIRST 21 YEARS

Philanthropy services

**Trusts and foundations**
1999: The first of many partnerships with trusts, with £25,000 received from Esmée Fairbairn Foundation, £20,000 from PF Charitable Trust and £40,000 from Dulverton Trust.

**In-memoriam**
2007: The JMC Fund is OCF’s first fund in memory of an individual, followed later by funds remembering Maggie Evans, Martha Fernback and Paul Thompson.

**Donor-advised**
2014: The Fund for Sankalpa established as OCF’s first million-pound fund, on behalf of an individual wanting to channel their philanthropy through the foundation.

**Businesses**
2016: Construction company Beard opens new £250,000 endowment fund, joining other businesses Meech International, Midcounties Cooperative and Withy King.

£11,326,184 in donations

4,460 separate gifts from 1,311 donors

Average amount given per donor £8,639

1,079 donors have given £1,000 or less
32 donors have given £50,000 or more

£500 inaugural gift in 1995

has enabled more than £11 million of community investment* by 2016

£4,246,759 in endowment funds raised in 21 years

---

*Community investment is the total grant-making over 21 years combined with the current value of our charitable assets.
Highlights from our first 21 years

**Distribution of funds**

- **West Oxfordshire**: £507,797
- **Oxford City**: £1,984,223
- **Vale of White Horse**: £867,749
- **South Oxfordshire**: £644,777
- **Across Oxfordshire**: £639,863

- **Total grants distributed**: £5,469,786
- **Total groups funded**: 1,197

- **Average value of grants**: £2,016

**Our network**

- **43 different volunteer trustees**
  - Over 21 years

- **1914**: World’s first ever community foundation established in Cleveland, Ohio

- **1975**: The UK’s first community foundation – Swindon – founded

- **1991**: UKCF established as the national association for UK community foundations

- **2010**: Surviving Winter appeal established, encouraging the donation of unneeded winter fuel payments for the benefit of vulnerable older people

- **2014**: OCF’s first Oxford Union debate held, with speakers debating whether charity creates dependency

- **2012**: Thames Valley Philanthropy Fellowship established

- **2015**: Largest ever value of grants made at £825,149

- **1997**: First ever OCF grants round gives away £18,400 to 27 local charities, with an average grant of £680

- **2004**: Comic Relief and Sport Relief grant-making starts in Oxfordshire and across the UK, via community foundations

**Grants distribution**

<table>
<thead>
<tr>
<th>Area</th>
<th>Grants Distributed</th>
<th>Groups Funded</th>
<th>Average Value of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cherwell</td>
<td>£825,377</td>
<td>500</td>
<td>£1,650.74</td>
</tr>
<tr>
<td>Oxford City</td>
<td>£1,984,223</td>
<td>946</td>
<td>£2,102.05</td>
</tr>
<tr>
<td>Vale of White Horse</td>
<td>£867,749</td>
<td>441</td>
<td>£1,967.48</td>
</tr>
<tr>
<td>South Oxfordshire</td>
<td>£644,777</td>
<td>345</td>
<td>£1,903.02</td>
</tr>
<tr>
<td>West Oxfordshire</td>
<td>£507,797</td>
<td>290</td>
<td>£1,776.00</td>
</tr>
</tbody>
</table>

- **Total grants distributed**: £5,469,786
- **Total groups funded**: 1,197

- **Average value of grants**: £2,016

**Over 21 years**

- **36 active volunteers in 2016**
OCF at 21: Coming of age in 2016

COMMUNITY COHESION

To us, community cohesion means bringing people together by supporting projects that unite different generations, different ethnic communities, or people from different social backgrounds. This creates the bonds that make our society strong and resilient.

Home-Start

At OCF, we are proud of our long history of supporting the county’s Home-Start groups, which between them cover the whole of Oxfordshire. Home-Start is a voluntary organisation that promotes the welfare of families with young children. Their volunteers visit the homes of families who are having difficulties managing parenting, and offer friendship, support, and practical and emotional advice.

