



# Year Two Review

April 2016



The Future-Building Fund is a charitable fund held and managed by Oxfordshire Community Foundation, Registered Charity number 1151621.

3 Woodin's Way, Oxford, OX1 1HD

[www.oxfordshire.org/future-building-fund](http://www.oxfordshire.org/future-building-fund)



## Chairman's Report

### April 2016

Phase One of the Future-Building Fund has been a success. Since May 2014 we have committed £411,000 to 13 organisations in areas such as learning disability, citizens' advice, sexual violence, young offenders, dementia, and youth clubs. We have supported product development and business launches for social enterprises; volunteering to enable charities to deliver extra services cost-effectively; IT systems to support growth; and work to diversify funding sources. We have attracted 37 expressions of interest from 31 organisations. The Grants Panel reviewed these and asked for 16 second-stage detailed applications to be made, of which 14 were granted (one organisation received two grants).

Now, with the support of our small group of donors, we are embarking on Phase Two, with £500,000 already committed.

This report explains the background and how the fund is achieving its objectives: meeting social need in Oxfordshire by supporting organisations to make sustainable changes in the benefit they deliver to their communities.

Colin Alexander, Robin Buxton and Marion Stevenson, the founders, in partnership with Oxfordshire Community Foundation (OCF), have created a unique formula: administration by OCF; due diligence by Oxfordshire Community and Voluntary Action (OCVA); an experienced Grants Panel; and effective and engaged project managers. The element that sets the Future-Building Fund apart is the use of project managers: volunteers with substantial commercial experience who work with our charities, supporting and monitoring the leaders, checking delivery targets, authorising release of funds on achieving milestones and reporting back to the panel. This approach ensures that the key performance indicators presented in funding applications are delivered.

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£411,000 to 13 charitable  
organisations**

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Oxfordshire increasingly depends on the voluntary sector for the delivery of high-quality, affordable services. Organisations need to build capacity if they are to meet this need. At a time when local and central government funding has been drastically reduced, this has become an ever more critical issue. We are trying to reach the best of the 1,000 or so local charities that fit our size criteria. Our aim is to encourage resilience and creative social entrepreneurship. The panel looks for organisations with high-quality, capable leaders, with a good chance of survival, that provide for an important social need and have a clear plan to expand what they do in a sustainable way.

As a donor, as well as Chairman of the fund's Grants Panel, it remains the most effective way of channelling my money that I have come across.

Finally, it just remains for me to thank our donors, project managers, OCF and OCVA for making the Future-Building Fund a reality.

**NIGEL HAMWAY**

*Chairman, Grants Panel*



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## 1. Environment, local need and the fund's approach

Although Oxfordshire is a wealthy county, it has a significant number of hotspots of social deprivation, and OCF data indicate that many people living in Oxfordshire have serious disadvantages. This deprivation can be extreme and hard to tackle.

There are around 1,000 charities in Oxfordshire with an income between £25,000 and £400,000, and thus broadly within the fund's sphere of activity. The importance of this group of charities in terms of social care is growing exponentially because of limitations on statutory funding. This poses a challenge to organisations, who are increasingly forced to 'chase funds' in a way that is detrimental to their wellbeing. Because of lack of capital investment, charities often miss opportunities to develop sustainable revenues through social entrepreneurship.

It is in this climate that the Future-Building Fund operates. The fund aims to help high-quality social organisations to make changes that will create a more solid platform from which they can deliver services. It is interested in projects that enable a 'step change' in financial and social terms. It does not offer core funding simply for the continuance of existing services. Grants are given for projects that can demonstrate realistic plans for increasing reach and impact and for building longer-term resilience for the future.

The fund does not support the delivery of services that are already being provided by the state.

## 2. The Future-Building Fund method

In order to administer the fund in the most efficient way, it was decided to work with existing organisations that could provide the necessary processes and support. Agreement was reached with OCF to house the fund, and to manage the application process. A contribution of 5% of the fund's value is made towards OCF's overheads. Gift Aid, where applicable, is claimed by OCF and goes directly to the fund. We also arranged for OCVA to conduct 'Health Checks' with applicants at a cost to them of £100 plus VAT. This ensures due diligence.

A Grants Panel was recruited, consisting of six members: Colin Alexander, Robin Buxton, Nigel Hamway (Chair), Marion Stevenson, Tony Stratton and Martin Wilkinson. All have experience of running organisations and have knowledge of the voluntary sector. *Biographies are attached in Appendix 1.*

The application process was designed to be as thorough as possible.

- **Expression of interest:** a relatively simple document outlining the idea for a 'step change' in capacity
- An accompanying '**Health Check**' conducted OCVA to ensure due diligence
- A **detailed bid** by invitation only, presented to the panel in person, outlining in full the plan and expected outcomes
- Support and assessment by a **project manager**, assigned by the Grants Panel
- **References.**

Project managers are central to the process and their contribution is pro bono. All applicants invited to submit a detailed bid work with a project manager, who guides them regarding their bid, the milestones and Key Performance Indicators (KPIs). Project managers also advise the Grants Panel on the viability of plans. Should the bid be successful the project manager will work with the charity during the funded project and for two years after its completion, in order to assess impact on behalf of the fund. The project managers act as monitors on behalf of the Grants Panel, ensuring that the grant is properly used and submitting regular progress reports; as business advisors to the organisations; and as a source for measuring impact. *A sample progress report is attached in Appendix 2.*

There are currently seven project managers, all of whom have held or currently hold senior management posts in industry, have worked with small businesses and have been or are still involved in other charitable activities. *Biographies are attached in Appendix 6.*

