

Full grants summary

April 2020

Following a project’s completion, the project manager responsible will monitor its outcomes against KPIs for one year (previously two years). 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.

a	Closed projects at end of one-year monitoring period	2
b	Discontinued projects	21
c	Completed projects still within monitoring period	22
d	Active projects.....	24



a Closed projects at end of one-year monitoring period

Grant	KPIs	Achievements
TRAX		
Provides vocational courses and pastoral support for young people		
£33,000 Dec 2014 To grow the social enterprise in external catering and bicycle renovation	<ol style="list-style-type: none"> 6,000 hours of work in years ending 30 September 2015 and 2016 Progression of students measured by name and position against planned targets Financial results on track with business plan 	<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

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.

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.

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.

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.

Last year 43 catering students completed their City & 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.

The project has been a great success, through the development of a sustainable catering business, and helping young people find external employment.



Grant	KPIs	Achievements
YELLOW SUBMARINE		
Coaches people with learning disabilities to 'do more and need less'		
Grant I: £45,000 Dec 2014 To develop its social enterprise model	1. Sustainable income strategy (30% rise in revenue) identified, with evidence to support income-generation plan	1. Social enterprise income increased from £80,000 for 2013/14 to £500,000 for 2015/16
Grant II: £23,600 Jul 2015 To embed the new enterprise and seek other outlets in the county	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	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
OXFORDSHIRE ASSOCIATION FOR THE BLIND		
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"> 1. Awareness training courses booked – 25 in first year after project completion 2. Numbers trained – 300 individuals in first year after project completion 3. Income generation – £12,500 in the first year after project completion 	<ol style="list-style-type: none"> 1. Training programmes developed, but only five half-day courses held 2. Short free workshops delivered to over 200 participants from nine local voluntary organisations 3. Income for 2016/17 was £2,250; no courses sold in 2017/18

Project completed January 2016 – outcomes being monitored until December 2017

Impact Report, prepared by Ana Novaković, OAB’s Development Manager

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.



Reasons for the shortfall

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.

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.

Benefits for our organisation

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.

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.

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.

Looking ahead

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.

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.

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.

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.

Grant	KPIs	Achievements
OXFORDSHIRE SEXUAL ABUSE AND RAPE CRISIS CENTRE		
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"> 1. Development of two new training modules on 'Sexual Violence Awareness', delivered to 35 professionals during 2015/16 and to 50 during 2016/17 2. £12,000 generated through the sale of external training (by April 2017) 3. 75% of those attending courses marking increased awareness of the topics covered 4. Development of a youth outreach project with pilots delivered to four groups (40 young people), and the project rolled out in 2016/17 	<ol style="list-style-type: none"> 1. Modules developed and piloted, with 409 professionals having received training by March 2017 2. Training income was £8,845 for the two years ending March 2017 3. 89% of those attending the courses reported their confidence and awareness in the topics covered had increased 4. 582 young people had taken part in workshops on sexual consent by March 2017
Project completed March 2016 – outcomes monitored until February 2018		
Impact Report, prepared by Lene de Wesselow, Project Manager		
<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. 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"> • 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. • A module on disclosure, which will be included in the 2018 training package, funded by South Oxfordshire District Council. <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>		



Oxfordshire Sexual Abuse & Rape Crisis Centre

Grant	KPIs	Achievements
OXFORD HUB 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"> 1. Active volunteers increase from 600 to 1,075 over next three academic years 2. Annual online training increases from 0 to 100% 3. Outreach support by staff increases from 0% to 15% 	<p>For year ending July 2017 (Year 2):</p> <ol style="list-style-type: none"> 1. Active volunteers numbered 676 (target 750) 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) 3. 9,723 students reached through web-based publicity (target 10,000)
<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, prepared by Sara Fernandez, Oxford Hub's Director</p> <p>The project has three key developments:</p> <ul style="list-style-type: none"> • Building a system to decrease the admin burden of matching students to local volunteering projects • Increasing access for student leaders to the data they need to run their projects • Developing an online resource for training and tracking of students. <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
ONE-EIGHTY		
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"> Rental income to support ongoing operations Five new partnerships with families/schools per year Improvement in productivity, measured by outcomes for individuals and time spent with families 	<ol style="list-style-type: none"> The unused space has been let for £25,000, leaving a net cost of £5,000; the target was £15,000 Partnerships have been formed with the local URC, Waitrose and 135 schools 51 families, 135 schools and 810 individual young people were supported in 2016/17, increases of 42%, 125% and 42% respectively over 2015/16

Project completed April 2016 – outcomes monitored until March 2018

Impact Report, prepared by Graham Shaw, Project Manager

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.



The three main objectives established at the outset for the grant were:

- Achieve surplus income for the rental of space to support One-Eighty's on-going operations
- Establish close collaboration with partner organisations
- Improve the operation and productivity of One-Eighty staff and services

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.

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.

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.

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.

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.