This charity offers a real lifeline to families. Their work is vital in preventing problems becoming bigger in future, with parents...
developing the skills and confidence to deal with challenging behaviour that can so easily turn into marginalisation or criminality. Volunteers help a variety of people, such as low-income or homeless families, parents with physical or mental health difficulties, and those with no extended family or with relationship difficulties. Parents and volunteers often develop a deeply trusting relationship that can lead to powerful change within the family.

Home-Start Oxford volunteer Fiona Bowler worked with a mother and her two young children, a family with complex needs as a result of domestic abuse. She says: “The children had major behavioural problems, especially the older boy who was mimicking his dad’s actions. I was able to help build mum’s confidence by listening and talking, and to discover what she needed in the way of support around her violent ex-partner. Mum was eventually very confident, and we applied for and got a restraining order against him.”

“The older boy had help and support with his reaction to the after-effects of experiencing and witnessing violence.”  
Home-Start volunteer

Home-Start South Oxfordshire was a beneficiary of OCF’s first ever grants round in 1997, receiving £500 towards the cost of books, videotapes and magazines for families helped by the scheme. Over the following 19 years, we have supported Home-Start’s work regularly, with 27 grants awarded totalling nearly £60,000. Support has come from several of our named funds – for example, the Midcounties Cooperative and Sovereign Housing, and as recently as April 2016, from OCF’s Sport Relief Community Cash programme.

Lessons learnt

Village halls and befriending groups may seem unglamorous, but they have a vital role to play. Increasingly, we are seeing these physical spaces being used to run projects that directly address current, pressing social problems, such as the marginalisation of older people, minority ethnic communities or disabled people.

Working with organisations such as Home-Start has convinced us that a preventative approach to social problems is the right way to protect community values in the long term. In the context of local government cutbacks, particularly those affecting children’s centres, we will, more than ever, need to encourage citizens to keep building community bonds in this way.
MENTAL HEALTH AND PHYSICAL WELLBEING

Good health, safety and happiness should be afforded to every citizen. We cover multiple health-related areas with our work: alleviating mental and physical health problems; addressing threats to the person; and encouraging any activity that promotes general fitness and wellbeing.

Oxfordshire Sexual Abuse and Rape Crisis Centre (OSARCC)

OSARCC is a collective of women committed to supporting survivors of sexual abuse, rape, domestic abuse and harassment. They offer a free and confidential service to women and girls who are dealing with the effects of sexual violence, and to anyone who is supporting them. OCF has helped fund this award-winning charity for many years.
OSARCC is committed to listening, believing and helping women in crisis. They run a free helpline for women who have been raped or assaulted, as well as providing face-to-face support groups and advocacy services to help with the recovery process. The service is open to any woman, regardless of race, religion, sexuality, disability or age. OSARCC also recognises that being there for a survivor can feel isolating, so is available to support counsellors, parents, partners or friends of survivors, of any gender.

The centre aids over 300 women and girls every year. OSARCC’s support groups help them process feelings of guilt, shame and lack of self-confidence. They gain strength by sharing their thoughts and experiences with a group of resilient, inspiring women. Survivors report feeling less alone and more understood, and having their experiences validated by the process of counselling and building friendships. As one survivor comments: “I feel more ‘normal’, and it has been hugely healing to feel accepted by other women. I have acquired a sense of self that is not contaminated by abuse.”

Since 2000, OCF has awarded over £24,000 in ten separate grants to OSARCC to meet various training and infrastructure costs, allowing them to carry out their important work. Donor Jane Mactaggart has been a longstanding supporter via her OCF named fund, and the charity has recently received a large strategic gift from the Future-Building Fund, which operates under our umbrella.

Lessons learnt
The problems of poor health and wellbeing are not going away: Oxfordshire is a county with a rapidly ageing population, and the prevalence of obesity was recently highlighted as a key concern by the local Director of Public Health.

However, we know that there is a rich seam of individuals and groups in Oxfordshire who are proactively working to address those issues that affect our mental and physical wellbeing. Just as we have done throughout our history, we need to actively promote solutions coming from the grassroots.
Educational attainment relates directly to future employability; but in several areas of Oxfordshire, poor results are having a negative impact on children’s overall chance of success in life. We support groups that put a stop to this cycle of deprivation by upskilling people and giving them access to opportunities that would not be available otherwise.

