

Review of the Year

April 2020



Chair's report

April 2020



This has been a bumper year of new grant-making from the Step Change Fund. This report shows an inspiring picture of the impact the fund is having: from bringing in new sources of income, to improving partnership working, to increasing the reach and quality of the work delivered; all our grants are helping charities establish a firmer foundation that allows them to better serve their communities.

This stability will help these charities to deal with the uncertainty caused by the Covid-19 pandemic – more on this below.

The year to 31st March 2020

We committed £459,906 to 11 projects in the year, compared with £225,360 to five projects in the year before. The average grant is £41,810 compared to £45,072 in the previous year.

A notable feature is second and even third grants to charities: five of the 11 grants were to charities we have supported before. We are happy to support well run and successful charities to continue to grow, and this reduces the risk to our portfolio of projects.

The range of social needs we help grantees to address is broad, although extending our reach across Oxfordshire remains a challenge. In these times of social distancing, face-to-face work is harder to achieve. Charities are investing in online platforms, and Step Change is playing its part in supporting this, but many of the most disadvantaged people are not easily able to access these services. This is going to be a continuing matter for concern.

Covid-19

The world looks very different from even a couple of months ago. The Covid-19 virus pandemic has changed a lot of things and forced the cancellation of our annual meeting. The panel met virtually on 26th March to agree the principles for providing additional help and flexibility for our grantee charities, and then on 3rd April to review all our existing grants.

As ever, sustainability lies at the heart of all we do. Well run charities that we know and have supported may need immediate help, or to reconfigure their use of grants. Steven English and the Project Manager (PM) team contacted all grantees to establish how Step Change might usefully and sensibly provide support. The panel is enormously grateful to the PM team for mobilising at such speed. From their report we were able to make two small grants, of £5,000 to Archway and £3,000 to Oxford Against Cutting, and to gain comfort about the strength and resilience of the charities we have supported.

“As ever, sustainability lies at the heart of all we do. Well run charities that we know and have supported may need immediate help, or to reconfigure their use of grants.”

Nigel Hamway, Step Change Chair

There may be further requests in the coming months. We are working closely with Laura Chapman, Step Change panel member and chair of the Oxfordshire Community Foundation (OCF) Grants Panel, to make sure we are not duplicating funding available from OCF's [Coronavirus: Community Resilience Fund](#).

The future

When society is able to open up again, investments in distance learning and support will remain relevant, and provide increased capacity to our grantee charities. Until then, working environments will be constrained by social distancing. We are well placed in terms of available funds and future commitments, although we wish to continue to grant at or above 2019 levels and so we will need to work to enlarge our donor base.

The work of the PMs is invaluable. This year they have worked harder than ever, and they remain the most important and unique feature of Step Change. OCF expertly finds and advises applicants and administers our fund, and OCVA provides the vital health checks. This enables the panel to function and all of us as donors to know our money is being well spent, and making a difference to social need in Oxfordshire.

We are most grateful to our donor community, whose generosity enables all of this work to happen. I'm delighted that this year our own capacity was boosted with the appointment of two new panel members: Michael McLintock and Olga Senior. I thank our panel, and especially our Project Managers old and new, who are detailed at the end of this review.

NIGEL HAMWAY

Chair, Step Change Grants Panel

“The Step Change investment enabled us to significantly increase our income from sales of training. Trainees describe our trainers as ‘excellent, knowledgeable and passionate’. The income generated has enabled us to reach more families in need of our therapeutic support.”

*Helen Callaghan, CEO,
Oxfordshire Parent Infant Project (OxPIP)*



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“Step Change’s support has enabled us to expand our services, develop our partnership work, and raise our community profile. With a focus on the health benefits of social-welfare advice, the project aims to prevent crisis by reaching people earlier.”

