

Oxfordshire
Community Foundation
Local people helping local people

OUR IMPACT
2017

ABOUT OXFORDSHIRE COMMUNITY FOUNDATION

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

We are one of 46 community foundations in the UK, and over 1,800 similar foundations around the world. Community foundations collaborate with private philanthropists, family trusts, businesses and the public sector to provide a permanent, flexible and growing source of local charitable funding.

OCF has built an endowment fund of nearly £5 million, and awarded around £6.5 million in grants to local community groups working to make Oxfordshire a better place. We aim to increase our endowment fund to at least £10 million by 2020.

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

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

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CHAIR'S INTRODUCTION

Our research into Oxfordshire's needs in 2016 was a turning point for Oxfordshire Community Foundation. We are now more committed than ever to supporting ambitious solutions to the county's social problems.

Our work during the past year has been yet another reminder of why philanthropic investment in Oxfordshire is needed. We find it unacceptable that in a generally wealthy county, too many people are living in poverty, or are too isolated to access basic services such as hospitals and shops. We are dismayed by the growing homelessness problem and by seeing more rough sleepers on our streets than before. We want to help protect those children who are exposed to violence, abuse and suffering.



good, and to ensure collaboration and partnership working are at the heart of everything we do. By fully embracing this approach, I believe OCF can play a central role in finding long-term, preventative solutions to the many problems faced by those in our communities, something that will become increasingly urgent as local government priorities focus only on statutory obligations, and further funding cuts set in over the coming years.

We must not forget the human stories behind our work – the people whose lives have been improved thanks to the efforts

However, we have also been heartened by the outlook of the many individuals, businesses and charitable organisations that choose to partner with us. The people we are fortunate enough to work with are generous with their compassion, time and money, and we are delighted that they find the community foundation to be the right vehicle to harness their goodwill and to improve the lives of residents of all backgrounds.

Last year, we launched a new five-point strategy, supporting our mission to inspire local philanthropy and develop community-based solutions to key social problems. This strategy was to:

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

I am delighted that we have made good progress against all five objectives, which we share over the coming pages. In particular, OCF's key strength rests in our capability to convene the resources of those who share our commitment to this common

of the groups we have supported – and you will find some of them in this report. We also share how we are continually striving to build on our success, whether this is in how we assess the impact we are having, or how we plan for a more digital future.

Finally, it is once again a great privilege to recognise the contribution and generosity of our donors in these achievements, which amounts to a total voluntary income of £1,331,774 in 2016–17 alone. This provides a really solid platform for us to address the many and complex needs we learn more about every day; but we are not complacent about the scale of the problems we see. If we could provoke a whole-community response, where more of those with the means to take action come on board, we could achieve so much more together. If you can help, we would love to hear from you.

With my very best wishes,

A handwritten signature in black ink that reads "J. Taylor." The signature is written in a cursive, slightly slanted style.

John Taylor
Chair, Oxfordshire Community Foundation



KNOWLEDGE HUB

Carrying out research and developing our knowledge of Oxfordshire’s key social and community problems is driving how we engage with donors and where we spend our funds.



In June 2016 we launched our flagship report *Oxfordshire Uncovered*, which reveals the number of simply shocking and distressing social problems in the county – problems that are often masked by the perception of Oxfordshire as a uniquely wealthy and privileged area.

The report has been instrumental in mobilising generous people to address some of these problems together, enabling us to connect leading charitable organisations with circles of like-minded funders. It has also empowered us to

adopt more aspirational approaches to the way we distribute our funds – for example by investing more significant sums in long-term, preventative initiatives. Using our networks, we are encouraging other funders to work in the same way.

In March 2017, OCF commissioned a team from Oxford University’s Student Consultancy (pictured) to research the scope and impact of local government funding cuts on the charitable sector. They found that cuts to non-statutory

services within child and adult social care, homelessness and subsidised transport in Oxfordshire add up to a total of £11.6 million by 2020.

We are now using some of the findings from the Consultancy’s report to inform our grant-making choices in the coming years, with a view in particular to community transport and homeless provision.



Building our understanding of homelessness

Homelessness is one of the county’s most prominent and upsetting social problems. In March 2017, Oxford City Council’s Housing Panel reported that a total of 433 different people were seen sleeping rough in the city during the period from April 2015 to March 2016. Sixty per cent were sleeping rough for the very first time, suggesting an ongoing increase – and we know from our previous research that rough sleeping is only the tip of the

iceberg, with many more individuals and families living in bedsits and hostels.

Since publishing *Oxfordshire Uncovered*, OCF has been building a more detailed understanding of homeless provision in the county, in particular by linking with local experts via the recently created ‘Homeless Voice’ forum. This brings together all the charitable and statutory organisations that are supporting people in Oxfordshire to move away from homelessness permanently – for example from rough sleeping to supported living to independent housing, and into work. We have been talking in some depth with leading homelessness charities Oxford Homeless Pathways and Aspire to access their networks and learn how OCF can help them tackle this problem in a long-term, reflective and meaningful way.

OCF is looking for more donors to join us in supporting the network of interconnected charities working hard to move people out of this cycle of extreme deprivation and homelessness. Please do get in touch if you are interested in this issue.



STRATEGIC DISTRIBUTION OF FUNDS

We have been proactively reviewing how we lend our support to the charitable sector, and what more we can do to address the problems uncovered in our research.

OCF is very proud of the grant-making successes we have had throughout our history, and as our knowledge and resources grow, we are committed to also growing our impact.

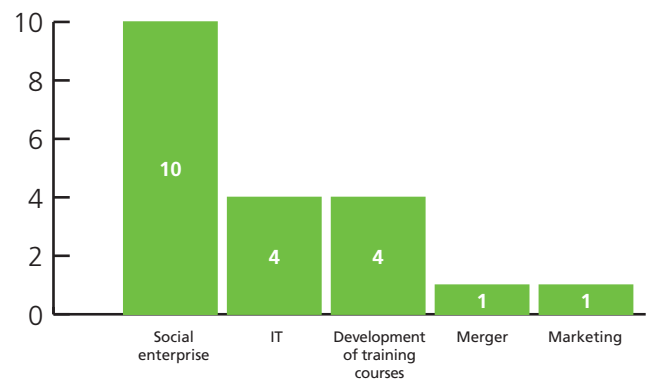
We have asked ourselves some difficult questions over the past year: could we be more effective in addressing major social problems by offering more comprehensive support to the sector? Are we making it too hard for charitable organisations to access funds by asking them to complete different and complex grant applications from multiple funders? And if we value a charity's core work, should we agree to fund its core costs?