Grant	KPIs	Achievements
AGNES SMITH ADVICE CENTRE		
<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>	<p>1. Increase the team of volunteers delivering advice by four</p> <p>2. Increase in advice meetings from 32 to 44 per week</p> <p>3. No-shows reduced from 30% to 16%</p>	<p>1. Volunteer advisors numbered five during 2016/17</p> <p>2. Client meetings in 2016/17 averaged 62, an increase of 29% on the previous year</p> <p>3. No-show rate currently 12%</p>
Project completed August 2016 – outcomes monitored until January 2018		
<p>Impact report, prepared by Martin Lamaison, Project Manager</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"> 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. The management of the Agnes Smith Advice Centre has the capacity, ability and desire to do more in the community. 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. 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. 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. <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>		

The Agnes Smith Advice Centre

Grant	KPIs	Achievements
YOUNG DEMENTIA		
Supports people with early onset dementia		
£23,100 Sept 2015 To implement a Customer Relationship Management system	<ol style="list-style-type: none"> 1. Circulation of Oxfordshire newsletter to increase from 654 to 800 and national newsletter from 1,300 to 2,000 2. Users of services in Oxfordshire to rise from 254 to 279 3. Income to rise to £72,000 by year 2 and to £100,000 by year 3 	<ol style="list-style-type: none"> 1. Recent newsletters sent to over 800 in Oxfordshire and over 3,000 nationally 2. During the first four months of the 2018–19 financial year, 342 service users were supported 3. Year 2 income was £82,020, and year 3 is forecast at £130,000
Project completed June 2016 – outcomes monitored until June 2018		
<p>Impact report, prepared by Alex Taylor, Young Dementia</p> <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
<p>DONNINGTON DOORSTEP Provides a portfolio of care services to the local community</p>		
<p>£25,000 Sept 2015 To recruit a charity fundraiser and a marketing consultant to improve branding and profile</p>	<ol style="list-style-type: none"> 1. 60% income to be non-statutory, with 20% from social enterprise activities 2. Core services to have a minimum of 12 months funding cover 3. Increase drop-in hours by 282 and open youth activity hours by 100 per year 	<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>
<p>Project completed September 2016 – outcomes monitored until May 2018</p>		
<p>Post-project summary</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
FARMABILITY		
Outdoor learning programme on a working farm for adults with autism or learning disabilities		
£27,000 Dec 2015 To develop Farming for Change, an innovative, practical alternative to the support services on offer to adults with autism and learning disabilities	<ol style="list-style-type: none"> 1. Minimum of four farms hosting weekly co-farmer sessions each year 2. Minimum of four co-farmers completing traineeships and progressing to meaningful employment each year 3. Oxfordshire's health and social care professionals confirming support by referrals and commissioning of services 	<ol style="list-style-type: none"> 1. Six farms hosting co-farmer sessions 2. Four co-farmers completed traineeships during 2016 and are now employed 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
Project completed January 2017 – outcomes monitored until December 2018		
Impact report, prepared 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
ANJALI DANCE COMPANY		
A touring company of learning-disabled dancers		
<p>£13,200 Dec 2015 (Grant I)</p> <p>To purchase and install IT equipment and to train staff in its use</p>	<ol style="list-style-type: none"> 1. Improved efficiency against selected admin tasks 2. Six learning-disabled volunteers to be producing workshop materials and maintaining the website 3. The director to spend eight hours a week on developing Anjali's social enterprise 	<ol style="list-style-type: none"> 1. The time spent on basic administration tasks has been reduced by 18 hours per week (75%) 2. Six learning-disabled volunteers are currently employed on workshop and website activities 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
Project completed June 2016 – outcomes monitored until May 2018		
<p>Impact report, prepared by Lisa Mynheer, Project Manager</p> <p>A review meeting with Nicole Thomson, Artistic Director, and Sarah Gilmartin, Financial Manager, was held on 1st May 2018.</p> <p>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> <p>The Genius Tour was a great success, especially in Mexico, where over 1,500 people saw the performances.</p> <p>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>		
		