Leys Youth Programme and Thrive

Leys Youth Programme (LYP) started in 1999 as a football club for young people in Blackbird Leys, and has recently merged with Barton-based youth project Thrive, meaning the organisation now covers two of the most deprived areas of Oxfordshire. Thanks to funding from OCF and others, their activity clubs and mentoring are countering the effects of social exclusion.

Many of the young people in these areas suffer from low self-esteem and low expectations, leading to a lack of confidence, underdeveloped social skills and, in particular, educational under-achievement. All too often, this disadvantaged start in
Vanbrugh House is repossessed by Oxford City Council, making OCF homeless. We ‘squat’ in the rat-infested basement at the house for two years before moving into our own office!

Jane Mactaggart starts working with OCF as a donor, having moved to Oxford from Wiltshire, where she was involved with Wiltshire Community Foundation.

OCF’s endowment reaches the £1 million mark on its 10th birthday thanks to a steady flow of donations from private donors and trusts.

Christ Church Cathedral Registrar John Briggs takes over as OCF’s Chair from Simon Stubbings.

Abingdon Charities Working Together, a consortium of community groups, transfers its activities under OCF’s umbrella.

Life skills, education and employability

Life leads them to develop problems later, such as antisocial behaviour, crime, substance abuse and teenage pregnancy.

Feedback from participants in mentoring workshops funded by OCF has been positive and moving. One girl, who was at risk from making poor choices involving drugs, commented: “This group has given me something constructive to do rather than spending my time with people who do not have a good influence on me. I count this group as my extended family and our youth worker is really trustworthy. It has moulded me into a more confident person and always reminds me not to believe that I’m rubbish.”

Another girl, who has lost close family to drug addiction, simply wrote, “I’m really very happy and I’ve come out of my shell. I now feel appreciated. Thank you for an amazing time every week.”

“This group has helped me to be more confident in front of others and to accept myself as I am.”

LYP workshop participant

OCF has been able to support LYP and Thrive consistently since 2003, thanks to the variety of funding sources we manage. In particular, the group has been awarded significant funding from both the Local Network Fund, a programme run by community foundations in the early 2000s to distribute cash from the Department of Education and Skills, and from our Diamond Grants fund during the Jubilee year – resulting in total funding nearing £50,000 over 13 years.

• Assisted Reading for Children in Oxfordshire (ARCh) recruits volunteers to help children who have fallen behind, or who don’t speak English at home, with their reading. OCF has helped by contributing £12,000 over the past five years.

• NOMAD Youth Project helps young adults in the Henley area escape generational cycles of deprivation and drug abuse. Over £20,000 in funding from OCF over the years has boosted their numeracy and literacy programmes.

• The Pumphouse Project gives marginalised young people in the rural Vale area the chance to experience parkour – an urban sport involving jumping and climbing ‘freestyle’ over complex obstacles. £13,000 from OCF since 2013 has helped.

• Aspire is the leading Oxfordshire charity working with ex-offenders and homeless adults to forge a path into paid work. OCF has awarded Aspire six grants totalling £23,000 in the past four years.

Lessons learnt

We have seen an increase in collaboration amongst charities working in this area in recent years. The merger between LYP and Thrive is an example of like-minded community leaders pooling their efforts and sharing their expertise to have a greater impact. Such initiatives focus on long-term outcomes as well as greater efficiency.

Because this approach works, OCF is now particularly keen to fund groups that can demonstrate their commitment to collaboration.
Access to the arts and culture for everyone – not just an elite – helps a community thrive. Art, music, drama and literature enrich our lives, and many of the projects OCF supports use the arts therapeutically, enabling people to cope with disability, trauma or disadvantage.

Creative Dementia Arts Network (CDAN)

Founded in 2012, the Creative Dementia Arts Network is one of the newer community groups OCF has come across and supported recently. CDAN helps artists, arts organisations and arts venues to adapt their work for people with dementia and their carers.