As a result, we are getting involved with more preventative, large-scale initiatives that are looking to make a significant improvement to a key social problem locally. We see this as an important way of complementing our existing offering, and also of delivering the more ambitious support that many of our donors aspire to.

In this respect, we have capitalised on our experience of hosting the Step Change Fund, which makes grants that help charities build

their long-term capacity and boost their infrastructure. The fund brings together a group of donors each willing to pledge up to £25,000 per year to help charities scale up their operation. Starting out as the Future-Building Fund, the successful pilot that ended in 2016 saw £600,000 in infrastructure grants made to 18 charities.

Types of proposal funded by Step Change 2014–17



Pilot project: The Berin Centre

Berinsfield is large village between Abingdon and Wallingford that was built in 1958 to alleviate the post-war housing crisis. Now, a significant number of people in the village are in low-income jobs, and many residents have no educational qualifications at all. Economic and social deprivation tends to span generations. For young people, educational and career aspirations can be low, and truancy, drug use and anti-social behaviour are common.

The village's dedicated children's centre had been working with preschool-aged children for many years. However, in 2015, local government cuts meant that the children's centre lost all of its funding and was at risk of closure.

The Berinsfield Employment Action Group (EAG) saw an opportunity to marry up its service engaging adults in careers support with the work of the children's centre. The EAG



has since led the creation of a more comprehensive community hub, driven by the idea that the long-term wellbeing of a family requires a focus on adults and teenagers as well the youngest children. The EAG has built on existing good relationships with local businesses, such as Williams Jet Tenders, to help inspire young people to imagine a different future.

During 2016–17 OCF has been working closely with the management team to provide advisory and latterly financial support, initiating a collaboration between multiple local donors who have pledged funding

for the next two to three years. We continue to seek additional funders to support this project.

Centre Manager Linda Champion says: "We are most grateful to OCF for the excellent support and advice they have given us, helping to steer us through difficult times, linking us to a wider network and working alongside us as we take our exciting project forward."

OCF hopes this work will be a test case for other forms of strategic partnership to help similar communities across the county.

COLLABORATIVE PHILANTHROPY

By bringing more funds into Oxfordshire and combining resources with other funding organisations, we believe we can make a bigger impact on key social problems.

In 2016–17, several significant new funders started working with the community foundation.

Businesses

Corporates in particular have been very supportive of our vision to make a better life for everyone in Oxfordshire, with construction firm Beard launching a £250,000 endowment fund under OCF's umbrella. The first grants will be made in 2017–18.

Leading retailer John Lewis made a donation of £125,000 timed to coincide with the opening of their new store in Oxford. OCF is continuing to work with John Lewis to found a new Westgate Fund as a gift to the city, which will launch in late 2017.

Trusts and foundations

By taking a coordinated approach to funding the charitable sector, we believe we can save much time and effort spent applying to multiple funders for the same vital work.

We have therefore established a series of funders' forum events, where local

and national trusts and foundations have come together to share experiences and concerns, and hear about digital developments that have the potential to help them streamline their grant-making.

Individuals and families

We have recently enabled two philanthropically minded families to support their community by making share transfers to OCF of £100,000 each. They are now working with OCF to channel their funds to the causes that matter most to them, making an important contribution to our future grant-making.

OCF has also continued to provide a much-needed vehicle to enable High Sheriffs to raise funds during their year in office. During 2016–17 High Sheriff Sarah Taylor ran various successful fundraising events to support the county's carers, who she describes as "unsung heroes". This included a high-profile dinner, concert and auction at her home Rycote Park, which contributed towards a total of £74,000 raised in aid of Action for Carers, Spurgeons and Be Free Young Carers.



CASE STUDY

The Ark T Centre

The Ark T Centre is a creative arts project in East Oxford, and is situated in a high-risk area for Child Sexual Exploitation (CSE). Ark T's 'Herspace' project has an excellent track record in engaging teenage girls at risk of CSE or poor mental health in the arts, boosting self-esteem and emotional resilience to help them avoid exploitation.

OCF has brought together funds from a series of different donors to support a significant portion of Ark T's monthly core costs, enabling them to redesign their vision and define their purpose according to the needs of the community.

This is enabling Ark T to pioneer new arts interventions which respond to need, such as Oxford's first Youth Arts Disability Festival; develop multi-agency partnerships; and build relationships with other funders to improve facilities beyond the life of OCF's support.



WORKING IN PARTNERSHIP

We have forged relationships with several partner organisations that are helping us to increase our reach.

At OCF, we could not even entertain our ambitions as a leading support organisation for the charitable sector without the help of other organisations. We are connected with many networks, and can continually do more by working in partnership, rather than by significantly expanding our staff team.

Charity Triage

Our partnership with Charity Mentors and Oxfordshire Community and Voluntary Action (OCVA) has enabled us to offer a new 'Charity Triage' service to local charities struggling with business planning, funding or governance. We

aim to identify those at risk promptly, and offer appropriate help through collaboration and the sharing of data between our three organisations. Since 2016 we have supported 12 organisations through Charity Triage.

The Good Exchange

The Good Exchange (TGE) addresses the fact that trusts and foundations are typically only able to grant funds to 10–15% of all applications they receive. TGE is an online platform that enables the auto-matching of grant applications to a funder's specific grant-giving criteria. In 2017, OCF started working with TGE

to help charities access more support by sharing relevant applications we receive with other funders on The Good Exchange platform. In this way we hope to enable the sector to leverage more match-funding – described recently by the Pears Foundation as "a new superpower" that can reinvigorate fundraising by encouraging more giving.



CASE STUDY

Full Circle

Full Circle works with schools to set up intergenerational groups that bring together children and older volunteers. The groups meet weekly for an hour during term-time, finding out about each other's lives and personal histories, while talking, playing games and learning new skills together.

Full Circle found itself struggling to make ends meet, and came to OCF as one of our first 'Charity Triage' organisations in 2016. OCF initially provided some emergency grant funding, and then held monthly support meetings with Full Circle and linked them up with Charity Mentors and the Oxfordshire Lieutenancy trustee list. This enabled them to carry out a strategic review of their operations, and re-evaluate their

business model. Full Circle is now in a much better position, and has been selected by Cherwell District Council to lead a pilot project as part of the Bicester Healthy New Town programme, overseen by the Nuffield Department of Population Health at Oxford University.