Grant	KPIs	Achievements
OXFORDSHIRE YOUTH		
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"> 120 young people completing Young Leaders Programme per year 120 volunteers trained each year in 24 sessions 12 online editions of Oxfordshire Youth Toolbox and one volunteer awards event 	<ol style="list-style-type: none"> 151 young people completed the young leader training 157 volunteers trained in 54 sessions 12 online editions of the 'Ox Youth Toolbox' published, and one Volunteer Awards event with 150 attendees held
Project completed September 2017 – outcomes monitored until August 2019		
<p>Impact report, prepared by Jodie Lloyd-Jones, Oxfordshire Youth CEO</p> <p>There is little doubt that the Step Change Fund has helped Oxfordshire Youth considerably. It has motivated Oxfordshire Youth to want to increase the depth and breadth of its infrastructure to a more diverse youth sector audience, and to improve the quality of its provision through attaining Ambition QA Quality Mark accreditation.</p> <p>The funding has helped Oxfordshire Youth to gain a much more professional insight through formal research processes into the needs, issues, barriers and constraints the sector faces when attempting to grow its capacity and improve its capability. This insight enabled us to develop our own customer satisfaction survey and thereon undertake the improvements that our members suggested to us. Step Change funding helped us to improve the way we marketed and communicated our offer to our members, and it helped us to be more commercially focused when incentivising new members to affiliate to Oxfordshire Youth. As a result of the steps we have taken through this programme, we have doubled the extent of our membership reach in the county, extended our geographical reach and developed more specialist infrastructure, information, training and guidance.</p> <p>These organisational improvements boosted staff morale and gave us the confidence to design more professional conferences and events, and court high-profile keynote speakers and presenters. In turn, our new stakeholder relationships increased our potential to lead the youth sector within the county eg we secured a seat on the Children's Trust and the Children and Young People's Forum.</p> <p>This in turn helped us to submit impressive bids to new funders such as Oxford Health Trust and the Paul Hamlyn Foundation. In securing up to five years of funding from Oxford Health Trust we have been able to forge a long-term strategic training role for Oxfordshire Youth, and the charity now has a more certain future. In securing two years' funding from the Paul Hamlyn Foundation to improve our Young Leaders Program, we now have a better opportunity to offer a strengths-based approach to leadership training, which will also increase the potential for more young people to be positively engaged in civil society.</p> <p>Oxfordshire Youth is well on its way to long-term sustainability. We hope to generate approximately £70,000 from our young leader's courses and mental health training programme, which we will utilise to ensure full cost recovery for our infrastructure programme.</p>		



Grant	KPIs	Achievements
BE FREE YOUNG CARERS Provides practical, social and emotional support to young carers		
<p>£40,000 June 2016</p> <p>To address the gap in specialist provision for young carers</p>	<ol style="list-style-type: none"> 1. Financial: performance against budget, services to client group, success rates in funding applications 2. Operational: n° of carers supported, n° of volunteers recruited and hours delivered 3. Qualitative: outcomes achieved using monitoring measures 	<ol style="list-style-type: none"> 1. 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 2. 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 3. Over 91% of interventions and events rated helpful
Project completed May 2017 – outcomes monitored until April 2019		
<p>Impact report, prepared by Philip Wootton, Project Manager</p> <p>Their grant of £40k was approved in June 2016. They were then known as South and Vale Carers. The grant was conditional on Guidepost agreeing not to seek repayment of their loan for two years, which they agreed to.</p> <p>Until 2016 South and Vale supported carers of all ages. However, changes in Government rules meant they could no longer help older carers and they needed to change their focus to young carers, mainly of school age, but with the aim of extending the age range to 25. This was a very demanding move as they needed to advise all their adult carers that they could no longer be supported and to make sure that alternative arrangements were in place to ensure continuity of support.</p> <p>The support from Step Change has been a great success. It enabled them to reorientate the work the charity did very effectively. They were able to withdraw from the adult sector without causing any problems for the carers. They employed consultants to rebrand the charity to reflect its new role. They came up with the name Be Free YC with a completely new look and a new website: befreeyc.org.uk. The website gives a very good picture of their activities.</p> <p>Here are comments I have just received from their Chief Executive, John Tabor:</p> <p>“Essentially, our new branding and website, which Step Change grant funded, have been a great success and have enabled increased awareness and recognition. There is still work to do to extend and maintain our level of awareness but current levels have resulted in increased demand for our services from families and increased awareness from supporters; we are very well supported by local communities (I am staggered at the number of local groups in the area) and are developing relations with local companies, being chosen as charity of the year through staff votes(!), which is very rewarding.”</p> <p>They have over 600 young carers who they support, not only day to day but they organise group outings to give them a break from their often demanding work. From the photos I have seen they obviously have a wonderful time.</p> <p>They cover South Oxfordshire and the Vale. They would very much like to develop Oxford, where there is enormous unfulfilled demand. They did apply to us for funds to do this but their financial strength was weak and we felt it was a step too far for them at that time. They may come back to us if their financial resources improve sufficiently.</p> <div data-bbox="956 943 1353 1211" style="text-align: right;">  </div>		

Grant	KPIs	Achievements
OXFORDSHIRE SEXUAL ABUSE AND RAPE CRISIS CENTRE		
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"> Increase unrestricted income by 28% and grant-based income by £50,000 on 2016/17 levels by April 2019 Recruit 20 volunteers per year, involve 15 service users in feedback forums and increase volunteers by 20% on 2016/17 levels Increase service use by 40% by April 2019 on 2015/16 levels 	<ol style="list-style-type: none"> 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 40 volunteers were recruited and trained in 2017-18 (50% more than predicted), and 28 volunteers were recruited and trained in 2018-19 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 baseline figures.