*Mandy Richards, Centre Manager,
Agnes Smith Advice Centre*



1. Summary of approved projects in 2019–20

Grants awarded in the past 12 months – £459,906 total

Grant	KPIs
AGNES SMITH ADVICE CENTRE	Provides support and advice to the Blackbird Leys community
£25,299 Feb 2019 (Grant II) Feasibility study into offering social welfare advice to local GP surgeries, providing the full range of debt and housing advice to patients	<ol style="list-style-type: none"> 1. Minimum 50 clients referred and seen 2. Capture financial/health outcomes for at least 30 clients 3. Achieve 90% positive feedback regarding care and quality of advice
ANJALI DANCE COMPANY	A touring company of learning-disabled dancers
£25,322 Mar 2019 (Grant II) Makes the most of Anjali's extensive knowledge and experience by creating packages for training and consultancy to create a new funding stream	<ol style="list-style-type: none"> 1. Documentation used by 100 dance artists by 2022 2. Income of £25K from distribution of materials by end 2022 3. Documentation used for in-house training and induction of Anjali team members and practitioners
SOUTH OXFORDSHIRE FOOD AND EDUCATION ALLIANCE (SOFEA)	Provides an alternative approach to education and work for vulnerable and disadvantaged young people
£20,000 Apr 2019 (Grant II) Scales up the Community Larder model, a membership scheme which enables people who are 'just about managing', to receive groceries at subsidised rates	<ol style="list-style-type: none"> 1. 6 new SOFEA Community Larders active by end of project 2. 700 SOFEA Community Larder members by end of project; £3,500 of savings to members per week on food bills (£5 saving per member) 3. 5 tonnes of food distributed per week
CITIZENS ADVICE OXFORD	Helps local people overcome problems that negatively affect their lives and wellbeing
£46,764 Jun 2019 Aims to transform the way the organisation works by using triage systems and support for internet use	<ol style="list-style-type: none"> 1. Advice line calls answered – 30% 2. Days closed early – 40% 3. Queries progressed in reception/self-service – 25%
RIVERSIDE COUNSELLING SERVICE	Supports the mental health and well-being of adults and young people with a wide range of mental health issues
£67,494 Jun 2019 Deploys digital technology to enable the charity to work more effectively and efficiently	<ol style="list-style-type: none"> 1. Improved efficiency – 20% reduction of time clinical staff spend on administrative tasks 2. Improved impact reporting – production of monthly internal analysis reports to support clinical management, management of service or reporting required by external donors 3. Increased income generation – 25% of fundraising income generated by new donors
OXFORD AGAINST CUTTING	Tackles female genital mutilation (FGM) and forced marriage of girls and women living in Oxfordshire and the Thames Valley
£40,000 Nov 2019 Increase coverage for the charity's anti-FGM message, and create an income from private schools; conduct research into the possible value of engaging a social influencer to promote the message and raise funds	<ol style="list-style-type: none"> 1. STRUCTURAL STRIDES: Schools Coordinator recruited; 3–5 new facilitators; marketing literature created and printed; Social Media Influencer/s research project 2. FINANCIAL STRIDES: good – 4 private schools book training in year 1 and 5 in year 2; really good – 6 private schools book training in year 1 and 7 in year 2; great – 8 private schools book training in year 1 and 10 in year 2 3. SOCIAL CHANGE STRIDES: workshops reach schools with significant numbers of students from communities affected by honour-based abuse and FGM, and body image workshops reach significant numbers of girls