This means that the charity can continue and expand its

transformative work. Close relationships form across the groups; for example, one shy and emotionally vulnerable child now happily joins in with the activities each week. For the adults, who often live alone, volunteering with Full Circle means combating loneliness and isolation. One volunteer even said she had to buy a diary for the first time in years because her life had become full again.



ORGANISATIONAL CAPABILITY



With our small but effective team and modest offices, OCF punches above its weight in terms of the impact we achieve.

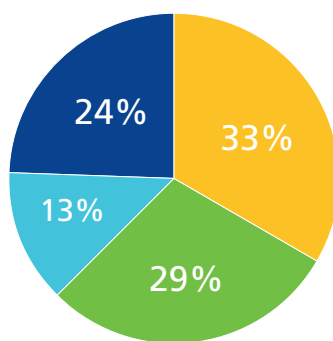
OCF combines knowledge of Oxfordshire’s needs with the expertise about the charitable organisations that serve those needs, allowing funding to be channelled where it is most needed. OCF’s mechanisms for assessing these organisations and their ambitions allow us to coordinate smart giving and intelligent grant-making. In addition to our staff team, we have a volunteer network of assessors, expert panels, lead donors and sector contacts, meaning we have what one of our fundholders calls a “Rolls Royce system for making grants”.

OCF now has a professional team of six, who each embrace a commitment to continuous improvement and effectiveness. In the past year we were joined by two new staff members who are ensuring rigour and diligence in our financial management, and developing stronger relationships with our donors and partners.

We have also strengthened our Board by welcoming new trustees Laura Chapman, who was CEO of The Freemasons’ Grand

Charity and is our new Community Impact Panel Chair; and Neil Preddy, Marketing VP at Nielsen, who has been helping us to get our message across more clearly to donors and grant applicants.

Breakdown of OCF staff costs 2016–17

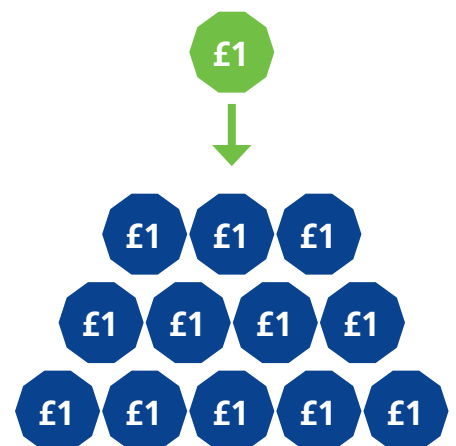


- Fund development
- Grants
- Governance
- Community leadership

In 2016 OCF became the first community foundation in the UK to publish open data about our grant-making on 360 Giving. This online platform provides a consistent standard for data publication, and helps people to understand and use the data in order to support decision-making and learning across the charitable giving sector.

OCF joins significant national grant-makers such as the Big Lottery, the Esmée Fairbairn Foundation, Lloyds Bank Foundation, Children in Need, Comic Relief, and about 40 other leading UK funders, whose data can be seen on GrantNav, 360 Giving’s online tool.

During 2016–17 our small staff team of six provided a **12x return on investment**, delivering **£12 in combined grant-making and new donations for every £1 of staff costs.**



Meet all of our staff and trustees on our website at www.oxfordshire.org/about-us

OUR GRANT-MAKING

Oxfordshire Community Foundation is the number one multi-cause grant-maker covering Oxfordshire.

There are hundreds of different grant-making trusts and foundations in Oxfordshire. However, many of them exist solely to support educational establishments or specific areas of research or activity, such as sport, religion or learning.

According to the Charity Commission, OCF gives out the most funding to general applicants in Oxfordshire, and our ambition is to increase this year on year, with a plan to award £1 million in grants in 2017–18.

Our funding partners

The image displays a collection of logos for various funding partners. On the left, there is the logo for Beard, Partners in Construction, featuring a stylized orange and blue cube. Next to it is the 'Building a Stronger Britain Together' logo with red and white text blocks. To the right is the Step Change Fund logo, which includes a green plant icon. Below these are the logos for 'the COVENTRY TLC not PLC' (featuring a blue horse and rider), 'The Maggie Evans Fund' (with a cat illustration), 'The Midcounties Co-operative Community Fund' (in blue and orange text), 'COMIC RELIEF' (in a white circle with a red dot), and 'SANKALPA' (in a teal square with a white circular symbol).

146 grants made to 122 organisations

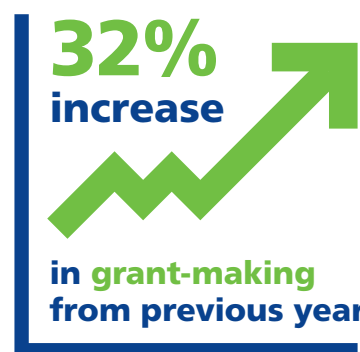


£847,017
awarded



Average grant size

£5,801



What follows is a small selection of grant stories; for a full list of grants made by OCF over the past three years, please visit our page on GrantNav: www.grantnav.threesixtygiving.org/funder/GB-CHC-1151621

Grants awarded by constituency



TOTAL
146
Grants

The aim of our grant-making is to direct the most funding to the areas of most need, based on both population density and indices of multiple deprivation.



CASE STUDY

Children Heard and Seen

Key facts: 12% of children in the county live in poverty; around 2,600 14–17-year-olds habitually self-harm

Children Heard and Seen works to mitigate the effects of parental imprisonment on children, and consequently to reduce the likelihood of generational offending, mental health issues and family breakdown. Sixty-five per cent of boys with an imprisoned parent will go on to be offenders themselves – boys like Daniel, who



since his father went to prison had been playing truant and behaving in an anti-social way, but who also struggled with his self-esteem, finding it difficult to maintain friendships and becoming increasingly isolated. Since working with Children Heard and Seen, Daniel is now thriving at school, recently coming top of his class in end of term reports.