### 3. Has the pilot project been successful?

The original hypothesis was that the Future-Building Fund would invest to enable good medium-sized organisations to make a 'step change', thus increasing their impact and sustainability. Key Performance Indicators for the pilot are:

- a. The mechanics of the application process work in a satisfactory manner
- b. Organisations chosen are sound
- c. Tracking and management of projects is effective and grants are spent appropriately
- d. Organisations meet their targets to extend their reach and impact
- e. Organisations become more sustainable
- f. Donors continue to wish to be involved

#### a. Application process

Working under OCF's umbrella and in partnership with OCVA has been effective in finding good-quality applicants, and in deterring those who should not be applying. After early feedback from applicants, via OCVA and OCF, we have improved and streamlined the process. Both OCF and OCVA promote the Future-Building Fund on their websites and encourage charities that might be eligible for grants to apply. Of course, the fund only reaches a very small percentage of its potential target organisations and our continuing aim is to ensure, through promotion, that those who qualify and are able to plan in the requisite way are encouraged to apply.

#### b. Organisations chosen

The Health Checks provided by OCVA are crucial in terms of due diligence and ensuring sound governance. Full accounts are seen at the detailed bid stage. The presentations to the panel enable members to make a judgment about the quality and capability of the leadership. The organisations chosen appear to be coping well with challenges and to be showing resilience. An example is the Oxford Hub, which lost a significant contribution to funds from Oxford University. It has worked to replace it, as well as finding savings, without affecting the project for which the grant was given. We are aware, nevertheless, that many voluntary sector organisations are vulnerable in the current climate. It is critical that the panel chooses organisations that have a good chance of survival. It is also interesting to note the comments in Appendix 3 from the OCVA member of staff, John Hayes, about the overall effect of the Health Check process on other organisations in the sector, which is an unexpected additional benefit.

#### c. Tracking and monitoring of projects

This appears to be working well. Our project managers keep in touch on a regular basis with grantees, giving advice as well as ensuring milestones are met or reassessed where necessary. Before each Grants Panel meeting they report on all projects. Grants are released only when project managers confirm milestones have been achieved. The presence of the project managers at panel meetings enables them to highlight any difficulties or issues, as well as success. Where adjustments need to be made, they are made transparently and with the full agreement of the panel. For example, Agnes Smith Advice Centre, with the support of their project manager, made some adjustments to their plan for redesigning their counselling space.

#### d. Targets to extend reach and impact

It is too early to assess this formally but there is little doubt that all grantees are in the process of extending their reach and impact. For example, TRAX, whose project is now completed, provided 6,000 hours of work by end September 2015, as planned, and grew its catering business beyond expectation. They were able to apply to the panel to reallocate £5,000 for an additional facility for their catering enterprise. Agnes Smith Advice Centre has trained five new volunteer advisors, two of whom are beginning to meet clients on their own. The predicted increase in meetings (from 32 to 44 per week) will be assessed at the end of the project.



#### e. Sustainability

Two relevant measures are financial and management resilience. It is difficult to predict long-term sustainability. However, in the medium term, the indications are that several of our client organisations have been financially future-proofed to some extent by our grants. For example, Yellow Submarine's second café in Witney has exceeded its budget every month since opening. We will conduct a review of the financial strength of all our grantees as part of the project manager follow-up in the two years after each project closes. At the same time, we will look at whether the organisation has a well-functioning team, rather than being over-reliant on one individual.

#### f. Donor involvement

Of our original group of ten donors, seven will continue into Phase Two. Of the three donors who are no longer in the group, two are in changed circumstances and the other was a one-off donation from a foundation. Four new donors have joined the Future-Building group. Communication and consultation with the donor group is of great importance to the fund. Donors receive regular updates with details of projects funded and progress. An annual event is organised involving donors, project managers, OCVA, OCF and panel members. At this meeting, the panel presents an update of current activity and invites two charities that have received grants to present the outcomes of their funding. The presentations are followed by dinner.

## 4. Analyses of grants given

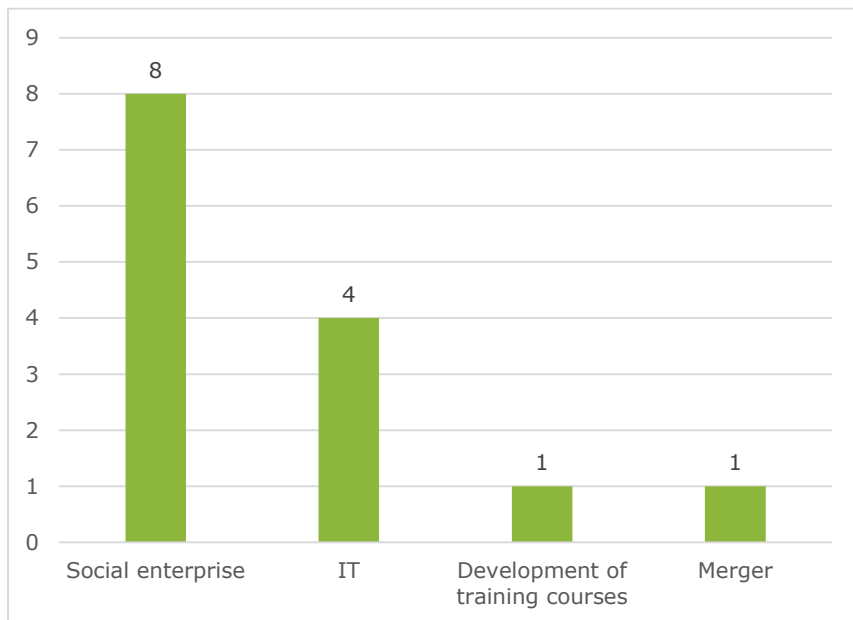
During Phase One – May 2014 to December 2015 – 14 grants were made by the fund. The following table shows the grants in relation to annual audited income.