Grant	KPIs
OXFORDSHIRE SEXUAL ABUSE AND RAPE CRISIS CENTRE	
Supports women who have experienced sexual violence	
<p>£15,000 Nov 2019 (Grant III)</p> <p>Helps survivors from under-served groups access OSARCC's services, particularly older survivors, those who live in rural areas, and those in ethnic minority communities</p>	<ol style="list-style-type: none"> 1. Increased awareness of OSARCC's services among service-users, staff and volunteers from BAMER communities, rural areas and older age groups 2. Increased number and percentages of service-users, staff and volunteers from BAMER communities, rural areas and older age groups, with specific targets to be confirmed following consultation 3. Service users from BAMER communities, rural areas and older age groups report at least 60% improvement across OSARCC outcomes
HEADWAY	
Provides support to anyone in the county affected by an acquired brain injury	
<p>£47,673 Jan 2020</p> <p>Aims to improve clients' experiences and related outcomes of those people that the charity serves using an engaging, efficient new CRM system</p>	<ol style="list-style-type: none"> 1. All front-line staff will be actively using the system in the field therefore reducing office visits by 80% 2. System is fully integrated into Headway Oxfordshire's process and procedure, including accessibility for service users and carers – reducing the need for paper records by up to 80% 3. Financial systems are fully integrated, reducing manual entry by 16 hours per month
ARCHWAY FOUNDATION	
Supports and befriends those experiencing loneliness and isolation	
<p>£43,388 Jan 2020 (Grant II)</p> <p>Equips volunteers to work with more challenging clients and to work in more remote areas</p>	<ol style="list-style-type: none"> 1. 40 existing volunteers completed higher level training 2. 10 Friends (service users) living in outlying areas and/or with complex needs (14) will have been matched with a trained volunteer 3. 24 new volunteers will have been recruited and received induction, initial and higher training 4. Impact measurement tool analysis will show reduced loneliness, improved social connectedness and wellbeing
HOME-START OXFORD	
Supports parents with young children who are suffering mental health difficulties and are struggling to manage their children's behaviour	
<p>£57,380 Jan 2020</p> <p>Installs vital infrastructure and communications investments that will enable growth – freeing data-entry time so case workers can deal with more referrals</p>	<ol style="list-style-type: none"> 1. Successful implementation of CRM system, website and online capabilities to support expansion of family support from 315 children in 2018/19 to over 500 p.a. in two years 2. Increase volunteer numbers from 38 to 60 over two years, through online access and expanded communications 3. Increase unrestricted income from £50k to £75k p.a. by expanding the donor base and supporter communications
BRIDEWELL ORGANIC GARDENS	
Uses gardening to work alongside people who have experienced serious mental health issues	
<p>£71,586 Jan 2020</p> <p>Aims to increase time with users of the charity's facilities by building new offices in the same area as the gardens, and reducing rental outgoings</p>	<ol style="list-style-type: none"> 1. Service utilisation: number of available places allocated (target 95%); meets strategic objective to increase impact 2. Outcomes maintained or improved ie i) no ongoing disruption to service as a result; ii) outcomes maintained for larger number of beneficiaries; meets strategic objective to increase impact 3. £5,800 of annual operating costs: 50% saved, 50% reinvested; office rental costs (£483 p/m) invested in team training; meets strategic objective to work towards sustainability 4. Staff resource released: as reported by staff and observed by Garden Manager and Director; 6 days per year for Garden Manager available for training; meets strategic objective to increase impact and work towards sustainability

2. Other active projects

The following projects were funded in previous years and are still within the monitoring period in relation to KPIs.