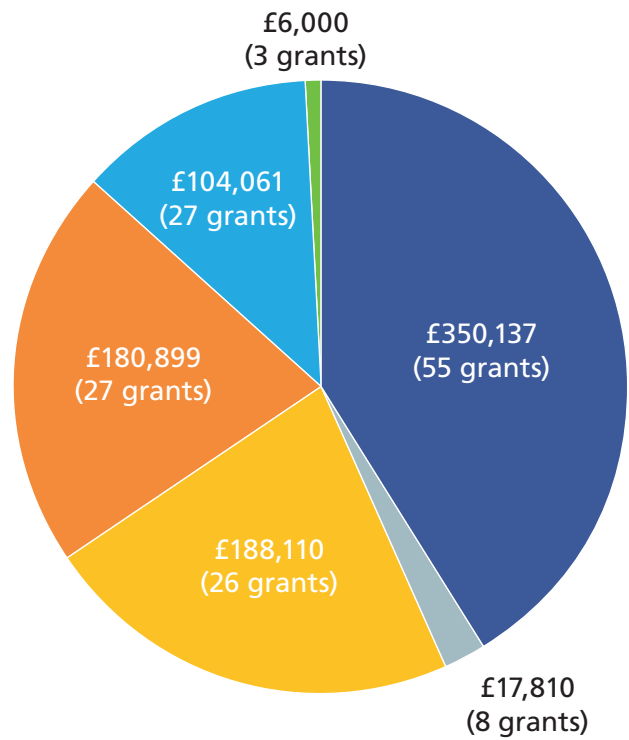
In January 2017 OCF made a grant of £4,880 to target the Grimsbury and

Ruscote areas of Banbury, which are among the 20% most deprived areas nationally. A brand-new activity group was created, with 21 new children reached and 10 new volunteers trained. This in-depth training included one-to-one mentoring and formal supervision to ensure they were fully equipped to become long-term, committed volunteers.

The charity’s founder Sarah Burrows says of the grant: “Several of the participants expressed that they have benefited in terms of being able to be honest, and be a child. A common theme was that children felt they had to be the grown up, and could not discuss how they were feeling through fear of upsetting their full-time carer. To address this, we used music and film as a forum for expression.”

Grants awarded by theme

- Mental health and physical wellbeing
- Arts, culture and heritage
- Life skills, education and employability
- Community cohesion
- Social justice, poverty and inequality
- Environment and research



CASE STUDY

The Archway Foundation

Key facts: Loneliness is as detrimental to health as smoking 15 cigarettes a day; befriending services typically cost £80 per person annually but save £300 in public spending

The Archway Foundation helps people in Oxford and Abingdon who feel unwanted, excluded and forgotten, matching them with volunteer befrienders and social networks that give them back a sense of belonging. In October 2016 the charity was overwhelmed with referrals to the service, and struggling to cope with a backlog of over 40 vulnerable people on a waiting list. At the same time, a new supply of willing volunteers had opened up via a new local befriending website Ami – but staff were unable to train and match them quickly enough.



Deciding that decisive action was needed, Archway’s CEO Sheila Furlong applied to OCF’s Step Change Fund for the cost of a part-time volunteer coordinator. A new staff member was appointed in the role in April 2017, and has since been undertaking a review and streamlining of the systems to improve efficiency and ensure long-term sustainability.

Sheila comments: “We are already seeing the benefits: volunteers are taken through the recruitment

process more swiftly, with the result that in four months, 11 befriending matches have been made – five of these with people on the original waiting list. Whilst the numbers are encouraging, the most important thing is that these figures represent regular meaningful human contact for people who would otherwise be suffering the acute pain of loneliness. We are immensely grateful to OCF and the Step Change panel for enabling us to improve our service in this way.”


**CASE
STUDY**

The Porch Steppin' Stone

Key facts: around 7,000 people live in unsuitable housing in Oxfordshire, with around 200 households in temporary accommodation, and between 90 and 400 people sleeping rough

The Porch is a day centre that supports homeless and vulnerably housed single adults tackle the multiple problems that are preventing them from moving towards stable housing and sustainable work. Many people using the day centre lack the basic skills necessary to sustain tenancies, look after themselves adequately or cope emotionally with living alone, with 40% suffering from mental health problems, and 20% abusing drugs or alcohol.

Many homeless people find it almost impossible to find any form of employment, with long breaks from work and the inability to obtain references. Repeated rejections to job applications prompt depression and despondency, which can in turn lead to poor physical and mental health. The experience of The Porch staff has shown that the best way to prevent people falling into the almost inevitable spiral of repeat homelessness is sustained, careful one-to-one support that addresses the root causes of their problems.

In October 2016, OCF made a £5,000 grant to The Porch for their 'Steppin' Forward' initiative. This project helps vulnerable people develop catering skills, giving them a realistic opportunity to find work or engage in a positive volunteering role. The Porch's kitchen Manager works individually with participants to train them in food preparation,



preserve and chutney making, and kitchen hygiene. This is accompanied by assistance with finding work, which includes CV preparation, job interview skills and recruitment agency referrals.

One participant joined the scheme after suffering a breakdown due to grief, and subsequently losing his job and home. The Porch project workers helped him find a temporary bed in a hostel, and

he became a volunteer in the kitchen. His confidence and self-esteem improved as he interacted with staff, and he also attended The Porch's weekly job club. His project worker referred him to an employment agency with a good reference from the kitchen manager, as a result of which he is now working at a local restaurant, and has moved into privately rented accommodation.

Taking stock: evolution of our grant-making

In 2017 we were lucky to have the help of a volunteer who is helping OCF assess the impact and direction of our grant-making.

Nicola Hannam is a charity professional with a Masters in Voluntary Sector Management from Cass Business School. In Spring 2017 she carried out an independent evaluation of OCF's historic grant-making for the financial years 2014–15 and 2015–16.* This provides an excellent opportunity for OCF to assess the extent to which our past grant-making has fulfilled our objectives, and learn lessons as we go forward.

Nicola reports that the majority of the grants made in this period (80%) were small amounts of under £5,000, and that 60% of groups funded were small organisations with an annual income below £100,000. This matches the picture of charities in Oxfordshire generally – 75% of which were found to be of this size.

Such small grants can provide important seed funding for larger-scale initiatives; however, as some organisations grow, they may require repeated or more substantial



support to make a bigger impact on longstanding social problems. Since the period Nicola has reported on, we have made some changes to our grant-making strategy that build on our small grant-making, adding the option of more substantial support, both in terms of the amount of funding available and the non-financial assistance offered. The introduction of our Delivering Impact and Ambition grants programmes is aimed specifically at scaling up our support for the sector, and these are outlined in more detail on page 18.

Nicola also identified that in terms of relevance to local issues, there had been ►

* This period was chosen because formal evaluation requires monitoring forms to have been returned, which only happens 12 months after the grants have been made.

