

Review of the Year

April 2023



About Step Change

The aim of the Step Change Fund is to strengthen foundations of proven voluntary sector organisations, so that they can grow to meet the challenges faced by some of our most disadvantaged neighbours.

For many people in our county, these challenges are multiple and often embedded across generations and within areas. The Step Change Fund supports medium-sized social organisations that are already making a positive difference, awarding substantial grants to strengthen them over the long term.

The Step Change Fund was established in 2014 when a group of Oxfordshire-based philanthropists recognised that many charitable organisations struggle to obtain funding to build core capacity and thus fail to achieve sustainable growth. Donors to Step Change understand and value the vital contribution to the community made by voluntary sector organisations. The fund gives donors a unique vehicle for combining their resources and making investments at a scale that reinforces the best organisations for the long term.

The Step Change Fund provides grants to charitable organisations where their projects have the greatest potential to do good. It provides a unique offering to local charities to maximise the chance of success. With a dedicated panel, local knowledge, and the support of volunteer project managers the opportunity for long-term and sustainable growth is greatly increased.

The fund is hosted and administered by Oxfordshire Community Foundation (OCF). OCF provides the first point of contact for charities and ensures that applicants meet the fund's broad eligibility criteria.

To find out more visit www.oxfordshire.org/step-change-fund.

Chair's report

April 2023

Following the end of Covid restrictions in early 2022, it is a pleasure to look back on my first 'normal' year as Chair of the Step Change Panel. While normality has returned to our meetings, the impact of the pandemic is still felt in our community, and this has of course been compounded by the inflationary impact of the war in Ukraine. The needs of Oxfordshire's disadvantaged continue to grow.

Since last year's review there have been some changes to the management of the Step Change Fund. Olga Senior has recently retired from the panel following her appointment as Chair of the Independent Monitoring Boards of HMP Huntercombe. Olga has been a member of the panel for a number of years and her wise counsel was of great assistance to me when I first joined three years ago.

We have also made changes to improve the linkage between the panel and our excellent project managers. Steven English has stepped down from his role as co-ordinator and the project managers now have a direct link to panel members Martin Wilkinson and Roz Warren. We retain a very strong team of project managers, and their brief biographies are included at the end of this report. I am very grateful to these key members of the Step Change organisation.

In a departure from our usual format, the 2022 annual dinner took place at the site of one of our grantee charities rather than at an Oxford college. We were made very welcome by the team at SOFEA in Didcot and served an excellent meal by an inspiring group of young people.

During the Covid restrictions we saw a reduction in applications for our grants as charities struggled with the challenges of remote delivery. I am happy to say we are now seeing a significant increase in good quality applications, and it looks like we will be making significant numbers of grants in 2023.

Since our last review we have held five panel meetings and have considered seven full bids, all of which were fully approved with total grants of £349,000. Subsequently, one of these projects has been cancelled, reducing the total grants made to £302,000. During these five meetings, 20 Expressions of Interest (EoIs) were considered; of these 11 were invited to make full bids.

The Step Change Fund continues to focus on making grants that have permanent long-term benefits (step changes) to the grantee organisation. Our grant assessment process first considers the size, financial health and governance of the charity before assessing the merits of the proposed project.



“The Step Change Fund continues to focus on making grants which have permanent long-term benefits (step changes) to the grantee organisation.”

Sandy Arbuthnot, Step Change Chair

While maintaining our rigorous assessment, we continue to work to make the grant application process less daunting and onerous. To this end, Oxfordshire Community Foundation have been instrumental in creating an online application form that both quickly assesses whether the applicant meets our criteria, and then summarises their project for initial consideration by the panel. We are particularly grateful to Annette Ahern for her efforts with this initiative and will be very sorry to see her now move to a well-deserved retirement. Thank you, Annette, for your hard work and enthusiastic support of Step Change over the years.

Finally, it is my pleasure to thank our donors, without whose generosity we would not be able to assist the County's excellent charities. We continue to be funded by sizeable donations from a small group of local philanthropists who value the rigour with which Step Change grants are awarded and subsequently dispersed.

We look forward to stepping up our grant giving to organisations with strong, established leadership that can use the funds to stabilise and grow in these challenging times.

SANDY ARBUTHNOT

Step Change Chair

Contents

1.	Summary of approved projects in 2022–23	8
2.	Other active projects and case studies.....	9
	Story of success: Home-start Oxford	10
	Story of success: One-Eighty.....	12
3.	Financial summary as at March 2023.....	15
4.	Project managers update	16
APPENDIX 1	Panel member biographies	17
APPENDIX 2	Project manager biographies	18



“The Step Change Funding has done what we believed it would – enabling OUtC to become operationally present in a financially viable and socially impactful way in the first of 10 towns across Oxfordshire. As a results we have delivered a range of services to people using the ‘power of football’ to reach, engage and support communities that did not previously have access to such programmes and services.”