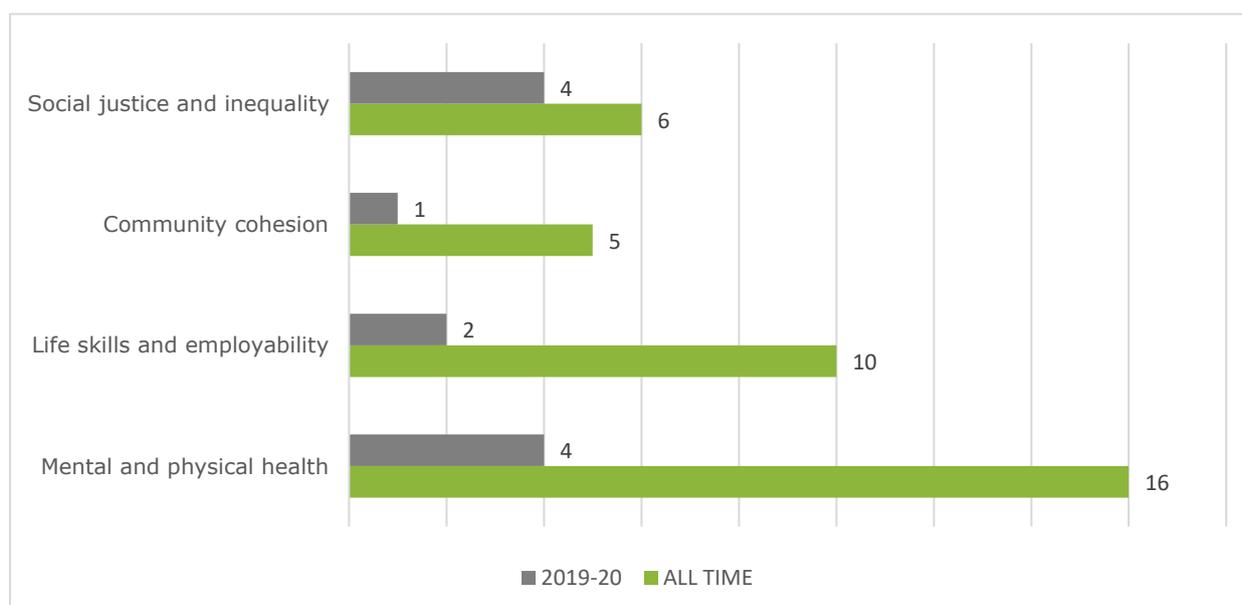
Grant	KPIs	Achievements to date
ORCHESTRA of St JOHN'S		
Uses music to engage people with autism spectrum conditions, dementia, mental health issues or loneliness and isolation		
£48,600 Feb 2018 To deliver six different outreach programmes amongst disadvantaged communities	<ol style="list-style-type: none"> 1. Not less than three of the six projects to be still running successfully after 12 months of their launch 2. 1,100 participants to have benefited from their engagement with the projects 3. New revenue to produce £25,000 in year 2 and £40,000 in year 3 	Seven different projects have now been launched to engage people of different backgrounds. A series of concerts has been produced as a culmination of community engagement work with refugees, children from deprived backgrounds, prisoners and people with learning disabilities, notably the Displaced Voices Project and the Afghan Women's Orchestra. Several of these have been fully funded into the future thanks to major applications made to trusts and other funding bodies, having proved their worth through the pilots. The projects have produced partnerships with other charities that allow OSJ's work to have a wider impact.
Planned completion date: May 2020		
RAW WORKSHOP		
Provides training and employment for those with disabilities, learning impairments and other disadvantages that are a barrier to employment		
£51,000 June 2018 (Grant II) Set-up costs to deliver gardening and landscaping services, training and employing people with mental health difficulties in the enterprise	<ol style="list-style-type: none"> 1. Social impact hours: number of people engaging in both the main service and the gardens projects to grow quarter on quarter 2. Financial: income yr 1: £70-£80k; yr 2: £95k; yr 3: £110k 3. New customer acquisition (1 x new corporate customer per year) and subsequent growth in social impact 	Step Change Funds were used to purchase a van and other equipment for the grounds maintenance enterprise, and pay for a team leader who coordinates volunteers from difficult backgrounds to work in the social enterprise. This has resulted in them smashing their social impact hours targets by 326%. They have acquired two new customers in the first year. Staff are currently furloughed and work is on hold due to Covid-19.
Planned completion date: TBC		
COGGES HERITAGE TRUST		
House and farm in Witney where families can learn about the past		
£49,360 April 2018 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	<ol style="list-style-type: none"> 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 2. 45 new opportunities to volunteer, equating to a £24,000 contribution 3. Three volunteers receive disability training and instruct an additional 50 others 4. A social impact evaluation toolkit is purchased and an evaluation strategy implemented 5. Work with four other new partners to establish wider volunteer recruitment 	After a lengthy process to gain ownership of the freehold to the farm, construction and reconfiguration of buildings is underway so as to adapt the space for volunteer training and support. A Community Engagement Manager has been appointed and an initial volunteer recruitment drive has taken place, resulting in 14 new volunteers who either have disabilities or come from a younger age group. Engagement with mental health partners had started before Covid-19 forced the charity to furlough all staff. Next steps will be the recruitment of a Volunteer Coordinator and referrals