From 2014 to 2016



80%
of grants
were small



52%
of funding
improved health
and wellbeing



CASE STUDY

Aesop

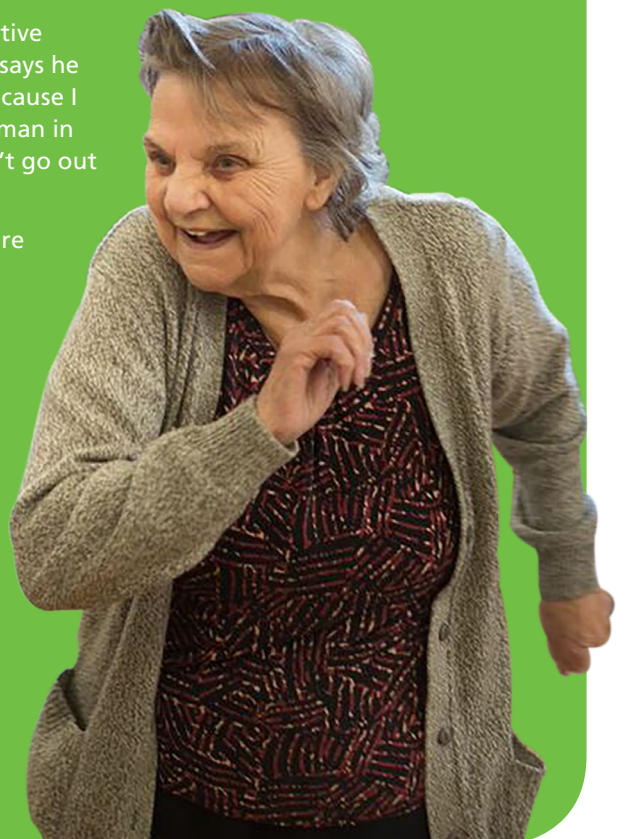
Key facts: around 30,000 over-65s in the county live alone; 80% of older people feel ignored by society

Aesop's 'Dance to Health' initiative is a fall-prevention programme for older people, and a great example of seed-funding by OCF. Dance groups provide a fun and social way of participating in exercise, building up strength and mobility while also supporting mental health and wellbeing.

An OCF grant supported delivery of two evidence-based pilot programmes in Abingdon and Banbury – including evaluation such as the monitoring of falls and of visits to doctors. Participants

themselves report the positive effects: one says; "My son says he sees a difference in me, because I was fast becoming the woman in the dressing gown – I didn't go out or do very much".

Aesop has gone on to secure funding for a £2.3 million nationwide roll-out of the Dance to Health programme. Chief Executive Tim Joss commented: "Oxfordshire Community Foundation was one of our very precious early adoptors – a funding partner who backed the Dance to Health concept before it had begun to be realised. Your early investment has led to us putting together and raising funds for significant expansion."



a focus primarily on younger beneficiaries and on improving people’s mental and physical health, particularly in relation to loneliness and isolation. Compared to the priorities since shared in Oxfordshire Uncovered, there were few projects directly targeting housing and homelessness. OCF is committed to redressing this balance in our future grant-making.

Finally, the report highlights the need for continued perseverance when it comes to quantifying our success. To measure the impact of the grants accurately, we would need to determine the long-term changes achieved; for example, has a young person’s involvement with an after-school group helped them to gain life skills that led to improved focus on study and achieving a better paid and more fulfilling job? Funders typically report instead on outputs (how many young people did the project reach?) and outcomes (did the young person gain confidence and become more engaged with study?).

In early 2017, OCF’s monitoring and evaluation processes were improved to allow the collection of detailed outputs, such as number of beneficiaries reached, and the chance for groups to share outcomes, such as changes witnessed since the grant was spent. Nicola’s recommendations for the future are that we build on this by partnering with other organisations locally and nationally to quantify outcomes, and ultimately to translate these into long-term impact. This is where OCF membership of the UK Community Foundations network is of great value: for example, Northamptonshire Community Foundation has already undertaken a project to do just this, and we continue to talk to them and other funding bodies to understand how we can measure and report more rigorously in future.

Our sincere thanks are due to Nicola for her hard work in putting this evaluation together.

1/3

of grants were to help children and families



CASE STUDY

Donnington Doorstep

Key facts: there are over 600 children on Child Protection Plans in Oxfordshire, and there were 373 victims in Oxford’s Bullfinch paedophile ring

Donnington Doorstep is an independent, community-based family centre delivering a range of universal and specialist services. Via their weekly drop-in ‘stay and play’ sessions, parenting courses and dedicated case workers, the centre engages informally with hard-to-reach families in a deprived area of Oxford. This relaxed approach has allowed Donnington Doorstep to gain the trust of young people and families to address hard-hitting social problems, including working closely with the young female victims of child grooming.

In 2016, Doorstep built on this experience to bid for over £18,000 in funding from Building a Stronger



Britain Together, a Home Office initiative to promote better social integration amongst diverse communities. The programme is administered by community foundations across the UK, considered trusted partners for soliciting top-quality applications and carrying out due diligence. It is a great example of OCF using its networks to provide more money to the local sector.

This funding has enabled Doorstep to specifically engage with isolated women in the Asian community in East Oxford via a three-point plan: informal one-to-one support from a dedicated case worker; two ten-week parenting programmes

focused on building resilience; and a new support group for girls from the Asian community.

Beth Knighton, Director at Donnington Doorstep, says: “This grant has enabled us to address a need that we have seen building in the community over many years. We have seen widespread issues of isolation amongst local communities, which prevents people from accessing services or communicating with the wider community, and creates a lack of identity. Our long-term aim is that the groups will integrate over time with the rest of our services, and with the wider Oxford community.”

OCF'S RESPONSIBLE BUSINESS GROUP

Reciprocate is Oxfordshire Community Foundation's responsible business network. Through Reciprocate we have brought together 50 member companies that are committed to working together, sharing ideas and collaborating on projects in order to increase their support for the local community.

Corporate social responsibility (CSR) is not a new concept, and businesses in Oxfordshire are already engaged with the third sector. OCF is often approached by businesses that want to give something back, to turn their CSR policies into something more meaningful. Some are approached by an overwhelming number of charities looking for support; others want to give in-kind support and help charities by supplying volunteers, but don't know how to go about it. Reciprocate is OCF's way of supporting businesses in making a bigger impact: by bringing together like-minded companies willing to share their experience of community engagement. We give businesses direction about where the needs are locally, and which charities are doing the best work. In return, we are

asking member companies to pledge their commitment to community engagement activities of their choosing.