**Table 1 – Grants given**

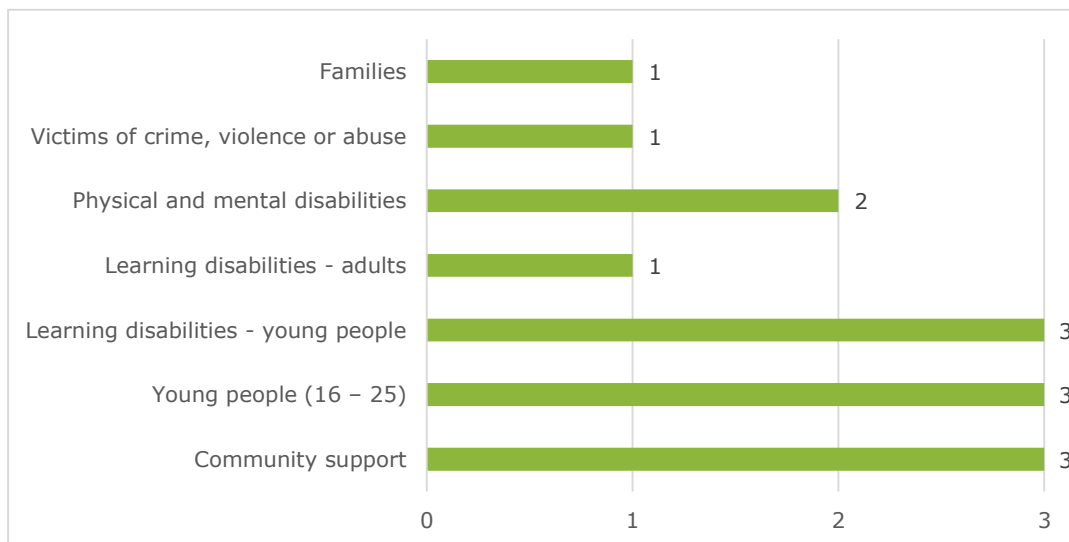
	Charity	Grant (£)	Annual income (£)	Grant as % of income
1	Agnes Smith Advice Centre	47,900	163,950	29.2%
2	Anjali	13,200	120,420	11.0%
3	Donnington Doorstep	25,000	335,961	7.4%
4	Farmability	27,000	209,675	12.9%
5	One-Eighty (Stage I)	5,000	138,600	3.6%
	One-Eighty (Stage II)	17,650	138,600	12.7%
6	Oxford Hub	36,000	172,174	20.9%
7	Oxfordshire Association for the Blind	14,490	312,388	4.6%
8	Oxfordshire Family Mediation (Stage I)	5,000	301,720	1.7%
	Oxfordshire Family Mediation (Stage II) (tbc June 16)	35,000	301,720	11.6%
9	Oxfordshire Sexual Abuse and Rape Crisis Centre	9,900	120,518	8.2%
10	Oxfordshire Youth	50,000	383,663	13.0%
11	TRAX	33,000	305,134	10.8%
12	Yellow Submarine (Grant I)	45,000	186,549	24.1%
13	Yellow Submarine (Grant II)	23,600	291,488	8.1%
14	Young Dementia	23,100	432,336	5.3%
	<b>Total granted</b>	<b>£410,840</b>		

The two charts describe the successful bidders and their projects.

**Chart 1 – Analysis of type of proposals funded**



**Chart 2 – Analysis of client groups served by successful applicants**



### Progress of projects

At 31st March, six of the 14 projects funded had been completed and have now entered the 24-month monitoring period, during which their impact will be measured. The remaining eight projects are still in progress. A summary of grants given is in Appendix 5.

### What does the analysis tell us about spread?

Table 1 shows the grants made as proportion of the recipient charity's annual income. In only three cases does the grant represent more than 20% of income. This was not the result of a policy of the Grants Panel; rather it reflects the prudence of the successful bidders, who have tailored their projects to budgets that they are confident they can manage. Such prudence has always been taken into account by the panel.

The figures for Yellow Submarine are of particular interest. Turnover rose from £186,500 to £291,500 for the years ending June 2014 and 2015, an increase of 56%. The first grant was awarded in November 2014 to help Yellow Submarine develop its social enterprise model, and the charity's success led to our approving the second grant to embed the new enterprise and to allow the charity to explore extending its model to other parts of Oxfordshire.

Of the charities receiving a grant, six (43%) worked with people with some form of disability; six (43%) with young people; and five (36%) with families and the local community. These add up to more than the total funded because several charities work with client groups that fall into more than one category, for example young people with a learning disability. This distribution is consistent with our focus on supporting charities that enhance the quality of people's lives, and also reflects the County Council's growing reliance on the charitable sector for the delivery of social services.

Of the 14 projects funded, eight (57%) were concerned with a social enterprise, either the extension of an existing business or the setting up of a new one, and a further four (29%) with the development of IT software. This is not surprising, since the fund's purpose is to help the successful applicants become more operationally efficient and sustainable, thus reducing their dependence on short-term funding.

## 5. Managing risk

Throughout each project's progress, both the Grants Panel and the project managers pay particular attention to the problem of risk in order to ensure that a grant is properly used and that donors' funding is not misspent.

All detailed bids outline KPIs and agreed milestones. Grants are released in tranches when project managers report that those milestones have been reached. This ensures that the fund is not at risk of 'throwing good money after bad'.