Grant	KPIs	Achievements to date
	pool; at least one active partner relationship for each target audience 6. Partnership accounts for 50% of volunteer training and support	from Bridewell Organic Gardens, lockdown permitting.
Planned completion date: January 2021		
ARK T CENTRE A charity that uses the arts to empower vulnerable people, such as young women at risk of sexual exploitation		
£50,000 April 2018 Diversifying the charity's income from hires of a new community meeting venue in Cowley	<ol style="list-style-type: none"> By 2020, at least 30k raised through the NewRiver regeneration project in Templars Square, for Ark T's community cohesion programme New CRM database installed to manage venue bookings New media images of both spaces online and updated Updated mailing list for all previous and existing venue hirers across the sites 	The venue manager was appointed and a full marketing plan completed. Market research was carried out into how the centre should best advertise itself and the management team were given training to boost their marketing skills (graphic design and social media). New marketing collateral was produced and distributed to previous and existing hirers, alongside a better support package for hirers. A new CRM system, Hubspot, is live. A total of £75k has been raised from venue hire, which was at 70% usage. Funding from Step Change has released the CEO to work on beneficiary-facing work at Ark T. However, the Covid-19 crisis means Ark T is facing a shortfall of venue hire income to the tune of £23k over three months. The Step Change panel has agreed to review the situation at the end of the current crisis.
Planned completion date: September 2020		

A Full Grants Summary listing all historic projects and their outcomes is available at www.oxfordshire.org/step-change.

The chart that follows describes the successful bidders and their projects since May 2014.

Analysis of successful applicants



3. Financial summary as at March 2020

As at 31st March 2020 (a 15-month period since the last financial report) we had £1.17m available for future grants. As a result of the generous support from our donors we have commitments that, at the current level of grant giving, will keep the fund active well into 2023. This allows us to plan securely for the near future. Over the past reporting period all aspects of our grant giving have increased, be it grants awarded, size of grant and cash advanced. Through this we have funded projects with our 'anchor' charities for a second or even a third time.

Since inception		Funds out	Funds in	Balance
Funds received from donors, including Gift Aid			£2,330,582	
Less contribution to OCF		£111,793		
Net available for grants				£2,218,789
Grants				
Projects completed	£962,522			
Current projects – grants given to date	£211,451			
TOTAL GRANTS GIVEN TO 31/03/20		£1,173,973		
Cash balance as at 31/03/20				£1,044,816
Future commitments on current projects		£334,372		
Cash available for new projects				£710,444
Future pledges of donations (net of contribution to OCF)			£464,313	
Forecast total cash available for future projects				£1,174,757

“Step Change enabled us to propel Makespace Oxford from a concept to an active, award-winning social business. We can now unlock empty buildings and transform them into spaces for makers and community businesses delivering a positive social and environmental impact, at genuinely affordable prices.”

*Andy Edwards, Co-Director,
Transition By Design*



4. The role of the project manager

Graham Shaw, Step Change Project Manager

Over the past four years, I've acted as a Project Manager for the Step Change Fund, working with some excellent Oxfordshire-based charities that have succeeded in making major improvements to the services that they offer. This experience has shown to me at first hand how Step Change grants make a real impact on the performance of charities and the people they support.



The role of Project Manager (PM) has two clear objectives:

- to ensure that recipients of grants have developed a clear and fully costed plan to realise the step change that they desire in their charitable activities
- to manage the grant programme with the recipient and ensure that grant monies are spent wisely and in full accordance with the goals of the original grant application.

Pre-grant

Involvement of the PM begins with a decision by the Step Change Grants Panel to invite a detailed bid from a charity that has submitted successfully an 'Expression of Interest' outlining the step change they wish to make. Often, at this stage, the charity has a good idea of what it wants to achieve but is less clear on the steps necessary to get there.

The PM can assist greatly in establishing a clear plan of action with Key Performance Indicators (KPIs) and milestones/project tasks that enable the charity to move forward with confidence if a grant is made. The PM's involvement helps to manage this process and also ensures that detailed bids are submitted only when ready.

The charity is invited to present their bid to the Grants Panel, supported by the PM. The PM can often provide additional information to the Grants Panel that may influence their final decision.