Reciprocate is chaired by leading local businessman Richard Venables, Partner at commercial property firm VSL.



22 

businesses have dedicated employee volunteering programmes

6 

companies operate an inclusive recruitment policy, taking on disadvantaged people such as ex-offenders

Reciprocate's key activity



VOLUNTEERING BROKERAGE

Helping businesses understand what they would like to get out of employee volunteering, and coordinating fulfilling opportunities for them within recommended charities



WORK OPPORTUNITIES AND EXPERIENCE

Inspiring businesses to adopt a more open and inclusive approach to employment potential and work experience, for example for people from deprived backgrounds



SIGNPOSTING

Connecting businesses with the many existing community networks in Oxfordshire and with other companies with similar interests; providing best-practice resources on key topics



RECIPROCATATE ENCOUNTERS

Providing a series of free professional skills workshops in businesses' specialist areas for employees or volunteers working in the charitable sector



BOARD INVOLVEMENT

Encouraging directors and senior employees to represent the voice of business on a diverse range of boards and committees across the county

<p>20 </p> <p>members regularly fundraise or operate a charity of the year</p>	<p>11 </p> <p>companies have long-term partnerships with carefully selected charities</p>	<p>16 </p> <p>businesses offer structured work experience placements for students or vulnerable adults</p>
<p>24 </p> <p>companies give away in-kind or pro-bono work to charities</p>	<p>5 </p> <p>members have a dedicated company foundation from which they make grants</p>	<p>15 </p> <p>companies give their staff paid time off to sit on charity trustee boards and committees</p>

Special relationships

OCF has a particularly close relationship with these businesses, whose financial support of our work is most sincerely appreciated.



Partners at local law firm Royds Withy King make an annual donation to an endowment fund with OCF. This fund enables us to continue our work by making a contribution towards our costs. Royds Withy King is sharing in OCF's success, helping make a sustainable investment in the local voluntary sector, as well as pledging to volunteer to support vulnerable women returning to work as part of their impact pledge.



Oxford-based construction company Beard has created a charitable foundation under OCF's umbrella to support staff community initiatives and construction education projects. The foundation was set up with a £250,000 donation from the Beard family, and the leadership team are working with OCF in 2017 to make their first grants.



Headquartered in Witney, specialist design and manufacturing firm Meech International established a named fund with OCF to commemorate their 100-years milestone. They want the company's donations to this fund to be used to maximum benefit, and have been collaborating closely with OCF to identify causes that matter to them – in particular, projects that help young people to find work or get back into education.



Investment fund company Woodford aims to deliver more than just profit, and is actively engaging with the wider community to generate value. Core costs for charities are often regarded as an unattractive option for donors; Woodford see them as not just necessary but as fundamental to long-term sustainability – which is why the company supports OCF in exactly this way.



To see all the impact pledges made by members, please visit www.reciprocateox.org/our-members #ReciprocateOx

EVENTS

Our events are a chance for us to meet and thank our donors, and bring together people with a common interest in improving the lives of Oxfordshire's most vulnerable people.



Broughton Castle

Thanks to the generosity of the Fiennes family, who have lived at Broughton since the 1400s, OCF was able to welcome 90 local philanthropists, representatives from the charitable sector, private client advisors, and trusts and foundations to a banquet in the Great Hall. The event in June 2016 commemorated OCF's 21st birthday and was the opportunity to reflect on our achievements and aspirations, with the help of a virtuoso keynote speech by philosopher A.C. Grayling.

#GIVING TUESDAY™

Our annual #GivingTuesday celebration is the perfect antidote to bargain basement shopping days #BlackFriday and #CyberMonday. We bring together our closest friends and supporters for a glass of fizz to say thank you for their support.

SAVE THE DATE: our 2018 Giving Tuesday celebration will be in the early evening on 27th November 2018!



Andy Street

In February 2017, around 200 Oxfordshire business leaders were given an insight into how retailer John Lewis puts the happiness of its staff at the centre of its business. Speaking at OCF's high-profile talk at the Saïd Business School, former Managing Director Andy Street described the company's structure as an elected representative democracy where all employees are Partners, have a stake in the profits, and are rewarded for their performance.



The OCF team can regularly be found out and about attending key events in the charitable sector locally, as well as connecting with businesses and other influencers as speakers, participants or stallholders. Our new website events calendar gives all the details, and can be found at www.oxfordshire.org/events. Please do come and find us!

FINANCES AND ENDOWMENT

Since the last financial year, we have achieved a 32% increase in grant-making and a 24% increase in donations to the community foundation.

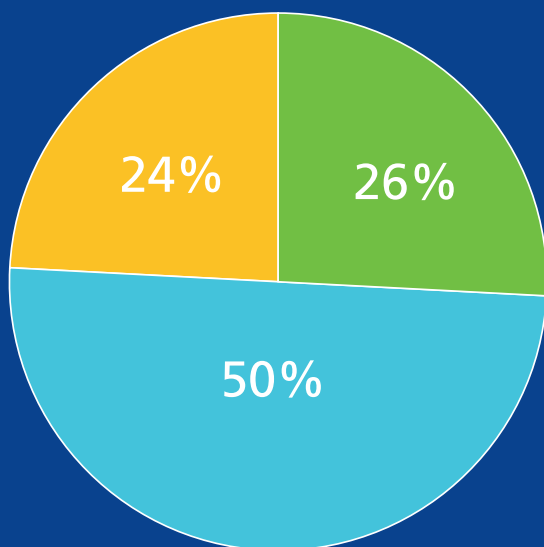
Extract from 2016–17 audited accounts

Balance sheet

FUNDS	2015–16 <i>last year</i>	2016–17 <i>this year</i>	2017–18 <i>projected</i>
Unrestricted	£138,872	£198,896	£220,500
Restricted	£871,809	£1,120,634	£863,000
Endowment	£4,246,759	£4,857,786	£5,343,000
Total	£5,257,440	£6,177,316	£6,426,075



To see our full published accounts, please visit www.oxfordshire.org/annual-reports-accounts



- OCF endowment return and bank interest
- Specific donations to costs
- Contribution from named funds

How OCF covers its core costs

OCF’s total running costs in 2016–17 were £251,243, which includes everything from our premises costs and our audit and membership fees, to governance, marketing, banking and of course our staff, which make up 73% of our core costs. The chart opposite shows how we funded these expenses.