Project completed March 2018 – outcomes monitored until February 2020

Impact report, prepared by Lisa Ward, OSARCC Director

The first 12 months of funding for our Service Manager position has enabled us to:

- Create and review organisational documents including a funding strategy (completed March 2017) and HR strategy (completed June 2017), and to commence work on a business plan, and our outcomes plan (to monitor the impact of services)
- Recruit for our Support Group Coordinator position (which was left vacant for six months between Sept 2016 – March 2017 due to lack of resource to recruit to the post)
- Increase our provision to women in Oxfordshire by the following amounts:



Oxfordshire Sexual Abuse & Rape Crisis Centre

Service	2015–16	2016–17
Therapeutic Services (Groups and Counselling)	24 individuals	43 individuals (44% increase)
Advocacy	85 individuals	116 individuals (26% increase)
Phone service	879 calls	923 calls (5% increase)
Email service	343 emails	265 emails (22% decrease)

- Train 37 volunteers (a 30% increase on 2015–16 where 26 women were trained) and support 83 volunteers across the organisation (an increase of 52% on 2014–15 figures), running three training cycles for volunteers (rather than two)
- Train 209 professionals across Oxfordshire (an increase of 4.31% on 2015–16 figures, where 200 were trained)
- Continue our youth outreach work; 2,300 young people have taken part in consent workshops from April 2017 – Dec 2017 (582 young people were reached in 2015–16, so this represents a 75% increase).

In the period the number of women on our waiting lists for service has increased from 35 women to 111 women (a 68% increase), despite offering more service provision than ever before, reflecting the widening awareness of both sexual violence and OSARCC's work.

It has also enabled our Director to attend a 'Scale Up' programme run by the School of Social Entrepreneurs, to increase knowledge of diversified income streams, people management, business models, and campaigning skills.

Grant	KPIs	Achievements
ARCHWAY FOUNDATION Supports and befriends those experiencing loneliness and isolation		
£31,625 Feb 2017 (Grant I) To increase the capacity of the befriending service	<ol style="list-style-type: none"> 1. Match 40 enquirers on waiting list to suitable volunteer befrienders 2. All befriendees to be matched within three months of initial assessment 3. Demonstrate scores indicative of reduced loneliness, increased social connectedness and improved well-being 	<ol style="list-style-type: none"> 1. Total volunteers recruited since 17/04/2017 is 88, some with multiple roles ie equivalent to 114 volunteers 2. Volunteers are taken through the recruitment process more swiftly with the result that in four months 11 befriending matches have been made 3. These figures represent regular meaningful human contact for people who would otherwise be suffering the acute pain of loneliness
Project completed September 2018 – outcomes monitored until September 2019		
<p>Impact report, prepared by Sheila Furlong, Archway CEO</p> <p>The Step Change Grant has enabled The Archway Foundation to achieve most of what was intended in that the befriending waiting list is much reduced. At start of grant there were 49 enquirers on waiting list, and during the life of the project 50 volunteers have been linked with befriendees. Some of these are enquirers who were referred during the life of the project.</p> <p>The grant has resulted in a streamlining of processes that improve our efficiency. This gives an improved level of service to both volunteers and Friends (service users). It has added further value to us as it has helped us to identify areas for further improvement; some of which have been actioned (volunteer training programme, updating of publicity material, guidelines etc), and some that have yet to be actioned (volunteer recruitment in outlying areas and recruitment of volunteers with skills and experience equipping them to befriend those with more challenging needs).</p> <p>We now have a volunteer working on follow-up surveys, and once she has a sufficient number she will produce a statistical analysis of the findings. Anecdotally, we are regularly in receipt of positive feedback from both volunteer befrienders and befriendees. For example, J said “Archway has been an absolute lifeline for me. I would not be able to get out at all if it wasn’t for the visits I have had from volunteers (S and D) for the last year or so. I really enjoy having their company. My brain is active but my body is weak. My conversations and discussions with them make me come alive again.”</p> <p>We are grateful to the Step Change Grants Panel for their support.</p> <div data-bbox="922 936 1366 1093" style="text-align: right;"> </div>		

Grant	KPIs	Achievements
REFUGEE RESOURCE		
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"> 1. By January 2018, market research to have demonstrated the viability of a chargeable training offer 2. By July 2018 to have supported 10 young people, with 60% reporting improvements in mental health and engagement at school 3. 70% of participating staff to report improved ability to support refugee and migrant young people 	<ol style="list-style-type: none"> 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 2. Since September 2017 125 hours of individual counselling support sessions delivered to 14 young people of different origins 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

Project completed July 2018 – outcomes monitored until July 2019

Impact report, prepared by Refugee Resource

The Step Change Fund has provided a lasting legacy; our school-based therapy service continues to be a core and permanent part of the counselling and psychotherapy service at Refugee Resource.

Young people have said about therapy:

- “It really helped me to empty my heart once a week for one hour and to be able to laugh together.”
- “What I liked most is that these sessions changed the way I’m thinking about things. This is the only place where I can say everything and it is confidential.”
- “I can talk about things that are difficult to talk about. I feel lighter.”