Post-grant

If a grant is made, the PM works immediately with the charity to set up a monitoring and payment process. Regular meetings (typically quarterly) are held between the PM and grant recipient to ensure milestones are being met and to identify any unforeseen problems in achieving the bid goals.

Grants usually cover one to two years of activity, during which time the PM is closely involved in progress, and assisting with the preparation of regular reports to the Grants Panel. In extreme circumstances, if a recipient is failing to perform, grant monies can be withheld by the PM until the programme is back on track. This is rare.

At the end of the grant programme, a final report is prepared on the achievement of the KPIs and, a year after the end of the grant, the PM prepares a further report with the charity on the long-term impact of the award. The PM will also stay closely involved with the charity if a second bid application is made, based on the success of the first.

In summary, the PM helps the charity clarify its thinking ahead of any grant made, and then ensures grant monies are focused and well utilised. In my experience, it's rewarding to all parties to manage Step Change grants in this way and achieve the ultimate goal of expanding the vital services that the charitable sector provides.

5. Case study: how the Step Change Fund helped Oxfordshire Youth

Jodie Lloyd-Jones, CEO at Oxfordshire Youth

Step Change funding made a huge difference to the internal infrastructure of our whole organisation. We received funding to implement a new CRM system across the organisation and to embark on an impact evaluation journey. We now have a centralised system to record and store all of our work; we collect stronger data and evidence of our work; and by using recognised tools and tested means to capture distance travelled, we are able to evaluate and understand our impact better, and to target our services to those who need it the most.

Our impact evaluation journey was supported by Research Oxford, who acted as a hand-holding expert to enable us to get to a place of managing our own impact evaluation. The outcome for Oxfordshire Youth is a better understanding of our work, of why we do what we do, and of the difference it makes to our beneficiaries. We introduced new impact measurement tools across our work with young people and created our first well evidenced **Impact Report**, of which we are very proud. We are now able to create this report each year, and we know that what we collect will be better each year.

The learning we gained all stays with the organisation. We have a staff member who is now our impact evaluation lead across all of our work, and we have robust systems, processes and training in place. We are more efficient in our work and we understand how our digital systems talk to each other, which has also strengthened our digital capabilities. In circumstances such as Covid-19, this has enabled us to carry on accessing systems and data as normal when working from home.

Our offer to the youth sector and to young people is stronger after implementing this work. Thank you to Step Change for making this all possible.



“Step Change enabled us to better understand the impact our work has on the youth sector and on the young people we serve. The Project Manager offered us genuine support and guidance throughout, making the whole experience really positive.”

Jodie Lloyd-Jones, CEO, Oxfordshire Youth

6. Current challenges for the charity sector in Oxfordshire

Laura Chapman, Grants Panel Chair at Oxfordshire Community Foundation (OCF)

Oxfordshire is home to thousands of charities, which bring passion and expertise to address, amongst other issues, poverty, low educational attainment, unemployment and social isolation. They all face a common challenge: to secure funding in a competitive market – especially in times of political or economic insecurity – in order that they can continue to deliver innovative and effective services. The gold standard of service effectiveness is measured not only by cost but also by the degree to which the root causes of the problem, rather than simply the symptoms, are addressed.



The greatest challenge for the Oxfordshire voluntary sector is to harness individual efforts to achieve shared objectives and desired outcomes that address root causes. This can be through collaborative work, when organisations with similar objectives pool resources to work together on a particular issue, or it could be through strengthening the capacity of existing services in the way that Step Change aims to do.

The Covid-19 pandemic has provided a catalyst for joint working, which has mobilised the whole community. For example, Oxford Hub, which has been supported to grow by two Step Change grants, has harnessed the power of over 5,000 volunteers to support the community in these strange times. OCF, which is set up to provide administrative services (application processes, promotion and banking) to funds – including the Step Change Fund – has established the Coronavirus Community Resilience Fund to provide for the immediate relief of distress, and to help charities emerge stronger when the pandemic is over.

