

# Full grants summary

## April 2019 (online version)

Following a project's completion, the project manager responsible will monitor its outcomes against KPIs for two years. A project is not over until the KPIs have been delivered, and only at the end of this monitoring period will it be possible to measure its success, which is the ultimate determinant of added value. The tables below report what has been achieved to date.

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## a Closed projects at end of two-year monitoring period

Grant	KPIs	Achievements to date
<b>TRAX</b>		
Provides vocational courses and pastoral support for young people		
<p>£33,000 Dec 2014</p> <p>To grow the social enterprise in external catering and bicycle renovation</p>	<ol style="list-style-type: none"> <li>1. 6,000 hours of work in years ending 30 September 2015 and 2016</li> <li>2. Progression of students measured by name and position against planned targets</li> <li>3. Financial results on track with business plan</li> </ol>	<p>All three KPIs have been exceeded.</p> <p>The social enterprise has been the saviour of the charity, which lost a major supporter in September 2015. Its financial contribution during 2015/16 more than covered this loss.</p> <p>TRAX doubled its days catering during 2015/16 and again in 2016/17, replacing push-bike programmes as TRAX's main commercial activity.</p>
Project completed June 2015 – outcomes monitored until May 2017		
Impact Report, submitted by Chris Allen, Project Manager		
 <p>In 2014 a formal social enterprise (TRAXSE Limited) was formed to generate funds that could be reinvested in the charity. The development of a range of commercial services would also create activities for young people that would introduce them to the world of work and help them find future employment. These services were intended to cover bicycle repair, catering, horticulture and motor mechanics.</p> <p>In practice, catering became the dominant service, providing food for many events, celebrations, companies, institutions, colleges, schools etc. There are now two full-time chefs employed by the organisation.</p> <p>The Step Change grant has helped establish the social enterprise. This money was used to purchase capital equipment, such as fridges, cooking hobs and mobile catering equipment. 2014/15, the first year of operating, was an outstanding success, with TRAXSE generating sales of £137,000 and a dividend to the parent charity of £91,000.</p> <p>In 2015/16 problems with administration and funding at the charity led to a reduction in performance at the social enterprise. In 2016/17 performance recovered, with the unaudited figures for the year showing revenues of £97,000 and a likely dividend to the parent of £54,000. For the current year revenue has continued to grow and is estimated to reach £160,000, with a forecast dividend to the charity of £80,000.</p> <p>Last year 43 catering students completed their City &amp; Guild courses. This year the number will rise to 64, while a further 22 students have been involved with the catering operation. At the end of 2017, some 18 students found long-term external contracted employment.</p> <p>The project has been a great success, through the development of a sustainable catering business, and helping young people find external employment.</p>		

Grant	KPIs	Achievements to date
<b>YELLOW SUBMARINE</b>		
Coaches people with learning disabilities to 'do more and need less'		
Grant I: £45,000 Dec 2014 To develop its social enterprise model Grant II: £23,600 Jul 2015 To embed the new enterprise and seek other outlets in the county	1. Sustainable income strategy (30% rise in revenue) identified, with evidence to support income-generation plan 2. New enterprise (café in Witney) open and on budget for income and expenditure 3. Business case for future social enterprises developed and third Oxfordshire site identified	1. Social enterprise income increased from £80,000 for 2013/14 to £500,000 for 2015/16 2. Witney café opened in July 2015, on budget and on time; 33,200 hours of support delivered in 2015/16, an increase of 38% over 2014/15 and 130% over 2013/14 3. Hill End Centre identified as potential social enterprise

Projects completed January 2016 – outcomes monitored until December 2017

Impact Report, prepared by Philip Wootton, Project Manager



Yellow Submarine (YS) opened a café in Oxford in March 2013, which had been very successful. It had the unique purpose of using staff who had learning difficulties. They were managed and supervised by people who were experienced in the field and in catering. YS also provided holidays to give a wider range of experiences for these young people, and to give carers some respite.

The first grant enabled Toby Staveley, Yellow Submarine's founding director, to delegate his day-to-day management responsibilities in Oxford, freeing him to plan and then complete the opening of a new café in the Windrush Leisure Centre in Witney, taking it over from a contractor who had not run it very successfully. The Witney café has proved to be a tremendous success, rapidly creating a very different

ambience and increasing the number of customers dramatically. After this success YS applied for a second grant, bringing its aggregate award to £68,600, just short of the maximum sum allowed.

In the year after the grants were agreed YS supported 315 people, 171 adults and 144 young people, a 38% increase on the previous year. Income generation from the two cafés has increased from £80,000 for the year immediately prior to the first grant, to £750,000 for 2016/17. There are now 13 full-time staff, 35 part-time and 120 volunteers. The café in Oxford was rated best in Oxford by TripAdvisor last year, with 70,000 customers visiting. The charity has also been the first organisation in Oxfordshire to offer apprenticeships to people with learning difficulties, employing 18 trainees in its cafés last year and providing 40,000 hours of training and support.

YS is now running a new programme, called Compass, across its two sites five days a week, offering opportunities to 35+ young adults. Compass members are all graduates from other YS workplace training programmes, which continue to offer valuable training to young adults with learning disabilities.

YS has been recognised by several external organisations for its excellence:

- Shortlisted for Guardian Charity Award
- Enterprising Collaboration Award, Lloyds Bank, national runner up
- Award of Distinction, Oxfordshire Restaurant Awards
- Enterprising Collaboration Award, Lloyds Bank, regional winner.

Yellow Submarine is a most successful charity doing ground-breaking work. It has been able to grow and develop and help many more disadvantaged people through the funding we have been able to provide.