OCF funded CDAN’s £10,000 Flourish project, a professional development programme for freelance arts practitioners in Oxfordshire who want to engage people with dementia in the
Arts, culture and heritage

Tim Stevenson takes over from Hugo Brunner as Lord Lieutenant and becomes OCF’s new President. Hugo is appointed Knight Commander of the Royal Victorian Order (KCVO) in the 2008 Birthday Honours and becomes a Sir, as well as patron of OCF.

A very successful arts and dementia conference was run at St Hugh’s College, welcoming 170 delegates over two days, including people with dementia and their carers, who opened and closed proceedings. Carer Gwyn was a keynote speaker, and participated in a dance masterclass with his wife Margie, who suffers from dementia. Since the conference, dancer Rhonda Sparrey and pianist Nia Williams have set up a class for 23 older people at the Christchurch Centre in Henley, working in collaboration with Age UK Oxfordshire to recruit participants.

“Katharine and her carer came and were so engaged and inspired, and developed some really strong work that somehow conveys that growth and discovery. She is bringing her work back to put in her room, and a card expressing her love to her son.”

CDAN practitioner

This is an example of the discreet philanthropy service OCF can offer. To meet a donor’s needs, we have a variety of options, depending on their desire for confidentiality or complete anonymity. We can tactfully match an anonymous donor to their areas of personal interest, such as in this case, where the giver’s passion was to improve wellbeing through the arts.

“Lessons learnt”

CDAN’s Flourish project is a pilot for what the charity hopes will be wider and more ambitious activity. Increasingly, funders are looking to support the testing of new ideas that have come from the community, providing the basis for larger-scale and more impactful initiatives.

This type of seed funding is something OCF has espoused throughout its history – incubating good ideas and providing a platform for growth. We use our experience and judgment to make prudent investments and provide pragmatic, flexible sources of funding for the best local charities.
ENVIRONMENT AND RESEARCH

The environment in which we live is integral to our wellbeing. We believe that community engagement with public spaces, and with the wider issues of food provenance, biodiversity and climate change, is essential in sustaining a healthy and fair society. We fund both outreach and research projects that drive better environmental outcomes for Oxfordshire’s residents.

Good Food Oxford (GFO)

Good Food Oxford was launched in December 2013 in order to help support the existing work of many organisations in and around the city working to make our food system more nourishing, less wasteful and more sustainable. GFO catalyses new initiatives and collaborations, and encourages more joined-up thinking and policy around food issues. OCF became involved with GFO when one of our key donors and fundholders highlighted their work and wanted to support it.

GFO has developed three focus areas: good food businesses, good food for all, and reducing food waste. The charity has published a food poverty report looking at the nature and...
drivers of food poverty locally, and exploring ways in which GFO might engage with residents in Oxford’s most deprived neighbourhoods, including Barton and Rose Hill, where the study was based.

The research paints a picture of families regularly concerned about lack of food due to low incomes, and that have chaotically structured eating habits and very little nutritional variety. GFO’s work also reveals how the very fact of living in a deprived area can exacerbate food poverty, with a very limited number of shops selling quality food at affordable prices to families without access to their own transport. Community initiatives in response to the findings, such as cookery classes, communal lunches for older people and families, and sports and exercise clubs, are now being developed using existing networks working within Rose Hill, Barton and Blackbird Leys.

“You don’t care where your food comes from or what goes into it, not when you’re in my position.”

Good Food Oxford research participant

The Fund for Sankalpa is a named fund hosted by OCF on behalf of a major donor, who wanted a cost-effective and efficient alternative to creating their own private trust. Sankalpa gave Good Food Oxford over £100,000 towards its core costs during 2015–16. This enabled project support for a 24-month period, and monitoring and evaluation of the project using a Community Impact Modelling Tool.

Lessons learnt

As we have evolved as a community foundation, we have come to see that the biggest challenge faced by most not-for-profits is getting people to understand that charities need funding for running costs to carry out their work. Charities are seeing the imperative to develop a more business-like mindset – and funders are becoming a lot more intelligent and strategic in their giving.

We believe that collaborative philanthropy, where multiple funders come together to provide long-term support for a cause, is the best way to build greater stability in the community and voluntary sector.