Nearly half of expressions of interest have been rejected on the grounds either that the proposed project is high risk and unlikely to deliver the promised benefits, or that the applicant's management structure was considered to have insufficient strength to deliver success.

Several grants have been made conditional upon the applicant charity first proving that its project is viable, with the grant split accordingly into a small initial amount followed by the main funding once viability has been proved. The examples given below illustrate this approach:

- The Oxfordshire Association for the Blind (OAB) wished to develop new training programmes to meet a specific demand within the county. An initial grant of £2,000 was given to OAB to carry out a market survey to establish this demand, which it did, and the panel then confirmed the £12,500 balance of the grant.
- One-Eighty's project involves moving to new premises, the business case being dependent upon the letting of unused space. An initial grant of £5,000 was given to cover the cost of marketing this space over a period of three months. Had the subletting proved unsuccessful, the balance of the total monies asked for would not have been forthcoming.

During each project's progress the project managers make regular reports to the panel using a traffic light system, where an amber or red indicates a problem involving risk. The project manager, together with the charity, will discuss the problem in person with the panel. To date, no such reports have been made.

## 6. Prospects and aims for Phase Two

Phase Two donations of £500,000 have been secured, mainly through our existing donors and through the generosity of four new donors. This enables the fund to continue its work. Feedback from and consultation with our donors so far has encouraged us to continue to seek out organisations that are delivering valuable services locally, who have a high standard of leadership and a plan to extend their reach and increase their resilience. As time goes on, we will have a clearer idea of the long-term impact of these grants. Our unique approach combining financial with managerial support through the project managers seems to be working well.

We intend to retain the effective operational approach that has served us well in Phase One, undoubtedly with further lessons to learn, which will help us refine and enhance the process. We anticipate that, in the current environment, we will not be short of further applications.

## APPENDIX 1 Fund statement at 31st March 2016

### a. Grants made (£)

Sep 14	Agnes Smith Advice Centre	47,900
Nov 14	TRAX	33,000
Nov 14	Yellow Submarine (Grant I)	45,000
Jan 15	Oxford Hub	36,000
Mar 15	Oxfordshire Sexual Abuse and Rape Crisis Centre (OSARCC)	9,900
Mar 15	Oxfordshire Association for the Blind (OAB)	14,490
Jun 15	Yellow Submarine (Grant II)	23,600
Sep 15	Donnington Doorstep	25,000
Sep 15	Oxfordshire Youth	50,000
Sep 15	Young Dementia	23,100
Dec 15	Anjali	13,200
Dec 15	Farmability	27,000
Dec 15	One-Eighty (Stage I)	5,000
Jan 16	Oxfordshire Family Mediation (Stage I)	5,000
Apr 16	Oxfordshire Family Mediation Stage II (to be confirmed)	35,000
Apr 16	One-Eighty (Stage II)	17,650
<b>Total granted</b>		<b>£410,840</b>

b. Statement of account at 31 March 2016 (£)

			OUT	IN	BALANCE
<b>Receipts</b>	Donations received			420,000	
	Gift Aid			12,500	432,500
<b>Outgoings</b>	Grant payments	Agnes Smith Advice Centre	(44,247)		
		TRAX	(33,000)		
		Yellow Submarine (Grant I)	(45,000)		
		Yellow Submarine (Grant II)	(23,600)		
		Oxford Hub	(36,000)		
		OSARCC	(9,900)		
		OAB	(14,490)		
		Donnington Doorstep	(19,400)		
		Young Dementia	(23,100)		
		Oxfordshire Youth	(12,000)		
		One-Eighty	(3,000)		
	Anjali	(13,200)	(276,937)		
	Contribution to OCF			(21,625)	(298,562)
<b>Cash in hand</b>					133,938
<b>Commitments</b>	Grant payments	Agnes Smith Advice Centre	(3,653)		
		Donnington Doorstep	(5,600)		
		Oxfordshire Youth	(38,000)		
		Farmability	(27,000)		
		One-Eighty	(19,650)		
		Oxon Family Mediation (Stage I)	(5,000)		
		Oxon Family Mediation (Stage II)	(35,000)		(133,903)
<b>Free balance available for future grants</b>					<b>£35.00</b>

## APPENDIX 2      The project manager's role

### a.      Terms of engagement

The project manager:

- Represents the Grants Panel, which in turn is responsible for ensuring that the money donated to the Future-Building Fund is invested wisely
- Will work with the charity not only during the lifetime of the funded project but also for 24 months after its completion
- Will normally meet the charity every six weeks during the duration of the funded project, and thereafter once a quarter for the next two years in order to monitor and measure the benefits that the charity has realised as a result of the project, using KPIs agreed with the charity
- Will help the charity improve its performance and secure its future by ensuring that that the Future-Building funding is properly used
- Will encourage the charity to think about its business strategy, to set realistic targets, identify milestones, and to choose how to reach its goals
- Will agree with the charity the steps that must be taken and the milestones to be reached on the path to the successful completion of the project
- Will liaise with the panel and seek its approval of any changes to the project's milestones and outcomes that he/she deems significant
- Will, where a grant is to be paid in tranches, certify that the relevant milestone has been reached when the charity applies for the payment of a tranche
- Will NOT provide professional advice on legal and financial matters NOR act as a mentor or coach, except where such mentoring or coaching is directly relevant to the project.

### b.      Sample progress report – Oxford Hub

(Submitted by Martin Lamaison for the Grants Panel meeting September 2015)

#### **Status: Green**

All three strands of development have progressed satisfactorily:

#### **A. Reduction in admin burden of matching students to projects**

The working prototype concentrates on local schools, who represented over 50% of the client base last year. The website has been built to allow direct input of specific needs by charities seeking volunteers.