The case for endowment

A donation to OCF endowment is the ‘gift that keeps on giving’, because the annual dividends on these original endowment donations contribute to our grant-making year on year. Over a period of typically 20 years, the total given away in grants via the annual dividends will exceed a donor’s original gift. This sustains OCF’s ability to distribute further grants to charities and community groups well into the future.

All kinds of donation can be treated in this way and invested in our endowment – not just cash but shares, property, art and other assets. Let us know if this type of gift is of interest to you.

Return on philanthropic investment (RoP)

		2015–16 <i>last year</i>	2016–17 <i>this year</i>	2017–18 <i>projected</i>
1	Donations	£1,076,662	£1,331,774	£1,353,000
2	Grant-making	£561,215	£847,017	£1,000,000
3	Impact (1+2)	£1,637,877	£2,178,791	£2,353,000
4	Staff costs	£150,363	£182,767	£221,328
	RoP (3÷4)	11 x	12 x	11 x

Our RoP is the return we deliver on our investment in staff costs, in terms of grants awarded and new donations raised. We expect this ratio to dip slightly in the next financial year (2017–18) as we have invested in our organisational capabilities by bringing in new staff. This investment has allowed us to greatly improve our grant-making and governance processes – which were deemed “exemplar” during an independent Quality Accreditation assessment carried out in 2017.

Investment returns

OCF has delegated authority to two investment managers, CCLA and Brompton Asset Management, and we review their performance on a quarterly basis. For the year ended 31st March 2017, the relative performance of each manager was as follows:

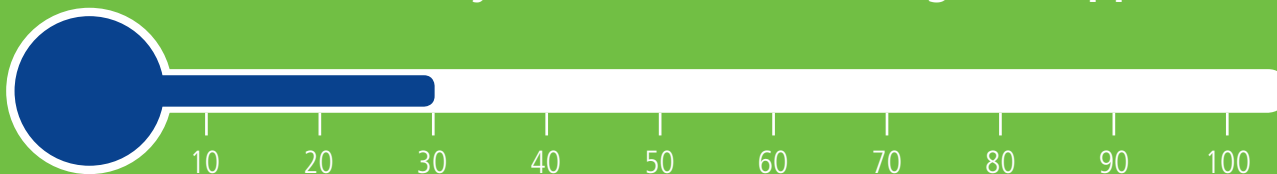
CCLA
GOOD INVESTMENT
19.3%

BROMPTON ASSET MANAGEMENT

13.6%

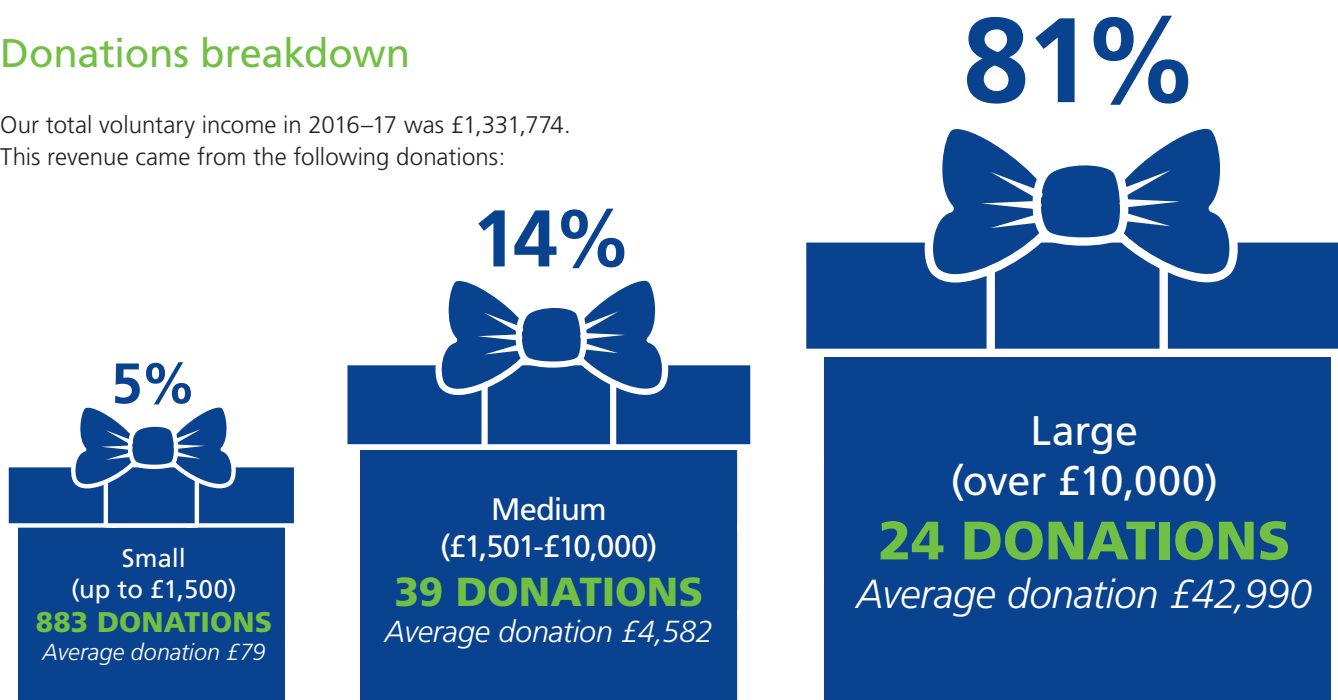
Total return net of fees; for comparison, UK consumer price inflation was 2.3% for the same period

In 2016–17 we were only able to fund 30% of grants applied for



Donations breakdown

Our total voluntary income in 2016–17 was £1,331,774. This revenue came from the following donations:



LOOKING AHEAD

New grant programmes to support our objectives





Following consultation over the past year or so with the charitable sector and our donors, OCF has made the decision to revise our grant-making strategy and programmes.

Our new grants strategy offers a more flexible, comprehensive and innovative approach to addressing Oxfordshire’s needs. In June 2017 we launched a four-tiered offer to grant applicants that incorporates the best of our historic grant-making, and adds a critical new category of support to address our *Oxfordshire Uncovered* priorities in a more proactive and strategic way. These four strands are presented below.