OCF’s investments are moved from Hargreave Hale to Brompton Asset Management in order to increase the return and diversify the portfolio.

OCF’s Quality Accreditation from UKCF and the Charity Commission is renewed.

The Board takes a strategic decision to focus on donor-advised named funds as a way of filling the gap left by the end of government funding streams. This leads to several new named funds for corporates, families and individual donors.

A street party is held in Woodin’s Way to celebrate Small Charities Week, where guests have the chance to enter a ‘Small Car Big Prize Draw’ for a Fiat 500.

The Midcounties Cooperative sets up named funds with OCF and eight other local community foundations, who work together to deliver grant-making across the region.

“Oxfordshire Woodland Group received a £1,000 grant from OCF’s Sovereign Making a Difference fund in 2016, which went towards tools for woodland- and countryside-based volunteer projects or ‘green gyms’.

Sustainable Wantage received £3,000 towards The Mix Community Space, which hosts DIY workshops, craft sessions and a resource bank where fabric and other items can be shared – and ultimately recycled or up-cycled.

Farmability has accessed £30,000 of funding through OCF to support its co-farmers model – where adults with autism and learning disabilities are given work experience on a working farm in Wytham.

Oxfordshire Community Land Trust and Homes for Oxford are working with OCF and some of our donors to develop an affordable and sustainable housing model in the form of co-ops, co-housing, custom-build or self-build.\n
\n
OTHER ENVIRONMENT HIGHLIGHTS
One of our key roles is to take steps to tackle the disadvantage and exclusion that is the root cause of so many challenges people in Oxfordshire face. Through the projects we support, we promote greater equality, reaching out to the marginalised and vulnerable and offering them some hope.

South Oxfordshire Food and Education Alliance (SOFEA)

SOFEA is a new local charity that alleviates multiple social problems: the need for jobs and training for disadvantaged young people; the demand for nutritious food for vulnerable people; and the danger of supplies from the food industry going to waste.

Working in partnership with the Fareshare Trust, SOFEA addresses all of these problems in one go: operating a warehouse that collects excess food from supermarkets, and
delivering it to local charities that can distribute it to people in need. Crucially, SOFEA creates jobs and training within the warehouse for young people who have dropped out of the education system or never had employment. They receive vital experience of the workplace, as well as Maths and English tuition, helping them build a better future for themselves.

The team at SOFEA is skilled in working with people who have not seen themselves as successful in traditional learning environments. Alongside practical and academic training, there is a strong focus on developing the attitudes and mindsets of trainees to facilitate fundamental behaviour changes. SOFEA has worked with over 100 young people and 40 adults to date, with over 25 people gaining their forklift licenses and 50 passing functional skills tests in Maths and English. The charity also works with local businesses to create employment opportunities for trainees, and has its own employment agency, Futures Placed, to help trainees find gainful employment.

According to OCF’s Grants Panel Chair Stephanie North, “this is one of the most promising groups we have seen for years”. Thanks to the yield coming from the David and Claudia Harding endowment fund, we have recently been able to award £25,000 towards cash-flow funding to SOFEA to help them develop their social enterprise and become self-sustaining.

Lessons learnt

SOFEA’s example has illustrated to us the problem facing young charities in need of initial funding to help them implement a good idea. It seems that social impact investing of the sort that could enable young charities to grow, and that is being incentivised by government, is still not the game changer for funding that was initially predicted. Nonetheless, as a community foundation we remain keen to work more closely with those charities who could benefit from this type of support, where funders act as ‘investors’ rather than donors. This provides the opportunity to ‘recycle’ funds, which can provide a financial as well as a social return.

However, it is also our view that social investment will not displace the need for sustained, ‘traditional’ philanthropy any time soon.
NOT GETTING OLD... BUT BETTER!

As we celebrate 21 years of Oxfordshire Community Foundation, we can observe that there have been many ups and downs in reaching this milestone. As we come of age this year, we want to take stock and learn from our history.