Grant	KPIs	Achievements to date
<b>OXFORDSHIRE ASSOCIATION FOR THE BLIND</b>		
Support and training for partially sighted and professionals		
£14,490 April 2015 To carry out market research to establish demand, followed by the development of income-generating training materials	<ol style="list-style-type: none"> <li>1. Awareness training courses booked – 25 in first year after project completion</li> <li>2. Numbers trained – 300 individuals in first year after project completion</li> <li>3. Income generation – £12,500 in the first year after project completion</li> </ol>	<ol style="list-style-type: none"> <li>1. Training programmes developed, but only five half-day courses held</li> <li>2. Short free workshops delivered to over 200 participants from nine local voluntary organisations</li> <li>3. Income for 2016/17 was £2,250; no courses sold in 2017/18</li> </ol>
Project completed January 2016 – outcomes being monitored until December 2017		
<p>Impact Report, prepared by Ana Novaković, OAB's Development Manager</p> <div style="display: flex; align-items: flex-start;"> <div style="flex: 1;">  <p><b>Oxfordshire Association for the Blind</b></p> </div> <div style="flex: 2;"> <p>Although the project has not met its KPIs, the failure to generate significant income being particularly disappointing, the training courses have met the need clearly identified by the market survey undertaken prior to the development of the training modules, and have been well received.</p> </div> </div> <p>Reasons for the shortfall</p> <p>The income predictions were based on a positive marketing exercise. Many of those contacted about buying training from OAB, who respond positively in the first instance, saying the training on offer sounded relevant and needed, are often unable to follow through with the funds. We had expected public sector bodies to be significant purchasers of the training offered, based on the experience of a large northern blind association, but such bodies are currently strapped for cash and training is often one of the first things to go.</p> <p>We underestimated the amount of marketing that would be needed to get the programme off the ground. We have laid good foundations and we now have all of Oxfordshire's care homes and care agencies on our database. However, it has become clear that mailings, whether by email or post, require more follow-up than we bargained for.</p> <p>Benefits for our organisation</p> <p>We now have: trained staff; a comprehensive and flexible training programme; high quality training materials including good quality photographs; specialist equipment for demonstration; and a video. In addition, we have a marketing script, lists of potential buyers, flyers for specific events, and administrative procedures for courses.</p> <p>We have used the training programme to deliver short workshops to voluntary organisations in Oxfordshire who support adults/children with visual impairments, including Volunteer Connect, North Oxford Association, Thame Day Centre, Age UK, Phone Friends, Wantage Independent Advice Centre, Restore, Keen and Oxfordshire Mind. In addition, we gave an awareness session to 135 people at Abingdon U3A. We do not make any charge for these sessions if the participants are volunteers, but do request donations where appropriate.</p> <p>There are considerable benefits from these free events in terms of both raising the general awareness of issues around visual impairment and of enhancing OAB's profile.</p> <p>Looking ahead</p> <p>Although we have not met the objectives in terms of income generation, we believe the medium- and long-term benefits of this project for OAB will be significant.</p> <p>We expect most of the organisations where we have provided training to come back to us in the future to repeat the workshop for new staff or for the benefit of new residents.</p> <p>We continue to believe there is a need for the training programmes we have developed. Many of those receiving services from public bodies and in care settings are visually impaired, yet awareness of the likely problems and of simple adaptations that can hugely improve quality of life is low.</p> <p>We are more conscious of the need to look at sustainable income-generating activities and of the need to ensure that plans for this are rigorous and achievable.</p>		

Grant	KPIs	Achievements to date
<b>OXFORDSHIRE SEXUAL ABUSE AND RAPE CRISIS CENTRE</b>		
Supports women who have experienced sexual violence		
<p>£9,900 May 2015 (Grant I)</p> <p>To pilot expansion and income-generating capacity of external training to cover issues of consent</p>	<ol style="list-style-type: none"> <li>1. Development of two new training modules on 'Sexual Violence Awareness', delivered to 35 professionals during 2015/16 and to 50 during 2016/17</li> <li>2. £12,000 generated through the sale of external training (by April 2017)</li> <li>3. 75% of those attending courses marking increased awareness of the topics covered</li> <li>4. Development of a youth outreach project with pilots delivered to four groups (40 young people), and the project rolled out in 2016/17</li> </ol>	<ol style="list-style-type: none"> <li>1. Modules developed and piloted, with 409 professionals having received training by March 2017</li> <li>2. Training income was £8,845 for the two years ending March 2017</li> <li>3. 89% of those attending the courses reported their confidence and awareness in the topics covered had increased</li> <li>4. 582 young people had taken part in workshops on sexual consent by March 2017</li> </ol>
Project completed March 2016 – outcomes monitored until February 2018		
<p>Impact Report, prepared by Lene de Wesselow, Project Manager</p> <div style="display: flex; align-items: flex-start;">  <div> <p><b>Oxfordshire Sexual Abuse &amp; Rape Crisis Centre</b></p> </div> </div> <p>The development of the training modules and youth outreach programme has strengthened OSARCC's relationships with both health professionals, schools and colleges, and local community organisations.</p> <p>The introduction to sexual violence modules and the sessions on responding to disclosures of sexual violence have helped improve the responses to survivors in the wider community.</p> <p>The charity has also provided bespoke training for Oxford University Colleges, Oxford Brookes University (as part of their Violence Against Women and Girls day), and Manchester Metropolitan University.</p> <p>Although the KPI relating to income was missed, the shortfall was more than covered by a five-year £720,000 Big Lottery grant, which builds on the success of the Step Change funded training, secured in June 2016 to deliver the SEE (Support, Empower, Educate) project. SEE supports women and girls aged 14–18 and delivers consent workshops in schools and other educational settings.</p> <p>Building on the Step Change funded training, OSARCC has developed two new programmes:</p> <ul style="list-style-type: none"> <li>• Support for survivors during pregnancy, with ongoing training every six weeks for the John Radcliffe Gynaecology department attended by trainee doctors as part of their rotation in this department. The programme is funded by the John Radcliffe Hospital.</li> <li>• A module on disclosure, which will be included in the 2018 training package, funded by South Oxfordshire District Council.</li> </ul> <p>Meetings with organisations that work with women from Black, Asian, Minority Ethnic and Refugee (BAMBER) communities has identified a need for a more robust plan to reach these communities, and OSARCC is seeking funding for the delivery of this outreach work.</p>		