#### **B. Student project leader access to data**

The pilot working website has been populated with live input from local teachers requesting volunteer support this autumn. The system will be made available to students arriving in two weeks' time and the interaction watched closely.

#### **C. Online student learning facility**

This is operating but just needs presentational tweaks. The programme for the next quarter is to debug and enhance the current pilot as experience is gained from users, and to apply it to the needs of other groups or similar charities. ML has recommended that a system be set up to capture and rank competing demands as use of the website grows.

With the progress of the project now visible the parent organisation, Student Hubs, is taking an increasing interest with the intention of rolling it out to its other associated university hubs (to the credit of F-BF donors). Expenditure below plan so far and paperwork has been seen to evidence spend to date.

## APPENDIX 3      The OCVA Health Check

### Comment by John Hayes, OCVA Manager responsible for the Future-Building Health Check

Health Checks have been instrumental in our being able to explore the more innovative and entrepreneurial side of income generation with a number of organisations who are also at the imaginative and creative end of service delivery. Historically, organisations approach us for support with grant funding or bid writing, rather than to explore new methods and systems of generating income. The Future-Building Health Check programme has been an education. Some of the groups we knew well but not in depth or detail, others were new to us and the quality of their work quite startling.

Inevitably, some groups were very strong in some areas but weak in others. Strength in governance, policy and procedure does not necessarily equate to quality and impact in service delivery. High-quality services do not necessarily mean internal governance meets best practice. We received large numbers of Health Check requests from organisations who wanted to employ short-term traditional fundraisers. We managed to put most of them off from applying. Of those that did, a good percentage radically altered their approach to income generation, spotting an opportunity to explore more sustainable avenues or correct more fundamental internal issues that were proving to be a barrier to funding. Successful applications closely match those we thought would be worth backing, although we did not see final expressions of interest in all cases. Interestingly, the fund has been less risk-averse than we had originally imagined, with internal capacity to deliver being the final arbiter between a successful or failing application.

### Information examined and confirmed by the Health Check

Name of applicant:                      Legal status:                      Charity Reg. no.:                      Company Reg. no.:

#### **1. About the applicant**

- Services offered: client groups served, impact measurement and geographical area
- Beneficiaries: groups and individuals
- People in organisation: trustees, volunteers and employees

#### **2. Financial controls and procedures**

- Annual turnover; auditing and independent scrutiny; income and expenditure forecast
- Financial statements: their content, frequency and distribution
- SORP and Charity Commission standards: restricted funds, fixed asset list, investments
- Sources of funding: delivery contracts, donations and fees
- Financing: planned activities and reserves

#### **3. Strategic planning**

Period covered and frequency of review

#### **4. Governance**

- Constitution: aims, membership, changes to the constitution and dissolution
- Trustees: recruitment and replacement, performance review and skills audit

#### **5. Other matters**

- Policies: child/vulnerable adult; conflicts of interest; disciplinary and grievance; health and safety; equalities
- Membership of umbrella bodies and networks



## APPENDIX 4 KPIs and cash flow forecast of a successful bid

### Key information

<b>Name of charity</b> YoungDementia UK	<b>Registered number</b> 1085595	<b>Contact name and position</b> Tessa Gutteridge, Director
<b>Project duration</b>		38 weeks
<b>Sum being requested</b>		£23,041
<b>Cash and in-kind matched funding, if available</b>		£8,565

### Key Performance Indicators

KPI	Measurable event or outcome
1	The circulation of our Oxfordshire newsletter will increase from 654 to 800 and our national newsletter from 1,300 to 2,000 in the first year.
2	People with young onset dementia or family members using our services in Oxfordshire will rise from 254 to 279 in the first 12 months.
3	Community, major donor and legacy income will rise to £72,000 by year 2 and to £100,000 by year 3.

### YoungDementia UK - Cashflow forecast October 2015 to June 2016

	2015			2016						Total
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
<b>Income</b>										
Fees - NHS/OCC	11,966	31,985	327	327	327	327	295	40,002	296	85,852
Fees - Personal Budgets	4,825	4,825	6,031	4,825	4,825	6,031	4,349	4,349	5,435	45,495
Fees - Members	5,246	5,246	6,557	5,246	5,246	6,557	4,843	4,843	6,053	49,837
Trusts (Pledged)	5,000		30,300	30,349			35,000			100,649
Trusts (To be raised)	4,000	4,000	5,000	4,000	4,000	5,000	11,000	11,000	12,000	60,000
Community	1,614	1,765	4,702	4,090	2,765	7,204	4,892	4,892	6,117	38,041
Other	-	-	-	-	-	-	-	-	-	-
Interest			175			175			25	375
Future-Building grant	13,950			9,150						23,100
<b>Total Income</b>	<b>46,601</b>	<b>47,821</b>	<b>53,092</b>	<b>57,987</b>	<b>17,163</b>	<b>25,294</b>	<b>60,379</b>	<b>65,086</b>	<b>29,926</b>	403,349
<b>Expenditure</b>										
Oxfordshire Support	(28,193)	(28,193)	(35,242)	(28,193)	(28,193)	(35,242)	(28,237)	(28,237)	(35,295)	(275,025)
Information Service	(2,538)	(2,538)	(3,174)	(2,538)	(2,538)	(3,174)	(2,538)	(2,538)	(3,173)	(24,749)
National Development	(3,157)	(3,157)	(3,946)	(3,157)	(3,157)	(3,946)	(5,598)	(5,598)	(6,991)	(38,707)
CRM Project	(8,742)	(3,352)	(1,845)	(3,276)	(2,076)	(816)	-	(840)	(2,094)	(23,041)
<b>Total Expenditure</b>	<b>(42,630)</b>	<b>(37,240)</b>	<b>(44,207)</b>	<b>(37,164)</b>	<b>(35,964)</b>	<b>(43,178)</b>	<b>(36,373)</b>	<b>(37,213)</b>	<b>(47,553)</b>	(361,522)
<b>Surplus/(Deficit)</b>	<b>3,971</b>	<b>10,581</b>	<b>8,885</b>	<b>20,823</b>	<b>(18,801)</b>	<b>(17,884)</b>	<b>24,006</b>	<b>27,873</b>	<b>(17,627)</b>	41,827
<b>Cumulative Cash Flow</b>	<b>3,971</b>	<b>14,552</b>	<b>23,437</b>	<b>44,260</b>	<b>25,459</b>	<b>7,575</b>	<b>31,581</b>	<b>59,454</b>	<b>41,827</b>	