Additionally, the supervision sessions with ‘English as an Additional Language’ (EAL) teachers have been very helpful. This provides important context for the therapist, especially regarding group dynamics and behavioural changes in class. For the teachers it helps them to understand more about how to manage some of the complexities of teaching these pupils, which helps the wider group as well as specific clients. The teachers report finding this very helpful; this led to the request to have the supervision sessions more frequently. It has also helped with the quality of information in referrals for the therapist.

As reported previously, the market research demonstrated that there is need beyond the current school (Oxford Spires Academy), with potential for the project to extend the service into other schools; however, due to budget and capacity restrictions, we are not in a position to take this forward this year.

The successful establishment of our school-based service, under the funding from Step Change, has provided the opportunity for us to grow and develop our therapeutic services for young people. These services have significantly expanded, with new funding and contracts, and we are increasingly being recognised for our expertise in this area.

We have secured three years of funding (August 2018 – July 2021) from Children in Need, which ensures that this project will continue into the future, as an established part of Refugee Resource’s counselling and psychotherapy service offer. We were successful in both our applications to Oxfordshire County Council for funding to extend our counselling and mentoring services for Unaccompanied Asylum-Seeking Children (UASCs) in the county. The mentoring will be delivered in partnership with EMBS and Refugee Support Network, to ensure that, between us, we can offer a comprehensive mentoring service across the county. These projects began in September 2018 and will run for two years.

Thank you for supporting our work with refugee, asylum seeking and migrant children and young people in schools.

Grant	KPIs	Achievements
RAW WORKSHOP		
Provides training and employment for those with disabilities, learning impairments and other disadvantages that are a barrier to employment		
<p>£24,000 April 2017 (Grant I)</p> <p>To develop a wood recycling social enterprise</p>	<ol style="list-style-type: none"> 3,000 social impact hours delivered by May 2018 and thereafter 3,600 per annum Wood recycling to contribute £26,750 in 2017/18, and not less than £35,000 in succeeding years Wood use: 35% re-used, 65% recycled 	<ol style="list-style-type: none"> 3,686 social impact hours delivered against the target of 2,752 Contribution: target £23,550; actual £38,497 Wood re-used/recycled: target 35%/65%; actual 40%/60%
Project completed August 2018– outcomes monitored until August 2019		
<p>Impact report to follow</p> <p>We do not have a final report on file for this grant, but the organisation is currently being supported by a Step Change Project Manager as part of their second grant, detailed later in this report.</p> <p>We will be requesting a report covering both Step Change Grants when the monitoring phase is complete for Grant II.</p>		
		

Grant	KPIs	Achievements
OXFORD HUB		
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"> Volunteers: 60 by year 1, 150 by year 2 and 25 by year 3 Research projects: 1 per year for next three years Income: year 1 £25,000; year 2 £35,000; year 3 £45,000 	<ol style="list-style-type: none"> 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. 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). They have c.£30k to raise to the end of the year – lots of fundraising applications in the pipeline.

Project completed August 2018 – outcomes monitored until August 2019

Impact report, prepared by Oxford Hub

Oxford Hub is now an independently registered place-based charity, delivering three programmes:

- Volunteering for students and residents
- Collaboration initiatives in partnership with the wider voluntary sector and the local authority, providing a strong infrastructure to make an impact in the local community
- Consultancy support for charities in the local sector, focusing on impact measurement, learning and evaluation.

By 2020, a sustainable funding model for Oxford Hub has delivered the following outputs each year:

1. We have created **social action opportunities** for 250+ residents each year, ahead of our target of 150 residents by summer 2019. This has increased the capacity of the voluntary sector in areas of key need, including working with children on the edge of care, with adults with dementia, and supporting English language learning amongst refugees and new migrants.
2. We have continued to **provide research and insight into local issues**, mobilising charities to collaborate more effectively and focus on improving outcomes. We have been commissioned by the councils and Thames Valley Police to deliver the Community Impact Zone project, which works in four key wards in East Oxford to tackle intergenerational inequality, creating more opportunities for children and families. This project recognises our growing expertise in systems thinking, design and collaboration. Due to growing work in this area of collaboration, we have attracted significant funding from philanthropic partners who recognise our valuable role as a place-based charity.
3. We have **generated sustainable funding** from monetising and more predictable income streams, which has enabled us to sustain and grow our work. This includes a formal partnership to deliver the annual Marmalade festival; commissioned work from the local authority; and consultancy for small to medium sized charities.



We would like to say a huge thank you to the Step Change Fund. Establishing the Oxford Hub as a centre of social action for everyone in the city wouldn't have been possible without your support. While the financial award was undoubtedly helpful, it was your encouragement (and your support to hone our ideas!) that made it happen.