Grant	KPIs	Achievements to date
<b>OXFORD HUB</b>		
Facilitates students' involvement in volunteering		
<p>£36,000 April 2015 (Grant I)</p> <p>To implement next stage of development of automated administrative systems</p>	<ol style="list-style-type: none"> <li>1. Active volunteers increase from 600 to 1,075 over next three academic years</li> <li>2. Annual online training increases from 0 to 100%</li> <li>3. Outreach support by staff increases from 0% to 15%</li> </ol>	<p>For year ending July 2017 (Year 2):</p> <ol style="list-style-type: none"> <li>1. Active volunteers numbered 676 (target 750)</li> <li>2. All training is online, and 1,209 training sessions have been used (target 1,000); total for years 1 and 2 is 2,258 (target 1,200)</li> <li>3. 9,723 students reached through web-based publicity (target 10,000)</li> </ol>
<p>Martin Lamaison, Project Manager, comments on the KPI 1 shortfall: With hindsight, had the goal been volunteer contact hours, not volunteer numbers, it would have reflected more accurately the benefit being delivered.</p>		
<p>Project completed March 2016 – outcomes monitored until February 2018</p>		
<p>Impact Report, submitted by Sara Fernandez, Oxford Hub's Director</p> <div style="display: flex; align-items: flex-start;">  <div> <p>The project has three key developments:</p> <ul style="list-style-type: none"> <li>• Building a system to decrease the admin burden of matching students to local volunteering projects</li> <li>• Increasing access for student leaders to the data they need to run their projects</li> <li>• Developing an online resource for training and tracking of students.</li> </ul> </div> </div> <p>The system development has had a large impact on our ability to scale our programmes and attract more volunteers. Our high-functioning website has enabled us to keep up with what students want from the application process. It has also enabled us to maintain and increase our provision in a context of budgetary pressures given by changing university contracts.</p> <p>Regular volunteers: Volunteer numbers have increased each academic year. Based on year-to-date progress, we should have at least 790 volunteers across our programmes by the end of 2018/19.</p> <p>Volunteer retention: Over the past year, we have seen a greater increase in volunteer retention across all programmes, particularly in Schools Plus. This has been both from term to term, and from year to year. Teachers have reported a positive impact from the relationship that student volunteers develop with pupils by being in a long-term programme. This has led to a decrease in the number of volunteers placed in schools, as volunteers stay longer and do not need to be replaced.</p> <p>New programmes: This year we have set up new programmes, which have enabled us to reach new community beneficiaries and engage new volunteers. Their impact is not yet reflected in the figures as they are at an early stage, but our ability to set up them up is a direct result of having more staff capacity, arising from the automation of our administrative systems. The volunteers that we engage are also more diverse, for example sports volunteering has led to us engaging more male volunteers than we have previously. Our next area of development will be hospital volunteering, where again we will be starting small (10–20 students this year) and growing over the next three years.</p> <p>Ability to scale: We have found scaling some of our programmes easier than others. Programmes such as Schools Plus or Care Home volunteering really benefitted from scaling through using the online platform. We are yet to see this same scale through some of our other programmes, where the barrier is not related to technology – for instance, we have grown our support of children in the care system, but each referral requires tailored support which requires staff and student leader input. We are currently working on programme design changes to streamline programmes that have potential to scale, in order to increase our impact in the community in a sustainable way.</p> <p>Oxford Brookes contract: Part of our plans for growth in the number of volunteers relied on growth at Oxford Brookes University. This we have now achieved operationally, and we now have a solid base of student volunteers and projects at Oxford Brookes, particularly in Barton. The university pays us to support 100 students each academic year and we are discussing an increase in future financial support from the university.</p>		

Grant	KPIs	Achievements to date
<b>ONE-EIGHTY</b>		
Provides psychological support for children with behavioural difficulties		
£25,000 Dec 2015 (Grant I) To market and fit out unused space in newly acquired premises	<ol style="list-style-type: none"> <li>1. Rental income to support ongoing operations</li> <li>2. Five new partnerships with families/schools per year</li> <li>3. Improvement in productivity, measured by outcomes for individuals and time spent with families</li> </ol>	<ol style="list-style-type: none"> <li>1. The unused space has been let for £25,000, leaving a net cost of £5,000; the target was £15,000</li> <li>2. Partnerships have been formed with the local URC, Waitrose and 135 schools</li> <li>3. 51 families, 135 schools and 810 individual young people were supported in 2016/17, increases of 42%, 125% and 42% respectively over 2015/16</li> </ol>
Project completed April 2016 – outcomes monitored until March 2018		
Impact Report, submitted by Graham Shaw, Project Manager   <p>In December 2015, One-Eighty was awarded a grant totalling £25,000 to fund its move from cramped premises to more spacious accommodation, with the ability to support rental income from third parties that would both contribute to the charity's long-term finances and support the development of partnership programmes.</p> <p>The three main objectives established at the outset for the grant were:</p> <ul style="list-style-type: none"> <li>• Achieve surplus income for the rental of space to support One-Eighty's on-going operations</li> <li>• Establish close collaboration with partner organisations</li> <li>• Improve the operation and productivity of One-Eighty staff and services</li> </ul> <p>As part of the office move, One-Eighty hired a part-time employee, funded by Step Change, to find lease clients. After some needed refurbishment, available space was rented out on a long-term basis to a local organisation (BrainPOP Ltd.), which also has close ties with local schools, providing a natural synergy with much of One-Eighty's work. The rental income negotiated exceeded grant targets, thereby reducing One-Eighty's overall accommodation costs, despite the very-welcome increase in working space.</p> <p>A small amount of space targeted for rental remains unlet but is being used increasingly by One-Eighty whose operations have expanded considerably since the office move. Income from charitable services grew over 22% in 2015/16 and by a further 70% to £222,700 in 2016/17. The forecast income for 2017/18 is £414,000, an increase of 89%. As an example of improving the service, One-Eighty now provides a family therapy room where families can come to access the service provision rather than this being solely provided on a floating service.</p> <p>The additional office space has allowed One-Eighty to extend its team training facilities to include new placement students, new members of staff, new volunteers and two teachers from neighbouring schools. In addition, two local family therapists have run a training session for the whole team. One-Eighty has also been able to section off an area for resources divided into Mental and Emotional Health, and Teaching and Learning.</p> <p>One-Eighty received the University of Oxford Vice-Chancellor's award for social impact in 2016 and in 2017 was named Oxfordshire's Charity of the Year.</p> <p>In summary, the provision of the Step Change grant to One-Eighty has been particularly successful. It has allowed the charity to move to a higher level of activity and productivity, whilst simultaneously cutting accommodation costs and providing financial support to its charitable activities over the longer term. The Step Change Fund in February 2018 made a further grant to One-Eighty to help it increase the number of volunteers.</p>		