## APPENDIX 5 Summary of grants given

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

Grant	KPIs	Achievement at 31 March 2016
<b>TRAX</b> <i>Provides vocational courses and pastoral support for young people</i>		
£33,000 Dec 2014 To grow the social enterprise in external catering and bicycle renovation	<ol style="list-style-type: none"> <li>6,000 hours of work in year ending 30 September 2015</li> <li>Progression of students measured by name and position against planned targets</li> <li>Financial results on track with business plan</li> </ol>	<ol style="list-style-type: none"> <li>Targets 1 and 2 met one month earlier than planned and grant underspent by £5,000 [The panel agreed that the underspend be used to convert a van into a food safety chiller unit and to build a mobile bike repair unit]</li> <li>Gross income for the year ending August 2015 was £137,000, 78% above target, with the social enterprise contributing £91,000 net to the charity</li> </ol>
Project completed June 2015 – outcomes will be monitored until May 2017		
<b>YELLOW SUBMARINE</b> <i>Coaches people with learning disabilities to 'do more and need less'</i>		
Grant I: £45,000 Dec 2014 To develop its social enterprise model	Sustainable income strategy (30% rise in revenue) identified – with evidence to support income-generation plan	<ol style="list-style-type: none"> <li>Witney café open 24.07.15: staff and management in place</li> <li>Witney and Oxford cafés exceeding budget every month</li> <li>Possible site identified for café no 3</li> </ol>
Grant II: £23,000 July 2015 To embed the new enterprise and seek other outlets in the county	New enterprise (café in Witney) open and on budget for income and expenditure	
Projects completed January 2016 – outcomes will be monitored until December 2017		
<b>OXFORD HUB</b> <i>Facilitates students' involvement in volunteering</i>		
£36,000 Apr 2015 To implement next stage of development of automated administrative systems	<ol style="list-style-type: none"> <li>Active volunteers increase from 600 to 1,075 in two years</li> <li>Annual online training increases from 0 to 100%</li> <li>Outreach support by staff increases from 0% to 15%</li> </ol>	<ol style="list-style-type: none"> <li>System in full use since September, with 12 schools submitting 28 projects</li> <li>In the first two weeks of the Michaelmas term 272 students logged onto the system as potential volunteers and the matching process was done online</li> <li>An events management facility, fertile ground for recruiting volunteers, has been incorporated</li> </ol>
Project completed March 2016 – outcomes will be monitored until February 2018		

Grant	KPIs	Achievement at 31 March 2016
<b>OXFORDSHIRE ASSOCIATION FOR THE BLIND</b>		
<i>Support and training for partially sighted and professionals</i>		
Stage I: £2,000 April 2015 To carry out market research to establish demand Stage II: £12,490 June 2015 To develop income-generating training materials	<ol style="list-style-type: none"> <li>1. Awareness training courses booked – 25 in first year after project completion</li> <li>2. Numbers trained – 300 individuals in first year after project completion</li> <li>3. Income generation – £12,500 in the first year after project completion</li> </ol>	<ol style="list-style-type: none"> <li>1. Train the Trainer course held for designated trainers</li> <li>2. Marketing leaflet produced, training modules written and handout packs designed</li> <li>3. Training materials uploaded to website and demonstration equipment purchased</li> <li>4. List of target care homes produced and direct marketing process agreed</li> </ol>
Stage I completed May 2015 (demand for training confirmed) Stage II completed January 2016 – outcomes will be monitored until December 2017		
<b>OXFORDSHIRE SEXUAL ABUSE AND RAPE CRISIS CENTRE</b>		
<i>Supports women who have experienced sexual violence</i>		
£9,900 May 2015 To pilot expansion and income-generating capacity of external training to cover issues of consent	<ol style="list-style-type: none"> <li>1. Create two new training modules and pilot to 35 professionals</li> <li>2. Development of youth outreach project plan with pilots undertaken</li> <li>3. Completion of research report outlining strategic plan for engagement with women in diverse communities in 2016/17</li> <li>4. £12,000 generated through sale of external training by April 2017</li> </ol>	<ol style="list-style-type: none"> <li>1. Future training needs of key purchasing organisations determined</li> <li>2. New training modules for professionals written and action plan for youth on awareness agreed</li> <li>3. 17 training days and workshops delivered to over 350 students and professionals between October 2015 and March 2016</li> </ol>
Project completed March 2016 – outcomes will be monitored until February 2018		
<b>AGNES SMITH ADVICE CENTRE</b>		
<i>Provides support and advice to the Blackbird Leys community</i>		
£47,900 Sept 2014 To extend service by training four local volunteers, appointing a training coordinator and adapting premises	<ol style="list-style-type: none"> <li>1. Increase the team of volunteers delivering advice by four</li> <li>2. Increase in advice meetings from 32 to 44 per week</li> <li>3. No shows reduced from 30% to 16%</li> </ol>	<ol style="list-style-type: none"> <li>1. New lease signed, office re-design completed and training equipment installed</li> <li>2. Training co-ordinator appointed in February 2015 and five new volunteers recruited</li> <li>3. Training courses in interview skills, the benefits system and debt management designed and first training courses held</li> </ol>
Planned completion August 2016		
<b>YOUNG DEMENTIA</b>		
<i>Supports people with early onset dementia</i>		
£23,100 Sept 2015 To implement a Customer Relationship Management system	<ol style="list-style-type: none"> <li>1. Newsletter circulation to increase</li> <li>2. Sufferers and their families using services to increase</li> <li>3. Community, major donor and legacy income to rise</li> </ol>	Software installed in January and staff training begun
Planned completion date: June 2016		