Grant	KPIs	Achievements
<p>South Oxfordshire Food and Education Alliance (SOFEA)</p>		
<p>£45,500 Sept 2017 (Grant I) To scale SOFEA's current operations and to pilot a related social enterprise</p>	<p>Provides an alternative approach to education and work for vulnerable and disadvantaged young people</p> <ol style="list-style-type: none"> 1. Create 12 new places during the project phase and at least 15 places per year thereafter 2. Annual income to increase by £60,000 for every 15 places created, covering direct costs 3. Waste from food redistribution to be reduced by 1 tonne per month 	<p>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.</p>
<p>Project completed October 2018 – outcomes monitored until October 2019</p>		
<p>Impact report, prepared by Rex Blagg, project Manager</p> <p>The existing education model and pilot social enterprise has been scaled to create 12 new places during the project phase and at least 15 places per year thereafter, increasing annual income by £60,000 for every 15 places created. The increase in education during the period exceeds the project objective both from an exam and financial point of view</p> <p>The new pilot social enterprise's revenue covers its direct costs, and reduces waste from food redistribution by 1 tonne per month. Various new projects were piloted and considerable experience gained.</p> <p>The pilot social enterprise is planned to scale to full production. The Community larder project is probably the most interesting project from a potential growth/benefit point of view.</p> <div data-bbox="1125 792 1345 1043" style="text-align: right;">  </div>		

b Discontinued projects

Grant	KPIs	Achievements
GETTING HEARD	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"> 1. Legal Friends to make a £13,500 contribution in 2018/19 and £19,900 in 2019/20 2. Not less than 85% of clients using Legal Friends reporting that they have better access to legal services 3. To have identified three further opportunities for income generating activities, with at least one actively pursued 	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"> • Assist only clients who could directly or indirectly afford what were likely to be significant fees, and • To work in partnership with and through law firms. <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>		

Grant	KPIs	Achievements to date
OXFORDSHIRE FAMILY MEDIATION		
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"> 1. Reduction in average time spent by mediators and professional practice consultants on assessments 2. Reduction in 'failures' when claiming LAA fees 	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		

c Completed projects still within monitoring period

Grant	KPIs	Achievements to date
TRANSITION by DESIGN		
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"> 1. 20 organisations provided with affordable and secure workspace over three years 2. £150,000 revenue to be generated over three years 3. 15 vulnerable adults to be given training opportunities each year 4. Change in narrative around empty buildings in the city, social enterprise and link to extreme housing need 	<ol style="list-style-type: none"> 1. They have had 100% occupancy within Aristotle House since Nov 2018, with 16 full time tenants, and another 6 people making use of the hot desking facility. 2. Rental income is £9,000 a month, and should generate a surplus overall. They are taking on more part time staff to increase their social media presence and improve communications. 4. A second building was opened for a year in conjunction with the charity Aspire, hosting a project is related to housing and homelessness, with advice, support, and training courses offered.
Project completed January 2020 – outcomes monitored until January 2021		
ONE-EIGHTY		
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"> 1. Four trainees recruited to the pilot traineeship programme 2. Two graduates of the programme subsequently join as full-time staff members 3. After the pilot at least four trainees join the programme each year 	<ol style="list-style-type: none"> 1. Two trainees joined in January 2019 and a further two in April. They worked as part of a small case team and built on their skills and knowledge from their first cases. 2. KPI achieved. 3. Being monitored. The project coordinator comments: "The trainees have brought energy and ideas into One-Eighty, and so much positivity and enthusiasm to their work with young people."
Project completed August 2019 – outcomes monitored until August 2020		

Grant	KPIs	Achievements to date
OXFORDSHIRE YOUTH		
An umbrella organisation for voluntary youth clubs and groups		
£25,000 April 2018 (Grant II) To develop Customer Relationship Management systems and software	<ol style="list-style-type: none"> 1. Successful implementation of the CRM system, improving the efficiency of the organisation 2. Improved targeting of services and better tailoring of services offered to members 3. Strong evidence of the impact of the organisation's work with young people 	<ol style="list-style-type: none"> 1. Following initial implementation of the E-tapestry CRM system, OY found that the data mapping specification agreed with the supplier was not fully meeting their needs. OY has subsequently reworked the data mapping structure, thanks to support from a Trustee and new staff member, both with long experience of implementing CRM systems. 2. The work undertaken with Research Oxford has been very successful, resulting in consistent impact reporting across the organisation, integration of disparate reporting elements and much greater qualitative measurement of OY activities. This supports improved targeting of services and impact assessment. 3. OY created their first well evidenced Impact Report in 2019, and are now able to create this report each year, evaluating consistent outcomes over time.
Project completed September 2019 – outcomes monitored until September 2020		
OXFORD PARENT INFANT PROJECT (OXPIP)		
Charity offering direct therapeutic mental health services to families in Oxfordshire		
£50,000 April 2018 (Grant II) To turn their parent–infant mental health and wellbeing training into a social enterprise, making the most of clinical commissioning opportunities	<ol style="list-style-type: none"> 1. Staff capacity and succession planning – new staff in place 2. Programme development 3. Marketing, data, communications and sales 	<ol style="list-style-type: none"> 1. ACHIEVED: New staff in place. Needs assessments have been completed for 7 staff (up from 4–5 planned for). 2. ACHIEVED: Endorsement from the Association for Psychodynamic Practice and Counselling in Organisational Settings (APPCIOS) for all OXPIP courses. Completion of any of OXPIP courses will now count towards an individual clinician's APPCIOS accreditation. 3. From August 2018 to July 2019, income from Training and Consultancy doubled, rising to £51.4k, compared to £25.4k for the same period in 2017–18. This success has been sustained.
Project completed April 2019 – outcomes monitored until April 2021		