Grant	KPIs	Achievements to date
<b>AGNES SMITH ADVICE CENTRE</b>		
Provides support and advice to the Blackbird Leys community		
<p>£47,900 Sept 2014 (Grant I)</p> <p>To extend the service by training four local volunteers, appointing a training coordinator and adapting premises</p>	<ol style="list-style-type: none"> <li>1. Increase the team of volunteers delivering advice by four</li> <li>2. Increase in advice meetings from 32 to 44 per week</li> <li>3. No-shows reduced from 30% to 16%</li> </ol>	<ol style="list-style-type: none"> <li>1. Volunteer advisors numbered five during 2016/17</li> <li>2. Client meetings in 2016/17 averaged 62, an increase of 29% on the previous year</li> <li>3. No-show rate currently 12%</li> </ol>
Project completed August 2016 – outcomes monitored until January 2018		
Impact report, submitted by Martin Lamaison, Project Manager		
<p><b>The Agnes Smith Advice Centre</b></p> <p>A review meeting with Clare Charleson, Centre Manager, was held on 15th January 2018. The main points arising were:</p> <ul style="list-style-type: none"> <li>• Phase 1 support enhancement running well and two of the original volunteers are still in place, which allows consistency of advice and efficiency of service.</li> <li>• The management of the Agnes Smith Advice Centre has the capacity, ability and desire to do more in the community.</li> </ul> <ul style="list-style-type: none"> <li>• After careful consideration it was felt that, although there was a strong logistical case, any attempt to merge the Blackbird Leys activity with the parallel operations in Rose Hill and Barton would be met with resistance and that time could be better spent.</li> <li>• With ML’s encouragement CC has developed a two-stage proposal to investigate the possibility of working more closely with local health providers, since people often go to the doctor’s surgery with ailments that actually have more to do with the mental stress of life rather than any physical cause.</li> <li>• A close association between the Agnes Smith service and the local GPs surgeries could save the NHS significant time and money and get to the root of many problems much faster. This approach is being tried elsewhere in the UK but on a very limited basis so far and it is early days.</li> </ul> <p>An EOI was submitted in 2018 for a two-stage project – the second for £18,000 being conditional on the first costing £8,000. This proposal has ML’s full support and the Detailed Bid was approved for funding in early 2019.</p>		

Grant	KPIs	Achievements to date
<b>YOUNG DEMENTIA</b>		
Supports people with early onset dementia		
£23,100 Sept 2015 To implement a Customer Relationship Management system	<ol style="list-style-type: none"> <li>1. Circulation of Oxfordshire newsletter to increase from 654 to 800 and national newsletter from 1,300 to 2,000</li> <li>2. Users of services in Oxfordshire to rise from 254 to 279</li> <li>3. Income to rise to £72,000 by year 2 and to £100,000 by year 3</li> </ol>	<ol style="list-style-type: none"> <li>1. Recent newsletters sent to over 800 in Oxfordshire and over 3,000 nationally</li> <li>2. During the first four months of the 2018–19 financial year, 342 service users were supported</li> <li>3. Year 2 income was £82,020, and year 3 is forecast at £130,000</li> </ol>
Project completed June 2016 – outcomes monitored until June 2018		
Impact report, submitted by Alex Taylor, Young Dementia		
 <p>The CRM system (Raisers Edge) is now firmly embedded as our primary fundraising and communications tool. We continue to send monthly and quarterly communications to Oxfordshire contacts, with our Oxfordshire News continuing to reach over 800 people (KPI target 800). Our most recent national mailing in June was sent to just over 3,000 people (KPI target 2,000). The continued growth in numbers receiving our national mailings is largely driven by further increases in the numbers of people joining our Young Dementia Network (388 in the last three months).</p> <p>The number of Oxfordshire Service Members continues to exceed our KPI target (279) by some margin. In the first four months of this financial year we have supported 158 people with young onset dementia and 184 of their family members.</p> <p>Our KPI target for increasing fundraising by the use of the CRM system was to have reached £72,000 from community sources by the end of year 2 and £100,000 by year 3. We ended the year 2017–18 having raised £82,020 (was forecast at £84,000 in our previous report). Our budget for the current year has risen to £130,000. This increase is significantly above the forecast KPI in our application due to additions that we have made to our fundraising team. In January this year we appointed a new Head of Fundraising role with a specific brief to develop a major donor programme, and in May our Community and Events Fundraiser became a full-time role. The people appointed to these roles have both been greatly helped by the fact that we have a fully-implemented CRM system in place.</p> <p>Our CRM Project team still meets, roughly quarterly, to deal with any issues and discuss developments in our use of the system. Within the next few months we will migrate to the latest version of Raiser’s Edge. Called NXT, this version is essentially adding a new front end to the existing database. The migration process seems quite straightforward, with little work needed by us.</p> <p>We mentioned the impact of the new GDPR regulations in our last report. As a result of the responses that we have had to our requests for people to update their mailing preferences we have seen the numbers of recipients of our fundraising communications fall by approximately 25%. However, we fully expect that our new fundraising team will drive number back up over the coming year or so.</p>		

Grant	KPIs	Achievements to date
<b>DONNINGTON DOORSTEP</b>		
Provides a portfolio of care services to the local community		
£25,000 Sept 2015 To recruit a charity fundraiser and a marketing consultant to improve branding and profile	<ol style="list-style-type: none"> <li>1. 60% income to be non-statutory, with 20% from social enterprise activities</li> <li>2. Core services to have a minimum of 12 months funding cover</li> <li>3. Increase drop-in hours by 282 and open youth activity hours by 100 per year</li> </ol>	<p>None of the KPIs are being achieved and the charity faces a serious shortfall in income, which has fallen by £100,000 (30%) for the year ending 31 March 2017.</p> <p>In January 2018 Beth Knighton, the Director, wrote: staff has been reduced from 27 to 18, but with no guarantee of money coming working within uncertainty is hard to manage.</p>
Project completed September 2016 – outcomes monitored until May 2018		
<p><b>Post-project summary</b></p> <p>Donnington Doorstep suffered severe funding cuts from the County Council. Our grant aimed to bolster fundraising capacity through the appointment of a fundraiser. In discussion about this the panel came to the reluctant conclusion that grants for fundraisers where organisations are at risk of suffering serious cuts in contracts were too risky. Supporting fundraising as a path to a step change is not something we are likely to repeat. However, successful projects can help organisations to raise funds.</p>		