Grant	KPIs	Achievement at 31 March 2016
<b>DONNINGTON DOORSTEP</b> <i>Provides a portfolio of care services to the local community</i>		
£25,000 Sept 2015 To recruit a charity fundraiser and a marketing consultant to improve branding and profile	<ol style="list-style-type: none"> <li>60% income to be non-statutory, with 20% from social enterprise activities</li> <li>Core services to have a minimum of 12 months funding cover</li> <li>Increase drop-in hours by 282 and open youth activity hours by 100 per year</li> </ol>	Fundraiser and marketing consultant recruited
Planned completion date: September 2016		
<b>OXFORDSHIRE YOUTH</b> <i>An umbrella support for voluntary youth groups/clubs</i>		
£50,000 Sept 2015 To merge with Oxfordshire Council for Voluntary Youth Services	<ol style="list-style-type: none"> <li>120 young people completing Young Leaders Programme per year</li> <li>120 volunteers trained each year in 24 sessions</li> <li>12 online editions of Oxfordshire Youth Toolbox and one volunteer awards event</li> </ol>	<ol style="list-style-type: none"> <li>Merger Development Manager appointed in February</li> <li>£493,000 Big Lottery Fund grant for four years from April 2016 won</li> </ol>
Planned completion date: September 2017		
<b>FARMABILITY</b> <i>Outdoor learning programme on a working farm for adults with autism or learning disabilities</i>		
£27,000 Dec 2015 To develop Farming for Change, an innovative, practical alternative to the support services on offer to adults with ALD	<ol style="list-style-type: none"> <li>Minimum of four farms hosting weekly co-farmer sessions each year</li> <li>Minimum of four co-farmers completing traineeships and progressing to meaningful employment each year</li> <li>Oxfordshire's health and social care professionals confirming support by referrals and commissioning of services</li> </ol>	First farm host recruited, who is helping to enrol others
Planned completion date: January 2017		
<b>ANJALI</b> <i>A touring company of learning-disabled dancers</i>		
£13,200 Dec 2015 To purchase and install IT equipment and to train staff in its use	<ol style="list-style-type: none"> <li>Improved efficiency against selected admin tasks</li> <li>Six learning-disabled volunteers to be producing workshop materials and maintaining the website</li> <li>The director to spend eight hours a week on developing Anjali's social enterprise</li> </ol>	IT equipment purchased and installed
Planned completion date: June 2016		

Grant	KPIs	Achievement at 31 March 2016
<b>ONE-EIGHTY</b>		
<i>Provides psychological support for children with behavioural difficulties</i>		
Stage I: £5,000 Dec 2015 To market unused space in newly acquired premises Stage II: £17,650 April 2016 To cover 50% of development manager's salary and underwrite unlet space costs	Stage I outcome: To let unused space. Stage II KPIs: 1. Rental income to support ongoing operations 2. Five new partnerships with families/schools per year 3. Improvement in productivity, measured by outcomes for individuals and time spent with families	Stage I: Property agent appointed in January and sufficient unused space let to trigger Stage II
Planned completion date: April 2016		
<b>OXFORDSHIRE FAMILY MEDIATION</b>		
<i>Works with families affected by separation and/or divorce</i>		
Stage I: £5,000 Jan 2016 To undertake a feasibility study to mitigate the risks of and to determine the viability of Stage II Stage II: £35,000 April 2016 [ <i>contingent on Stage I outcome</i> ] To automate the LAA Assessment process	Stage I outcome: Software scoped, implementation timetable agreed and Legal Aid Agency consents obtained Stage II KPIs: 1. Reduction in average time spent by mediators and professional practice consultants on assessments 2. Reduction in 'failures' when claiming LAA fees	Stage I Feasibility study will start in April 2016
Stage I planned completion date: June 2016		
Stage II Planned completion date: January 2017		

## APPENDIX 6      Biographies

### Grants Panel

**Nigel Hamway** qualified as a Chartered Accountant and has worked in the electronics industry, fund management and medical products. He is a director of fund manager Charterhouse, and chairman of property company Conygar plc. He chairs the Oxford Lieder Festival and Christ Church Cathedral Music Trust, and is trustee of the Progress Foundation, supporting young disadvantaged people in London with a view to help them get work. He retired in 2015 as chair of Family Links, the national charity dedicated to promoting emotional intelligence and wellbeing for children and families. He is a trustee of the Blackbird Academy Trust.