The framework that unifies individual efforts in our county is already in place. Since 1995 OCF has brought together charities, business, government and the public to respond to Oxfordshire's needs and to release community funding. OCF is delighted to host the Step Change Fund and is committed to creating the environment that aligns with the aims of charities and the intentions of donors, as well as to strengthening the capacity of the sector to give the best possible support to the community.



“Cogges Heritage Trust is extremely grateful for the support of the Step Change programme. With new, accessible facilities, dedicated staffing and specialist training, Cogges is broadening its volunteer force and impacting on its community through new and inclusive projects. In so doing, Cogges will truly be able to live up to its charitable aim to be a place for everyone.”

Colin Shone, Director, Cogges Heritage Trust

APPENDIX 1 Panel member biographies

Laura Chapman is a trustee of OCF and Chair of the community foundation's Grants Panel. She was Chief Executive of the Freemasons' Grand Charity for 16 years. During that time, she oversaw a grant-making programme with an annual expenditure of approximately £5m. In her earlier career, she headed up BT's award-winning Community Affairs Programme, responsible for the evaluation and selection of economic development, social welfare and cultural projects. Laura has worked as a freelance consultant for Business in the Community and CSR activities, and in the evaluation of public policy initiatives primarily in urban regeneration and community development.

Nigel Hamway (Chair) is a former trustee of OCF, who worked in industry, banking and fund management after qualifying as a chartered accountant. He has extensive experience of development and venture capital investing. Nigel is former chair of Family Links and trustee of Blackbird Academy Trust, currently chairs Oxford Lieder and the Christ Church Cathedral Music Trust and is a trustee of the Progress Foundation. He is also chairman of the Conygar Investment Company plc.

Michael McLintock was chief executive of M&G, the fund management group, for almost 20 years. In 1999 he oversaw its sale to Prudential plc, following which he sat on the Board of Prudential between 2000 and 2016. He now chairs Associated British Foods plc, the listed food and retail business that is controlled by the Weston family, and Grosvenor Group, which is the property business of the Grosvenor Estate, where he has also been a trustee since 2008. Between 2001 and 2008 Michael served as a director of Close Brothers group plc, and between 2005 and 2017 he was a member of the MCC Finance Committee.

Marion Stevenson originally qualified as a probation officer. She practised for seven years in criminal work and as a divorce court welfare officer, before becoming a family mediator (divorce mediator) in 1989. She was Director of Oxfordshire Family Mediation between 2003 and 2011 and a mediation trainer for National Family Mediation from 2006 to 2014. She founded Oxford Community Mediation in 1995 and Charity Mentors Oxfordshire in 2012, chairing its board of trustees until 2018. She co-founded the Step Change Fund with Colin Alexander, with support from Robin Buxton.

Olga Senior originally qualified as a nurse and then spent 34 years working in the NHS in clinical and managerial roles locally and nationally until she retired at the end of 2013. She has previously held roles as a Governor at Abingdon School and a Director at Vale House Care Home in Oxford. Currently she is a member of the Independent Monitoring Board of HMP Huntercombe; a member of the Thames Valley Police Professional and Ethical Standards Panel; a panel member reviewing detentions under the Mental Health Act; a member of the Charity Committee of Oxford Health NHS Foundation Trust; and chairs a steering group working towards making Abingdon a Dementia Friendly Community.

Tony Stratton joined Thame-based CPM in 1975, became CEO in 1990, Group Chairman in 2003 and is now Chairman Emeritus. He remains a director of three companies in the marketing communications sector. In 2004 he joined the board of Oxford Inspires, becoming Chair in 2006 and led the merger with Visit Oxford, creating Experience Oxfordshire. He continues to be involved in a number of initiatives within the county. A Liveryman in the Worshipful Company of Marketors, a member of the Marketing Group of Great Britain and a Fellow of the RSA, he is also a Deputy Lieutenant of Oxfordshire and was High Sheriff of Oxfordshire 2014–15. He was the founding chair of Reciprocate, OCF's responsible business group.