In looking back, we realise what a fabulous network of people we have built around us – the many types of donor who share their resources so generously, and the ‘doers’ within community organisations who make change happen. OCF is a one-stop shop for funders to access a huge number of connections. Local and national governments, individuals, companies and other trusts choose to work with us because we know which problems in Oxfordshire are most pressing, and which community groups are already working to solve them. We are not here to impose our ideas on the community, but rather to listen and to facilitate the simple, effective remedies to Oxfordshire’s problems that are being revealed to us all the time from people at the grassroots.

Through this powerful network, our local knowledge and our role as a convenor have developed. We bring together people and ideas that make life in Oxfordshire better, and we enable community action that would simply not be possible otherwise. In this we remain independent, we champion the local and we challenge our network as a critical friend.

However, we also realise that much of our funding in the past has been too small scale to make a long-term difference. Many of our relationships have been transactional, rather than the collaborative, joined-up approach we now prefer. For a long time, OCF depended on statutory funding, and when these sources dried up, a new focus was needed. Large amounts of our grant-making flowed straight through the community foundation, enabling us to have a short-term impact with the grants we made, but taking our attention away from building our invested endowment funds, which jeopardised our stability.

A community foundation’s endowment ensures there will always be money to fund the charitable initiatives the county needs. The capital is invested securely, and grows over time, generating an income that can be spent on projects happening now, whilst the fund continues to grow for the future. We now understand that focusing on endowment is the way for the community foundation to be here for Oxfordshire – forever.

What we can confidently say is that in 21 years, our core values haven’t changed. In 1995, our first ever President and founder Sir Ashley Ponsonby described OCF’s mission: “A pool of money is created and used to support the smaller charities in Oxfordshire who find it so difficult to raise funds. Those wishing to help these charities can do so without any administrative difficulty by instructing OCF how their donation should be distributed. It takes all the worry out of giving and it is a very cost-effective way of doing so.” Fast-forward to 2016 and donor Nigel Hamway comments about the Future-Building Fund, hosted by OCF: “It remains the most effective way of channelling my money that I have come across.” We continue to make it easy for people who care to support causes that matter – or as our strapline says, ‘local people helping local people’. 
We believe that community – and a structure such as a foundation designed specifically to support it – is more important than ever. As we have seen from our *Oxfordshire Uncovered* report, we face some big challenges, especially the housing crisis, the threats to our young people and the perils of isolation and loneliness. By understanding our achievements, our mistakes and our values, we know it is now time to start having an even greater impact. Our ambition is to distribute our funds in a more strategic, transparent and proactive way in order to face these challenges.

We know Oxfordshire has the collective resources to do this. It is only by pooling those resources in a spirit of partnership and collaboration that we will do more than scratch the surface.

At this point in our ‘coming of age’, we are delighted to now have a clear and focused strategy, as set out in our Chair’s introduction. As we head off for our next 21 years, there are some immediate tactical activities we will be prioritising. The following five-point plan is a call to action for like-minded philanthropists, other trusts and foundations and the business community to pull together with us for the common good. Here’s how we see our task in the coming months and years:

**OCF’S FIVE-POINT PLAN**

1. Continue to research and develop our knowledge of Oxfordshire’s voluntary sector and key social and community problems
2. Convene local groups and charities and work in partnership with them to develop community-based solutions
3. Identify opportunities to fund larger, preventative projects
4. Combine resources with other grant-making organisations from public, private and third sectors to invest in community solutions
5. Inspire local philanthropy and work proactively with donors to relieve deprivation

Building a stronger community with fewer social problems and a more secure future is no small task. We certainly cannot do it alone. If you are here for us, please let us know – as we are here for good.

---

**SANKALPA**

OCF creates its first ever million-pound named fund in the Fund for Sankalpa. The donor behind the fund AIM-listed their business and uses the proceeds to support charitable projects relating to the environment and research.

**Ann Moon retires**

OCF’s second Oxford Union debate is a roaring success, with six high-profile speakers debating the motion “there is nothing wrong with spending more on looking good than doing good”.

**John Taylor takes over**

Anna Moon retires after 14 years of service to the community foundation. She receives the High Sheriff’s Award for Voluntary Service in recognition of her years of hard work for OCF and others.