Grant	KPIs	Achievements to date
SOUTH OXFORDSHIRE FOOD AND EDUCATION ALLIANCE (SOFEA)		
Provides an alternative approach to education and work for vulnerable and disadvantaged young people		
<p>£20,000 Apr 2019 (Grant II)</p> <p>Scales up the Community Larder model, a membership scheme which enables people who are 'just about managing', to receive groceries at subsidised rates</p>	<ol style="list-style-type: none"> 6 new SOFEA Community Larders active by end of project 700 SOFEA Community Larder members by end of project; £3,500 of savings to members per week on food bills (£5 saving per member) 5 tonnes of food distributed per week 	<ol style="list-style-type: none"> Nine months after the Step Change Grant was approved they had successfully developed and launched seven larders. In December 2019 there were 600 members. In addition to food help SOFEA has brought advisers on housing, debt and other issues to support members. <p>NOTE: when the coronavirus outbreak began, SOFEA very rapidly brought a further 17 larders on stream, and have massively increased their food distribution.</p>
Project completed January 2020 – outcomes monitored until January 2021		

d Active projects

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		
<p>£48,600 Feb 2018</p> <p>To deliver six different outreach programmes amongst disadvantaged communities</p>	<ol style="list-style-type: none"> Not less than three of the six projects to be still running successfully after 12 months of their launch 1,100 participants to have benefited from their engagement with the projects New revenue to produce £25,000 in year 2 and £40,000 in year 3 	<p>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.</p>
Planned completion date: May 2020		

Grant	KPIs	Achievements to date
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"> 1. By 2020, at least 30k raised through the NewRiver regeneration project in Templars Square, for Ark T's community cohesion programme 2. New CRM database installed to manage venue bookings 3. New media images of both spaces online and updated 4. 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		
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 pool; at least one active partner relationship for each target audience 6. Partnership accounts for 50% of volunteer training and support 	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 from Bridewell Organic Gardens, lockdown permitting.
Planned completion date: January 2021		

Grant	KPIs	Achievements to date
RAW WORKSHOP		
Provides training and employment for those with disabilities, learning impairments and other disadvantages that are a barrier to employment		
<p>£51,000 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"> 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 	<p>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.</p>
Planned completion date: TBC		
AGNES SMITH ADVICE CENTRE		
Provides support and advice to the Blackbird Leys community		
<p>£25,299 Feb 2019 (Grant II)</p> <p>Feasibility study into offering social welfare advice to local GP surgeries, providing the full range of debt and housing advice to patients</p>	<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 	<ol style="list-style-type: none"> 1. Open cases under the project for 30 individuals on 36 appointments, all patients registered at the Leys Health Centre. 2. They are using Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS) to measure health outcomes of their advice as a baseline assessment (at the initial advice appointment). <p>NOTE: Since 16th March, all face-to-face appointments have been cancelled in light of Covid-19. Agnes Smith is providing advice by telephone, and hope to continue to deliver the project successfully this way until they are able to resume normal service.</p>
Planned completion date: September 2020		
ANJALI DANCE COMPANY		
A touring company of learning-disabled dancers		
<p>£25,322 Mar 2019 (Grant II)</p> <p>Makes the most of Anjali's extensive knowledge and experience by creating packages for training and consultancy to create a new funding stream</p>	<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 	<p>16/16 days' work completed for Project Stage 1. Project progressing well and is on schedule. Project Stage 2 (14.5 days) underway and due for completion at the end of September.</p>
Planned completion date: October 2020		