Martin Wilkinson is a qualified accountant (CIMA) who spent his career in a number of business organisations in the UK and Canada. He held senior financial positions in three multinational businesses, particularly an Oxford-based academic publisher where he was Financial Director for 15 years. He has held a number of non-business positions in educational institutions (primary, secondary and Oxford Brookes University governorships) and local charities. The latter category includes Chair of Oxfordshire Family Mediation, and Treasurer of Earth Trust and St Luke's Hospital, amongst others. He joined the Step Change panel in early 2016.

APPENDIX 2 Project manager biographies

Andrew Colleran has spent his career in IT, working throughout Europe with a variety of organisations, in retail, information services, academia and security, to help them use technology to their advantage. He is now helping several local charities in the same way. Andrew lives in Oxford.

Steven English has over 35 years global experience in the chemical industry, and has worked at very senior levels in multinational companies, based in Germany, Switzerland and the USA. He has a strong business development background and more recently has started his own consultancy helping start-up companies fulfil their potential. Steven lives in Oxford.

Gian Gopal, after a distinguished career as an experimental particle physicist at Rutherford Appleton Laboratory, founded the Oxford Hindu Temple and Community Centre Project with view to setting up a Hindu Temple in Oxfordshire. Gian lives in Abingdon.

Gwilym Hughes is an emeritus fellow of Nuffield College Oxford. His career spanned the Royal Air Force, the Diplomatic Service and academia. He is interested in how public policy affects international relations and is Director of the Oxford Intelligence Group. Before his retirement in 2019, he was Bursar and the Head of the Endowment Office at Nuffield College. Gwilym lives near Chipping Norton.

Nicola McLintock initially worked in the City and Tokyo in finance before leaving to qualify as a physiotherapist, working for four years in the NHS following qualification. In the last 10 years she has concentrated her efforts on the charity sector in Oxford city and outside. She is currently organiser of Longworth Open Gardens and chair of Hinton and Longworth Educational Fund. Nicola lives in Longworth with her family.

Neil Morrisk has focused on acquisitions, start-ups and turnarounds in the automotive industry, and specialised in interim and project management. He is a past chair of local education, health and welfare organisations, initiated and co-wrote the Charity Chairs Checklist, launched networks and now delivers workshops and mentoring with OCVA. Neil lives in West Oxfordshire, at Idbury.

Lisa Mynheer worked in leukaemia research before becoming a founding director of a biotechnology start-up. She then set up and managed the UK's first fully equipped micro-incubator for new diagnostic technologies, helping entrepreneurs turn their innovations into businesses. Lisa has a PGCE in coaching and facilitation and is now focused on using these skills to support the change in culture required for effective innovation management processes. She lives in Horton cum Studley.

Nick Paladina is a Chartered Accountant, and has spent most of his career in management positions in the not-for-profit sector, including in film and theatre, a national museum, professional societies and international education. He has also held a number of voluntary roles, including Chair of the Oxford Literary Festival and Treasurer of the Temple Music Foundation. He is currently a mentor with Charity Mentors and a trustee of Phosphoros Theatre.

Graham Shaw has worked for over 25 years as both an executive and non-executive director of commercial companies in diverse industry sectors. He is a trustee of the Archway Foundation and was previously Chief Executive of an Oxford-based charity (DIPEX) for five years. Graham is Managing Director of two local technology companies and holds non-executive positions with a London-based private equity investment group and with two technology businesses based in Nottingham. He lives in Dorchester-on-Thames.

Andrew Silver joined his family's restaurant company over 40 years ago, and for the past 35 years has been running it. The business primarily consists of operating Quick Service restaurants, and it was one of the first multi-franchisee operators in the UK. Today the company operates a number of Burger King restaurants, as well as running a busy seaside restaurant business on the South Coast. Andrew was born in Oxford, and enjoys living in this great city.

Philip Wootton worked for a large British multi-national for 35 years in senior management positions, then spent 14 years with Business Link, public-sector organisation helping small enterprises thrive. When government funding was withdrawn in 2011 he continued to work for the operating company developing and marketing EU grants to businesses. Philip has been involved with several charities in Oxfordshire and lives in Oxford.

The Step Change Fund is a charitable fund held and managed by Oxfordshire Community Foundation, Registered Charity number 1151621.

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www.oxfordshire.org/step-change