**In collaboration with former**

John Taylor takes over from Anna Moon as Chair. One of his first tasks is to revamp OCF’s strategy and Board, with a view to achieving at least £10 million in endowment by 2020.

**Reciprocate**

In collaboration with former High Sheriff Tony Stratton, the Reciprocate responsible business group is launched. Fifty corporate members are recruited who are committed to better community engagement.

**Oxfordshire Uncovered**

In collaboration with former High Sheriff Tony Stratton, the Reciprocate responsible business group is launched. Fifty corporate members are recruited who are committed to better community engagement.

---

**2015**

**2016**
The community foundation model is particularly effective because it involves building a permanent, growing and flexible source of funding in the form of an endowment.

As this graph shows, it is only in recent years that OCF has grown the endowment significantly. We now have an ambition to grow the endowment to at least £10 million by 2020.

The achievements of the various cohorts of community foundations established since the 1990s is proof of concept for an endowment model. The charts below show how other foundations have grown their endowed funds and gained greater stability over their histories:

Whilst 29 of the other 48 community foundations were established after 1995, 18 of these (62%) have grown endowments larger than OCF’s. This demonstrates that our own endowment ambitions are realistic.
Financial performance 2015–16 financial year

Extract from 2015–16 accounts

<table>
<thead>
<tr>
<th>FUNDS</th>
<th>2014–15</th>
<th>2015–16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>£244,154</td>
<td>£138,872</td>
</tr>
<tr>
<td>Restricted</td>
<td>£628,407</td>
<td>£871,809</td>
</tr>
<tr>
<td>Endowment</td>
<td>£4,176,835</td>
<td>£4,246,759</td>
</tr>
<tr>
<td>Grants awarded*</td>
<td>£825,149</td>
<td>£639,615</td>
</tr>
</tbody>
</table>

* Many grants were pledged in 2014–15 but paid in 2015–16, especially those awarded in tranches by the Future-Building Fund. These grants are all showing in the figures for 2014–15, hence the large jump in grant-making in that year.

NB accounts were unaudited at the time of printing

Grants awarded by theme 2015–16

- **Community cohesion**: £120,789 (20 grants)
- **Mental health and physical wellbeing**: £143,842 (57 grants)
- **Life skills, education and employability**: £183,263 (30 grants)
- **Arts, culture and heritage**: £183,263 (30 grants)
- **Environment and research**: £143,842 (57 grants)
- **Social justice, poverty and inequality**: £63,931 (25 grants)
- **Total grants awarded**: £639,615
OUR REACH

Oxfordshire Community Foundation is just one among a supportive, sharing network of 48 accredited community foundations across the UK.

Our umbrella body UKCF is a membership organisation that ensures that all of us meet common standards of good governance endorsed by the Charity Commission. Every three years community foundations must pass a rigorous Quality Assessment System that ensures processes and due diligence are being carried out according to best practice.

But more than this, we are our own community. Foundations regularly meet to share experiences and resources, and to advise and learn from one another. For several funders, our geographical spread allows them to make grants across whole regions via the network of community foundations – or even across the whole country – while maintaining a single, simple point of contact with their local foundation. One example of this is Comic Relief; but we can work in the same way with any individual, corporate or trust with an interest beyond Oxfordshire.

We also have a global network of community foundations – over 1,800 worldwide – so can work with donors wanting a truly international reach.
THANK YOU…

We would like to extend our sincere thanks to the many people who have made our work possible over the past 21 years – including the 43 different volunteer trustees who have led the way.

There are too many to name here, and some of our supporters wish to remain anonymous. Nonetheless, we acknowledge that we would not exist without our wonderful network:

- Trustees and patrons with specialisms and connections
- Donors and advocates
- Co-optees to our expert panels and committees
- Volunteer grant assessors, admin assistants, stewards and speakers
- Dedicated office staff
- Partners and collaborators on projects and research
- Corporate suppliers, many of which share their services pro bono
- Companies that are members of our responsible business group Reciprocate
- Insightful, hardworking staff and volunteers from Oxfordshire’s thriving voluntary and community sector.

We look forward to continuing this work together.