Grant	KPIs	Achievements to date
CITIZENS ADVICE OXFORD		
Helps local people overcome problems that negatively affect their lives and wellbeing		
<p>£46,764 Jun 2019</p> <p>Aims to transform the way the organisation works by using triage systems and support for internet use</p>	<ol style="list-style-type: none"> 1. Adviceline calls answered – 30% 2. Days closed early – 40% 3. Queries progressed in reception/self-service – 25% 	<ol style="list-style-type: none"> 1. Demand for Adviceline increased by 40% across the country in September 2019 and has remained at that level since. Citizens Advice national team can find no explanation for this increase. They now need to mobilise resources to handle 200 calls a week to meet the Q1 2020 target of 40% of calls answered, which equates to 60 volunteer advisor hours. Since mid-March they have moved all service delivery to remote working due to Covid-19. Since then call demand has risen by a further 40% to 280 calls a week. 2. 60% of days they were closed for 30–55 minutes due to times of high demand. Interactions have gone up by 26% on the same period last year. 3. This period shows the most significant change in this area, with Advice Assistants joining the team in October showing they are up to speed and proactively helping people and benefitting from the physical changes in reception.
Planned completion date: April 2021		
RIVERSIDE COUNSELLING SERVICE		
Supports the mental health and well-being of adults and young people with a wide range of mental health issues		
<p>£67,494 Jun 2019</p> <p>Deploys digital technology to enable the charity to work more effectively and efficiently</p>	<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 	<p>A project lead, administrator and IT consultant have been appointed. Office 365 platforms have been completed and are ready for users. The first phase of website development is complete, transferring existing data to the new format. Due to the Covid-19 outbreak Riverside have dramatically changed the way they work and their focus has been on how to, and what to, change. With Office 365 they are using Microsoft Teams for online counselling sessions, and they have introduced new procedures and training for counsellors. They have delayed the introduction of Certified Business Coaches as they will not be able to carry out the configuration and training in the original timescale.</p>
Planned completion date: December 2020		

Grant	KPIs	Achievements to date
OXFORD AGAINST CUTTING		
Tackles female genital mutilation (FGM) and forced marriage of girls and women living in Oxfordshire and the Thames Valley		
<p>£40,000 Nov 2019</p> <p>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</p>	<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 	<ol style="list-style-type: none"> 1. By July 2020 five new facilitators will have joined the team; workshops and materials ready; new marketing material in place and printed; school coordinator in place; social media influencers report delivered 2. Dec 2020 4-8 private schools booked; Dec 2021 5-10 new bookings with private schools
Planned completion date: December 2022		
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 	<p>The first part of their project has been undertaken. Currently they can't carry out their outreach due to Covid-19 – focus groups etc. The office is closed but the online services are up and running and service users are being supported remotely. They are thinking about what they could do differently or how they might continue, and to provide a Project Change Request under current circumstances.</p>
Planned completion date: December 2021		

Grant	KPIs	Achievements to date
HEADWAY		
Provides support to anyone in the county affected by an acquired brain injury		
£47,673 Jan 2020 Aims to improve clients' experiences and related outcomes of those people that the charity serves using an engaging, efficient new CRM system	<ol style="list-style-type: none"> All front-line staff will be actively using the system in the field therefore reducing office visits by 80% 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% Financial systems are fully integrated, reducing manual entry by 16 hours per month 	A contract has been signed with the chosen CRM provider (OLM) and work is underway to train staff and begin implementing the new system.
Planned completion date: March 2023		
ARCHWAY FOUNDATION		
Supports and befriends those experiencing loneliness and isolation		
£43,388 Jan 2020 (Grant II) Equips volunteers to work with more challenging clients and to work in more remote areas	<ol style="list-style-type: none"> 40 existing volunteers completed higher level training 10 Friends (service users) living in outlying areas and/or with complex needs (14) will have been matched with a trained volunteer 24 new volunteers will have been recruited and received induction, initial and higher training Impact measurement tool analysis will show reduced loneliness, improved social connectedness and wellbeing 	Ahead of schedule with Individual Training and Support Assistant recruited and started already. Covid-19 has then required diversion of all resources to delivery of services online rather than usual face-to-face. This is likely to result in, initially, up to a three-month delay to the rest of the project as it will not be possible to undertake training of existing volunteers.
Planned completion date: February 2022		
HOME-START OXFORD		
Supports parents with young children who are suffering mental health difficulties and are struggling to manage their children's behaviour		
£57,380 Jan 2020 Installs vital infrastructure and communications investments that will enable growth – freeing data-entry time so case workers can deal with more referrals	<ol style="list-style-type: none"> 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 Increase volunteer numbers from 38 to 60 over two years, through online access and expanded communications Increase unrestricted income from £50k to £75k p.a. by expanding the donor base and supporter communications 	<p>The Charity Log CRM system has been purchased and online training has taken place. iPads for staff have arrived and are being used increasingly. Recruitment is now underway of a Comms Manager and work has also begun on the design of a standalone website to support the Oxford Bus advertising programme for Home Start which is going ahead.</p> <p>The charity is concerned that the coronavirus crisis will impact negatively on their fundraising plans for this year. This will remain under review.</p>
Planned completion date: March 2022		

Grant	KPIs	Achievements to date
BRIDEWELL ORGANIC GARDENS		
<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>	<p>Uses gardening to work alongside people who have experienced serious mental health issues</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 	<p>The project has started and the planning stage was completed, but has since stalled due to coronavirus. Major update planned for June 2020.</p>
Planned completion date: January 2021		