Grant	KPIs	Achievements to date
<b>FARMABILITY</b>		
Outdoor learning programme on a working farm for adults with autism or learning disabilities		
<p>£27,000 Dec 2015</p> <p>To develop Farming for Change, an innovative, practical alternative to the support services on offer to adults with autism and learning disabilities</p>	<ol style="list-style-type: none"> <li>1. Minimum of four farms hosting weekly co-farmer sessions each year</li> <li>2. Minimum of four co-farmers completing traineeships and progressing to meaningful employment each year</li> <li>3. Oxfordshire's health and social care professionals confirming support by referrals and commissioning of services</li> </ol>	<ol style="list-style-type: none"> <li>1. Six farms hosting co-farmer sessions</li> <li>2. Four co-farmers completed traineeships during 2016 and are now employed</li> <li>3. Not yet achieved because of current eligibility rules concerning personal budgets and Access-to-Work funding; discussion of these problems has now been going on for more than 15 months without resolution</li> </ol>
Project completed January 2017 – outcomes monitored until December 2018		
Impact report, submitted by Sarah Giles, FarmAbility and Lisa Mynheer, Project Manager		
	<p>Over 40 co-workers continue to be supported over 45 sessions weekly (48 is the maximum currently possible on the farm, so FarmAbility is pretty much at capacity). Co-farmers are regularly visiting six outreach locations, including farms and growing spaces (i.e. OxGrow at Hogacre Common and Wolvercote Community Orchard). The relationship with Oxford Brookes is established and working well; FarmAbility now has at least one OT student on the farm almost throughout the year.</p> <p>FarmAbility has started a programme of work in partnership with two schools and a college (Mabel Prichard, MacIntyre's Endeavour Academy and City of Oxford College) for 18 students with learning disabilities and autism in their final three years of school. Through this project FarmAbility has developed a good relationship with St Edward's School in Summertown; students from St Edward's have joined FarmAbility's schools programme to work alongside their students on Wolvercote Community Farm (which is located on land owned by St Edward's). Both communities have gained immense value from the collaboration.</p> <p>FarmAbility supports six co-farmers who are working towards employment; one is already doing work experience one day a week with Eynsham Market Garden in Long Hanborough; another is volunteering at SOFEA. Transportation of co-farmers for work experience etc. is still a problem and can be limiting. Early stage discussions are taking place with a local community bus service. Co-farmers need to be accompanied in most cases.</p> <p>Awareness raising activities continue to be planned. It was suggested that maybe FarmAbility have a stand at next year's Otmoor Challenge to raise local awareness and support. FarmAbility already work with nearby Beckley Community Orchard. Funding continues to be sourced from many small funding sources and it was pointed out that some stable income streams might be a priority – e.g. regular donors.</p> <p>Sarah is concentrating on building stronger and more strategic relationships with local placement organisations like Aspire and Yellow Submarine to try and improve the effectiveness of the whole 'supply chain' when working with people with learning disabilities and autism.</p> <p>Sarah will be working with a group of graduate students through the university's Researcher Consultancy on an exciting research project initiated by FarmAbility, which is hoped will significantly advance the possibilities of employment for people with learning disabilities and autism in Oxford. The research will test out a specific proposal and will assess the feasibility of an innovative work experience programme with participating companies and other bodies from different sectors. This is a significant new direction, and part of the charity's intention to bring the learning about what people are able to do and contribute to (and an understanding of what support is required to enable people to engage more actively), to wider society, and to affect greater change by supporting co-farmers to find more meaningful occupations and live more fulfilling lives. Sarah hopes that the outcome of the research will be a project working with a number of companies through an innovative and constructive partnership between charities and companies. Implementing this project may be the appropriate time to return to the Step Change Fund and Sarah would like to share the planned project once the parameters are clear.</p>	

Grant	KPIs	Achievements to date
<b>ANJALI</b>		
A touring company of learning-disabled dancers		
£13,200 Dec 2015 To purchase and install IT equipment and to train staff in its use	<ol style="list-style-type: none"> <li>1. Improved efficiency against selected admin tasks</li> <li>2. Six learning-disabled volunteers to be producing workshop materials and maintaining the website</li> <li>3. The director to spend eight hours a week on developing Anjali's social enterprise</li> </ol>	<ol style="list-style-type: none"> <li>1. The time spent on basic administration tasks has been reduced by 18 hours per week (75%)</li> <li>2. Six learning-disabled volunteers are currently employed on workshop and website activities</li> <li>3. Since the project's completion in June 2016 the Artistic Director has been spending not less than a day a week on business development</li> </ol>
Project completed June 2016 – outcomes monitored until May 2018		
<p>Impact report, submitted by Lisa Mynheer, Project Manager</p> <div style="display: flex; align-items: flex-start;"> <div style="flex: 1;">  <p>The Genius Tour was a great success, especially in Mexico, where over 1,500 people saw the performances. Following their having to move from The Mill Arts Centre at Banbury, Anjali have been offered two possible locations, at a cost similar to the original rate at the Mill Arts Centre: Ark-T's recently refurbished space in Cowley for the Young Anjali programmes, and a studio in the new suite of film studios being established close to Banbury Station, for which Anjali has purchased a second-hand floor from the Old Fire Station for £50.</p> <p>The Education project with 10 schools in Oxfordshire (dance workshops with Anjali dancers in partnership with local pupils) was well received and more funding is being sought to increase this activity. Schools targeted in the first round were mostly those for pupils with learning challenges. This activity has resulted in new members for Young Anjali and is clearly a good marketing opportunity.</p> <p>Anjali have since submitted a second EoI, which builds on this success and will be considered by the Grants Panel.</p> </div> <div style="flex: 2; padding-left: 20px;"> <p>A review meeting with Nicole Thomson, Artistic Director, and Sarah Gilmartin, Financial Manager, was held on 1st May 2018. Anjali have had a very successful year ending 30th April 2018, with good evidence that the Artistic Director has used the extra time she has had available to good effect.</p> <p>Income has increased by 53%, from £121,900 to £186,100 and net profits from breakeven to £19, 500.</p> </div> </div>		