**Marion Stevenson** qualified and worked as a probation officer and divorce court welfare officer, before becoming a family mediator in 1989 and a National Family Mediation trainer in 2006. She has worked as a conciliator for the Health Authority and a Restorative Justice Facilitator. Marion founded Oxford Community Mediation in 1995, and was director of Oxfordshire Family Mediation between 2003 and 2011. She jointly chaired Charity Centre Oxford, which worked to acquire a shared building for charities, culminating in the purchase of the Old Music Hall by the Ethical Property Company. She founded Charity Mentors Oxfordshire in 2012 and is its current chair. She is a Deputy Lieutenant.

**Colin Alexander** has lived in Oxfordshire for over 55 years. After selling his company, he began working in Oxford in 1996 with young businesses, firstly as director of the local Business Link and then from 2001 with Oxford Innovation, then part of the Oxford Trust. In 1999 Colin became chair of a small educational charity, which he merged with Oxfordshire Community Foundation in 2006, serving as a trustee of the latter until March 2015. Colin has also worked with the Princes Trust, first as a mentor and then as a member of the Thames Valley Regional Board for four years from 1999.

**Robin Buxton's** background is ecological research and application of ecology to conservation and environmental management. His main focus is the strengthening of organisations through better governance and capacity-building. In December 2014 he retired as a trustee of The Earth Trust (since 1982, as warden, director and then chair); Wild Oxfordshire (chairing it from its launch in 1993); BBOWT (leading its transformation over 16 years into a highly professional and effective body); and TOE2 (a Landfill Community Fund). He currently chairs the Patsy Wood Trust, set up in memory of his late sister, and is a trustee of the Ecological Continuity Trust and the Durrell Trust for Conservation Biology in University of Kent. He is a Deputy Lieutenant.

**Tony Stratton** joined CPM in 1975, became CEO in 1990 and is now Chairman Emeritus. He is chairman/non-executive director of three other marketing service companies. Locally, he is a member of OXIRM Advisory Board, a trustee of Oxford Brookes Student Union and a member of the Youth Partnership Board. He has been involved in the voluntary sector in Oxfordshire for 20 years and is currently chair of Reciprocate, a new, responsible business group hosted by Oxfordshire Community Foundation. He is a Deputy Lieutenant and was High Sheriff of Oxfordshire 2014–15.

**Martin Wilkinson** has lived in Oxford for almost 40 years. He is a qualified Cost & Management Accountant, working in commercial organisations all his career. His major role was as Finance Director of Blackwell Science, a major international publishing company. He then undertook a number of FD roles, including an AIM listed company, before retiring in 2007. He was a governor of Oxford Brookes University for ten years where he chaired the major sub-committee of the Board. He has held a number of positions as chair and treasurer in local charities, including The Art Room and Oxfordshire Family Mediation.

## Project managers

**Chris Allen** is a Chartered Accountant who was employed in financial positions by a number of international companies, both in the UK and overseas. More recently he worked for the government-funded local Business Link providing help and support to small businesses in Oxfordshire. He is currently a Prince's Trust mentor.

**Lene De Wesselow's** background is financial services. She worked as financial adviser, initially under the umbrella of Hambro Life, which in the 1980s became Allied Dunbar and then as one of the founder partners of J. Rothschild Assurance, which later became St James's Place Partners. At St James's Place she built up her practice, which she sold in 2002. She then did voluntary work for The Prince's Trust in Berkshire for five years, managing the local team of mentors.

**Gwilym Hughes** has followed a career spanning the Royal Air Force, the Diplomatic Service and academia. He is interested in how public policy affects international relations, and is the director of the Oxford Intelligence Group. He now works primarily in asset management and is a Fellow and the Head of the Endowment Office at Nuffield College Oxford. He also advises the college on charity law, corporate governance and the role of trustees.

**Martin Lamaison** qualified as a chartered accountant after obtaining an Industrial Economics degree. He opted for a career in industry working in both finance and general management with Glaxo, British Oxygen and finally Oxford Instruments plc, where he was the Finance Director for over 20 years. On retirement he became treasurer of the Friends of Oxford Botanic Garden for seven years, and also chaired the Board of a start-up company. He is currently chair of the Nuffield College Audit Committee and Finance Director of Huntercombe Golf Club.

**Lisa Mynheer** keeps bees – combining her life science background with her fascination with how communities organise themselves to operate effectively. She has worked in the field of leukaemia research; managed the production of monoclonal antibodies; commercialised diagnostic tests as operations director for a new start-up company; managed a diagnostics network and delivered the UK's first fully equipped and managed micro-incubator for new diagnostic technologies; and mentored and supported entrepreneurs to turn their innovations into businesses. Lisa has a PGCE in coaching and facilitation, and is now focused on using these skills to support the change in culture required for the effective implementation of innovation management processes and new ideas as a director of Luminno Ltd.

**Graham Shaw** has worked for over 20 years as both an executive and non-executive director of commercial companies in diverse industry sectors – graphic arts, financial services, document security, web publishing, e-learning, and renewable energy. Graham is also a trustee of several not-for-profit organisations (including Community First Oxfordshire and The Oxford Centre for Buddhist Studies) and was previously Chief Executive of an Oxford-based charity (DIPEX) for five years. Graham currently heads up two technology companies, Oxonica Ltd and Signum Technologies, alongside non-executive positions with the Foresight Group, a leading independent infrastructure and private equity investment manager.

**Philip Wootton** worked for a large British multi-national for 35 years. During that time he was variously national sales manager, marketing manager and general manager for one of their key businesses. After this he spent 14 years in a variety of roles at Business Link, a public sector organisation that helped smaller enterprises thrive. In 2011 government funding was withdrawn but he continued to work for the operating company developing and marketing EU grants to businesses. In recent years Philip has worked with a number of charities in Oxfordshire.