The key improvements are as follows:

- We are now asking applicants to give us an amount of information proportionate to the amount of money they are asking for, making it quicker and easier for small groups to access modest funds, but asking for more detailed budgets and business plans for larger amounts of funding.
- Our Delivering Impact programme has different themes for each round of funding, which coincide with our *Oxfordshire Uncovered* priorities and make it much clearer for applicants to understand what sort of applications we are looking for.
- Our Ambition programme encourages leading charities to convene around a particular issue, and approach us to partner with them to make a significant and long-lasting difference to it, both in terms of funding and non-financial help.

We believe that the clarity these programmes now offer also makes it easier for our donors to support our work, providing a much simpler route to understanding how their donations could be spent.

 <p>SMALL AND VITAL</p> <p>£1,500 and under Short application form</p> <ul style="list-style-type: none"> • Small grants for small community groups • General expenses • Activity equipment, volunteer expenses, transport or equipping halls • Events or outings • Sessional costs for trainers and facilitators 	 <p>DELIVERING IMPACT</p> <p>£1,501–£10,000 More comprehensive application form</p> <ul style="list-style-type: none"> • Costs for established local charities working towards defined outcomes • Continuing core work • Work that addresses Oxfordshire’s social problems • Series of items for a project, or delivery of a programme of work over a year 	 <p>STEP CHANGE</p> <p>£10,000–£50,000 Two-stage application process</p> <ul style="list-style-type: none"> • Transformational change for organisations with strong leadership • Medium to long term • Focus on boosting internal infrastructure or mergers • Systems/premises upgrades or training • Marketing or research 	 <p>AMBITION</p> <p>£10,000 and over Collaboration with OCF and other funders</p> <ul style="list-style-type: none"> • Substantial support for exemplar organisations looking to make a significant improvement to a key social problem locally • Ambitious, long-term, strategic solutions • Staff or premises costs • Potential multi-year funding
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To find out more about our new grants programmes, visit www.oxfordshire.org/grants



How you can make a difference

None of our work would be possible without the support of our generous donors and fundholders. We specialise in smart giving that helps you make a genuine and lasting difference to your community.

We know that there are many like-minded individuals and companies who want to give something back. We have recently worked with our donors to set out the best ways to direct charitable gifts to make a meaningful difference.

Our donors tell us that we make giving easy and fun for them, and provide reassurance that their contributions really will make a difference. We do this by identifying the causes you're interested in, and sharing our knowledge of the needs locally. We help you come up with a personalised giving strategy, in particular by understanding any concerns you might have about

giving, and carrying out charity checks and due diligence on your behalf. All of this saves you time and ensures that your investment genuinely addresses the issues in the most effective way – and if you so wish, you can involve yourself in our work as an assessor or grants panellist.

OCF accepts gifts of all kinds – from CAF cheques to share transfers, legacies, property and other assets. We support individuals, families, companies or trusts to make a difference in their community in one or more of the following ways:

OCF EMPOWERMENT

Invest in our infrastructure by making an annual pledge to support our running costs

- Help us use our influence to be the voice of the Oxfordshire community
- Our community leadership means we can advocate for those less fortunate
- Your involvement gives us the certainty to make future plans that help us grow and develop

In discussion with you, we can develop a bespoke package that combines these approaches in proportions that suit your giving ambitions. The larger the gift, the more personalised support we can give

DIRECT IMPACT

Match your funds with those of other donors in support of one or more of our four grant programmes

- Direct your giving to causes you care about in an intelligent way
- Our expertise in grant-making ensures your money works hard to get results
- You can play an active role in creating a 'living legacy' of money well spent, seeing the impact soon after giving

LASTING GIFT

Join with others to make a contribution to our permanently invested endowment fund

- Make a sustainable gift to meet the needs of Oxfordshire in the long term
- Our growing capital assets help deliver funding to the sector in perpetuity
- Yours is an enduring contribution to our grant-making, even as local needs evolve over time

you in spending it, and the more deeply involved you can be in the process. For smaller amounts, you can leave the details to our discretion and relish your contribution to our existing activities.

If you would like to find out more about working with us to make a difference, please contact our Philanthropy Services manager Julia Iball at julia@oxfordshire.org.

OUR REACH

We are proud of our solid connections across the UK and globally as part of the community foundation network.

OCF is one of 1,800 community foundations across the globe, all of us united in our passion and expertise in enabling local people to support their neighbours. We are a movement dedicated to promoting community philanthropy and making the world a better place, starting on our own doorsteps.

We have access to a huge amount of experience from within all 46 of the UK's separate community foundations, all of which are part of membership body UKCF. Within this network, sharing and close collaboration happens daily, and our operational links mean we are the go-to organisations for regional and national grant funders such as the Police and Crime Commissioner or Comic Relief.

One example of partnership working across community foundations is as part of the National Infrastructure Commission's strategic planning for the Oxford-to-Cambridge rail corridor. OCF has submitted a joint response to the Commission's consultation, alongside the community foundations for Bedfordshire and Luton, Buckinghamshire, Cambridgeshire, Milton Keynes and Northamptonshire. The response emphasises our collective local expertise and influence, and stresses that housing and transport developments should not be built without a commitment to 'place-making' – involving people from local areas and creating infrastructure that will

bring them together socially as well as geographically, such as community buildings.

Membership of UKCF is contingent on every community foundation passing a rigorous Quality Accreditation assessment every three years. This ensures we meet common standards of governance, good financial management and proactive business planning. At the time of printing, OCF was notified that we had successfully passed QA4, assessed in summer 2017 – and in fact that we were deemed "exemplar" on the majority of assessment criteria. This provides our donors and supporters with the reassurance that we will handle funds and relationships with the utmost professionalism.



THANK YOU

We would like to extend our sincere thanks to the many people who make our work possible. There are too many to name here, and some of our supporters wish to remain anonymous.

Nonetheless, we acknowledge that we would not exist without our wonderful network:

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

We look forward to continuing this work together.

Special thanks



We would like to give special thanks to our Patron Hugo Brunner, and our President Tim Stevenson, Lord Lieutenant of Oxfordshire. Both have been extremely supportive of our work during the past year and beyond.

Finally, our everyday work would be impossible without the diligent oversight, hard work, expertise and connections of our Board of Trustees: John Taylor, Glyn Benson, Nick Case, Laura Chapman, Anne Davies, Amanda Phillips, Neil Preddy and Jane Wates. Thank you.



Oxfordshire
Community Foundation
Local people helping local people



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