## b Discontinued project

Grant	KPIs	Achievements to date
<b>GETTING HEARD</b>	Helps disadvantaged and marginalised adults get their voices heard and rights asserted	
£34,700 April 2017 To develop a Legal Friends social enterprise	<ol style="list-style-type: none"> <li>1. Legal Friends to make a £13,500 contribution in 2018/19 and £19,900 in 2019/20</li> <li>2. Not less than 85% of clients using Legal Friends reporting that they have better access to legal services</li> <li>3. To have identified three further opportunities for income generating activities, with at least one actively pursued</li> </ol>	Market evaluation (milestone 2) completed
Project discontinued February 2018		
<p>Legal Friends Project summary, prepared by Lynn Mars, Getting Heard's Director</p> <p>The first deliverable of this project was a market evaluation, including an assessment of viability with a clearly defined product, price, customer and routes to market. The evaluation report found that if Getting Heard's goal for this project was to create something that was 'revenue generating' then the product options and route to market were relatively limited.</p> <p>Direct relationships with potential clients (in the absence of additional legal representation) were deemed vulnerable to crossing the boundary into giving legal advice, advertently or inadvertently, which from the outset was defined by the trustees as unacceptable, especially if a fee was being charged. In addition, there are significant numbers of charities offering this kind of legal support service, and almost without exception they do it without charging the client a fee. This validated that it was important 'socially' but made it clear that the 'enterprise' aspect would be difficult with this route.</p> <p>In this context it was considered that to have a chance of the project making a surplus it would be necessary to:</p> <ul style="list-style-type: none"> <li>• Assist only clients who could directly or indirectly afford what were likely to be significant fees, and</li> <li>• To work in partnership with and through law firms.</li> </ul> <p>Research was done to investigate the market size and demand for such a product. It was found that although there was widespread agreement that there was a need for additional non-legal support for some clients, especially in areas such as personal injury and negligence, law firms provide this support by cascading it down to juniors and typically bill for it. Their appetite to share these billable hours with Getting Heard, even if we were to provide a better and cheaper service, was a matter of conjecture. The consultant concluded that the only way to truly test this was to go to market with a defined and polished product.</p> <p>The above report was delivered to the CEO and Board in November 2017. The trustees expressed reservations about the narrow direction the project was able to take as a social enterprise against what they had originally envisioned. They also concluded from the report that the project was unlikely to create £20,000 of unreserved income in 2019/20, as originally planned. Furthermore, in January this year Getting Heard secured three years' Big Lottery funding from April 2018 for its Buddy Scheme.</p> <p>In the context of the Lottery funding and caution around the direction and commercial uncertainty of the proposed social enterprise, the trustees have decided to park the 'Legal Friends' project. The groundwork and plans to take it forward have been completed and this project remains an option, should future circumstances make it a priority.</p> <p>The trustees and management of Getting Head wish to thank to the Step Change Fund for having given them the opportunity to conduct this evaluation and, in particular, Graham Shaw, the Project Manager, for his support.</p> <p>Not all the Step Change funds received to date have been used and £3,860 has been repaid. We, of course, will not be drawing down the unused balance of the grant, £20,280.</p>		

## c Completed projects still within two-year monitoring period

Grant	KPIs	Achievements to date
<b>OXFORDSHIRE YOUTH</b> An umbrella support for voluntary youth groups/clubs		
£50,000 Sep 2015 (Grant I) To merge with Oxfordshire Council for Voluntary Youth Services	<ol style="list-style-type: none"> <li>120 young people completing Young Leaders Programme per year</li> <li>120 volunteers trained each year in 24 sessions</li> <li>12 online editions of Oxfordshire Youth Toolbox and one volunteer awards event</li> </ol>	<ol style="list-style-type: none"> <li>151 young people completed the young leader training</li> <li>157 volunteers trained in 54 sessions</li> <li>12 online editions of the 'Ox Youth Toolbox' published, and one Volunteer Awards event with 150 attendees held</li> </ol>
Project completed September 2017 – outcomes being monitored until August 2019		
<b>OXFORDSHIRE FAMILY MEDIATION</b> Works with families affected by separation and/or divorce		
£50,000 Jan 2016 To automate the Legal Aid Agency process	<ol style="list-style-type: none"> <li>Reduction in average time spent by mediators and professional practice consultants on assessments</li> <li>Reduction in 'failures' when claiming LAA fees</li> </ol>	The charity had to close when it lost the Separated Parents Information Programme contract. The panel has concluded that – although the software for legal aid assessments was completed and then donated to the national family mediation organisation – the issue here was over-reliance on one source of funding, and we will take this into account in the future.
Project completed July 2017 – outcomes not being monitored due to closure of charity		
<b>BE FREE YOUNG CARERS</b> Provides practical, social and emotional support to young carers		
£40,000 June 2016 To address the gap in specialist provision for young carers	<ol style="list-style-type: none"> <li>Financial: performance against budget, services to client group, success rates in funding applications</li> <li>Operational: n° of carers supported, n° of volunteers recruited and hours delivered</li> <li>Qualitative: outcomes achieved using monitoring measures</li> </ol>	<ol style="list-style-type: none"> <li>Actual income £161,800, compared with £179,200 budgeted; the shortfall will be more than made up by the award of £83,000 SODC funding over four years from September 2017</li> <li>400 young carers supported, of which 110 were new joiners; 22 respite trips undertaken, involving 300 young carers; and four skills training events and one workshop for volunteers held</li> <li>Over 91% of interventions and events rated helpful</li> </ol>
Project completed May 2017 – outcomes being monitored until April 2019		

Grant	KPIs	Achievements to date
<b>OXFORDSHIRE SEXUAL ABUSE AND RAPE CRISIS CENTRE</b>		
Supports women who have experienced sexual violence		
£30,000 Nov 2016 (Grant II) To develop a three-year strategic plan	<ol style="list-style-type: none"> <li>1. Increase unrestricted income by 28% and grant-based income by £50,000 on 2016/17 levels by April 2019</li> <li>2. Recruit 20 volunteers per year, involve 15 service users in feedback forums and increase volunteers by 20% on 2016/17 levels</li> <li>3. Increase service use by 40% by April 2019 on 2015/16 levels</li> </ol>	<ol style="list-style-type: none"> <li>1. OSARCC has generated £60,064 of unrestricted income between April 2017 and Jan 2019 and anticipates raising the final £8,000 in the final quarter of this year</li> <li>2. 40 volunteers were recruited and trained in 2017-18 (50% more than predicted), and 28 volunteers were recruited and trained in 2018-19</li> <li>3. 10 service users took part in feedback forums, and a further nine took part in feedback via the telephone, two more took part via email. Engagement at sub groups has remained at its increased attendance of 25% on base line figures. Service use in 2018/19 is currently at: 133 in face to face services and 566 phone/email contacts (to end Dec 2018)</li> </ol>
Project completed March 2018 – outcomes being monitored until February 2020		
<b>ARCHWAY FOUNDATION</b>		
Supports and befriends those experiencing loneliness and isolation		
£31,625 Feb 2017 To increase the capacity of the befriending service	<ol style="list-style-type: none"> <li>1. Match 40 enquirers on waiting list to suitable volunteer befrienders</li> <li>2. All befriendees to be matched within three months of initial assessment</li> <li>3. Demonstrate scores indicative of reduced loneliness, increased social connectedness and improved well-being</li> </ol>	<ol style="list-style-type: none"> <li>1. Total volunteers recruited since 17/04/2017 is 88, some with multiple roles ie equivalent to 114 volunteers</li> <li>2. Volunteers are taken through the recruitment process more swiftly with the result that in four months 11 befriending matches have been made</li> <li>3. These figures represent regular meaningful human contact for people who would otherwise be suffering the acute pain of loneliness</li> </ol>
Project completed September 2018 – outcomes being monitored until September 2020		

Grant	KPIs	Achievements to date
<b>REFUGEE RESOURCE</b>		
Provides therapeutic services for refugees, asylum seekers and vulnerable migrants		
£30,000 Feb 2017 To develop the school therapy service	<ol style="list-style-type: none"> <li>1. By January 2018, market research to have demonstrated the viability of a chargeable training offer</li> <li>2. By July 2018 to have supported 10 young people, with 60% reporting improvements in mental health and engagement at school</li> <li>3. 70% of participating staff to report improved ability to support refugee and migrant young people</li> </ol>	<ol style="list-style-type: none"> <li>1. Market research undertaken with 11 schools; 72% of the schools involved identified a need for support, but no schools could pay for a specialist counselling service</li> <li>2. Since September 2017 125 hours of individual counselling support sessions delivered to 14 young people of different origins</li> <li>3. Six consultation sessions to staff at the partner school, with 70% of participating staff reporting improved ability to support refugee and migrant young people</li> </ol>
Project completed July 2018 – outcomes being monitored until July 2020		
<b>RAW WORKSHOP</b>		
Provides training and employment for those with disabilities, learning impairments and other disadvantages that are a barrier to employment		
£24,000 April 2017 (Grant I) To develop a wood recycling social enterprise	<ol style="list-style-type: none"> <li>1. 3,000 social impact hours delivered by May 2018 and thereafter 3,600 per annum</li> <li>2. Wood recycling to contribute £26,750 in 2017/18, and not less than £35,000 in succeeding years</li> <li>3. Wood use: 35% re-used, 65% recycled</li> </ol>	<ol style="list-style-type: none"> <li>1. 3,686 social impact hours delivered against the target of 2,752</li> <li>2. Contribution: target £23,550; actual £38,497</li> <li>3. Wood re-used/recycled: target 35%/65%; actual 40%/60%</li> </ol>
Project completed August 2018– outcomes being monitored until August 2020		
<b>OXFORD HUB</b>		
Facilitates students' involvement in volunteering		
£35,000 Sept 2017 (Grant II) To develop a social enterprise by extending the Hub's reach beyond the student population	<ol style="list-style-type: none"> <li>1. Volunteers: 60 by year 1, 150 by year 2 and 25 by year 3</li> <li>2. Research projects: 1 per year for next three years</li> <li>3. Income: year 1 £25,000; year 2 £35,000; year 3 £45,000</li> </ol>	<ol style="list-style-type: none"> <li>1. They are 13% ahead of last year on volunteering numbers to date, new programmes launching working with older people, and their new hospital programme is developing nicely. They have significantly grown early years volunteering.</li> <li>2. They met the target for consultancy by being commissioned to produce Marmalade, the social change festival for Oxford, and to deliver a big project with City Council, County Council and Police (independently chaired by Tony Stratton).</li> <li>3. They have c.£30k to raise to the end of the year – lots of fundraising applications in the pipeline.</li> </ol>
Project completed August – outcomes being monitored until August 2020		

Grant	KPIs	Achievements to date
<b>South Oxfordshire Food and Education Alliance (SOFEA)</b>		
Provides an alternative approach to education and work for vulnerable and disadvantaged young people		
£45,500 Sept 2017 To scale SOFEA's current operations and to pilot a related social enterprise	<ol style="list-style-type: none"> <li>1. Create 12 new places during the project phase and at least 15 places per year thereafter</li> <li>2. Annual income to increase by £60,000 for every 15 places created, covering direct costs</li> <li>3. Waste from food redistribution to be reduced by 1 tonne per month</li> </ol>	The grant has been successfully used and excellent value has been gained from the grant. Achieving KPI 2 and KPI 3 continues to make progress, but it is too soon to report on the final outcomes.
Project completed October 2018 – outcomes being monitored until October 2020		

## d Active projects

Grant	KPIs	Achievements to date
<b>ORCHESTRA of St JOHN'S</b>		
Uses music to engage people with autism spectrum conditions, dementia, mental health issues or loneliness and isolation		
£48,600 Feb 2018 To deliver six community engagement projects	<ol style="list-style-type: none"> <li>1. Not less than three of the six projects to be still running successfully after 12 months of their launch</li> <li>2. 1,100 participants to have benefited from their engagement with the projects</li> <li>3. New revenue to produce £25,000 in year 2 and £40,000 in year 3</li> </ol>	There have been workshops at Oxford Spires Academy and Campsfield Immigration Centre; a panel discussion at Somerville College; and concerts as part of a three-month community engagement project. OSJ is also engaging with the young musicians of the Afghanistan National Institute of Music to cultivate musical and personal skills and develop mutual understanding across cultures.
Planned completion date: May 2020		
<b>TRANSITION by DESIGN</b>		
An architecture and strategic design co-operative		
£49,250 Feb 2018 To provide workspaces for charities, social enterprises and co-operatives	<ol style="list-style-type: none"> <li>1. 20 organisations provided with affordable and secure workspace over three years</li> <li>2. £150,000 revenue to be generated over three years</li> <li>3. 15 vulnerable adults to be given training opportunities each year</li> </ol>	<ol style="list-style-type: none"> <li>1. The first reinvigorated building in Aristotle Lane is at capacity, with 16 tenants and six hot-deskers</li> </ol>
Planned completion date: March 2020		
<b>ONE-EIGHTY</b>		
Provides psychological support for children with behavioural difficulties		
£48,850 Feb 2018 (Grant II) To set-up a traineeship programme	<ol style="list-style-type: none"> <li>1. Four trainees recruited to the pilot traineeship programme</li> <li>2. Two graduates of the programme subsequently join as full-time staff members</li> <li>3. After the pilot at least four trainees join the programme each year</li> </ol>	<ol style="list-style-type: none"> <li>1. Two trainees started at the beginning of January, and the next two will be recruited in March 2019</li> </ol>
Planned completion date: March 2020		

Grant	KPIs	Achievements to date
<b>OXFORDSHIRE YOUTH</b>		
An umbrella organisation for voluntary youth clubs and groups		
<p>£25,000 April 2018 (Grant II)</p> <p>To develop Customer Relationship Management systems and software</p>	<ol style="list-style-type: none"> <li>1. Successful implementation of the CRM system, improving the efficiency of the organisation</li> <li>2. Improved targeting of services and better tailoring of services offered to members</li> <li>3. Strong evidence of the impact of the organisation's work with young people</li> </ol>	<ol style="list-style-type: none"> <li>1. CRM system developed that fully meets their needs; required some reworking of the data mapping. Nearly complete and will be ready for implementation and testing during February/March.</li> <li>2. To follow</li> <li>3. The Impact Evaluation work with Research Oxford has gone well and enabled OY to integrate its disparate reporting systems whilst improving qualitative assessment of its social impact. OY will be producing a detailed Impact Assessment report in May.</li> </ol>
Planned completion date: March 2019		
<b>ARK T CENTRE</b>		
A charity that uses the arts to empower vulnerable people, such as young women at risk of sexual exploitation		
<p>£50,000 April 2018</p> <p>Diversifying the charity's income from hires of a new community meeting venue in Cowley</p>	<ol style="list-style-type: none"> <li>1. By 2020, at least 30k raised through the NewRiver regeneration project in Templars Square, for Ark T's community cohesion programme</li> <li>2. New CRM database installed to manage venue bookings</li> <li>3. New media images of both spaces online and updated</li> <li>4. Updated mailing list for all previous and existing venue hirers across the sites</li> </ol>	<ol style="list-style-type: none"> <li>1. To follow</li> <li>2. Centre Development Manager now well settled in her job; small increase in income from hiring out rooms at the Venue and Ark-T with six new users signed up</li> <li>3. Ark-T sticking with two websites ensuring cohesive branding across both; producing a leaflet featuring a number of community venues/room hire options</li> </ol>
Planned completion date: September 2020		

Grant	KPIs	Achievements to date
<b>COGGES HERITAGE TRUST</b>		
House and farm in Witney where families can learn about the past		
<p>£49,360 April 2018</p> <p>To move Cogges Manor Farm from a purely income-generating visitor attraction to being focused as much on supporting the societal and welfare needs of the local community</p>	<ol style="list-style-type: none"> <li>1. Volunteer numbers increase from 60 to 250 and will be sustained; at least 5% of volunteers class themselves as disabled; people with mental health issues form at least 10% of volunteers</li> <li>2. 45 new opportunities to volunteer, equating to a £24,000 contribution</li> <li>3. Three volunteers receive disability training and instruct an additional 50 others</li> <li>4. A social impact evaluation toolkit is purchased and an evaluation strategy implemented</li> <li>5. Work with four other new partners to establish wider volunteer recruitment pool; at least one active partner relationship for each target audience</li> <li>6. Partnership accounts for 50% of volunteer training and support</li> </ol>	<p>Cogges have been waiting on the legal outcome of the purchase of the leasehold of the buildings and site. The project is now expected to start in March 2019. All interested parties are satisfied and the volunteer centre improvements are ready to start. The Trust is waiting for a final draft of the agreement for review by solicitors. Trustees have signed off on the agreement as it stands, but will have to ratify a final document. For the wider project to start the freehold must be in place and they need a formal 'Permission to Proceed', which can take two months, however they are looking at an April start, i.e. starting the volunteer room development.</p>
Planned completion date: February 2020		
<b>OXFORD PARENT INFANT PROJECT (OXPIP)</b>		
Charity offering direct therapeutic mental health services to families in Oxfordshire		
<p>£50,000 April 2018 (Grant II)</p> <p>To turn their parent-infant mental health and wellbeing training into a social enterprise, making the most of clinical commissioning opportunities</p>	<ol style="list-style-type: none"> <li>1. Staff capacity and succession planning – new staff in place</li> <li>2. Programme development</li> <li>3. Marketing, data, communications and sales</li> </ol>	<ol style="list-style-type: none"> <li>1. Team has added new members and moved some responsibilities</li> <li>2. Associates Training Programme advertised for January 2019; course accreditation underway; new contracts secured with CCGs</li> <li>3. Ongoing development of marketing messaging, materials, case studies, agency specification and requirements</li> </ol>
Planned completion date: April 2019		
<b>RAW WORKSHOP</b>		
Provides training and employment for those with disabilities, learning impairments and other disadvantages that are a barrier to employment		
<p>£50,000 June 2018 (Grant II)</p> <p>Set-up costs to deliver gardening and landscaping services, training and employing people with mental health difficulties in the enterprise</p>	<ol style="list-style-type: none"> <li>1. Social impact hours: number of people engaging in both the main service and the gardens projects to grow quarter on quarter</li> <li>2. Financial: income yr 1: £70–£80k; yr 2: £95k; yr 3: £110k</li> <li>3. New customer acquisition (1 x new corporate customer per year) and subsequent growth in social impact</li> </ol>	<p>RAW have just received the project/contract scope from the client. They are now starting to build their operational proposal. Their aim is to commence paid work in March/April 2019.</p>
Planned completion date: TBC		