Christopher Lowes, Head of Charity, Oxford United in the Community

1. Summary of approved projects in 2022–23

The following grants were awarded in the 12 months between April 2022 and March 2023, following a rigorous application process. This includes submission of an Expression of Interest and, following approval at a panel meeting, working with a Project Manager to develop a Detailed Bid that is then presented to the next panel meeting.

Grant	KPIs
BRIDEWELL GARDENS	Provides a mental health recovery service via social and therapeutic horticulture in a working garden for adults living in Oxfordshire
£39,520 May 2022 (Grant II) To implement a new CRM system and update of the website	<ol style="list-style-type: none"> >99% of donations recorded on CRM within 3 months 50% of donors thanked through CRM within 3 months Growth in mailing list contacts +25% in 9 months 50 referral enquiries received via website per annum
REDUCING THE RISK OF DOMESTIC ABUSE (RtR)	Safeguards adults and children at risk of domestic abuse, and empowers the professionals and volunteers who support them
£43,940 Jan 2023 To forge links with local community groups and build a network of 'Friends' who will have the knowledge and confidence to raise concerns with the RtR network of support	<ol style="list-style-type: none"> # of organisations engaged – 20 (5 per quarter) # of events of all types including webinars – 20 (5 per quarter) # of attendees across all events – 200 (50 per quarter) # of Community Friends recruited – target 100 over the first year and 250 over 2 years # of Friends who supported/sign-posted someone – 8 (2 per quarter)
SUNNINGWELL SCHOOL OF ART	Creates an active participation programme, sharing its expertise with people who would not otherwise have access to art
£28,964 May 2022 (Phase 1) To improve financial management and implement a professional software package to ensure it (Sage)	<ol style="list-style-type: none"> Treasurer appointed to board of trustees and registered with Charity Commission Accounts package implemented and management accounts produced and adopted Administrators in place to support accounts package
WOLVERCOTE YOUNG PEOPLE'S CLUB	Provides engaging experiences that empower young people to make informed decisions that benefit their future
£36,700 May 2022 – project later discontinued due to lack of viability, after spending £2,250 To ensure growth and sustainability by employing a charity manager	<ol style="list-style-type: none"> A minimum of 15 young people accessing Daytime Youth Work by the end of Year 2 reaching a total of 40–50 by the end of year 2 After one year, a reported increase in soft skills and wellbeing in a majority of young people that access the project (25% of young people enrolled onto a training course, back into school or into work within a year; 25% remain enrolled with the project) Further funding raised of £10,000 received in 2022–23 and £40,000 in 2023-24, from trusts and foundations

2. Other active projects and case studies

The following projects were funded in previous years and were still either receiving grant payments or were within the one-year monitoring period during the year under review. All were being supported by their Project Manager to monitor KPIs and continue to realise the benefits of the grant. In addition, six organisations submitted their final impact reports: Archway, Oxford United in the Community, Oxford Gatehouse, Quest for Learning, Home-Start Oxford and Oxford Against Cutting.

Grant	KPIs	Achievements to date
BE FREE YOUNG CARERS (BFYC)		
Supports children who care for a relative at home with respite activities, befriending and a support network of their peers		
£35,000 October 2021 (Grant II) To extend the success of their South Oxfordshire service to the rest of Oxfordshire	<ol style="list-style-type: none"> Number of young carers supported per year Number of schools referring to BFYC per year Number of families reporting satisfaction with the BFYC service per year Number of young carers reporting greater self-confidence and wellbeing per year Number of volunteers trained and active per year 	After the loss of one of the two senior members of staff in Oxford late last year, the charity recruited two outstanding staff members, giving much greater flexibility and resilience. They have established a three-year support package from Said Business School and further significant donations allocated to their work in Oxford. This is building on the foundation laid by the Step Change grant. They are very close to achieving all their agreed impact measures and the panel is very pleased with progress.
Project completed Mar 2023 – outcomes monitored until Mar 2024		
MAKESPACE		
Takes underused spaces across Oxfordshire and reanimates them into affordable spaces for purpose-led organisations and individuals		
£50,000 Feb 2022 To provide subsidised space and support to community enterprises, voluntary groups and charities	<ol style="list-style-type: none"> Find 20 viable occupiers over 2 years (who will be subsidised in early months) Min 80% of supported occupiers remain sustainable over the first 12 months 100% delivery of workshops/training plan as per agreed timing Min 80% positive feedback from occupiers 	Makespace now has 15 Step Change subsidised tenants in place in five different properties. Fourteen organisations have finished the first four months of rent support, and eight organisations are over six months into their occupancy and no longer supported. All Makespace sites have been running business support events on topics such as marketing, business development and legal structures. There have also been events run by tenants including pop-up markets and “Warm Space Plus”, which brings in people from the community for social activities. There have also been collaborations between organisations renting the space.
Planned completion date: February 2024		

Story of success: Home-Start Oxford

A Step Change grant has enabled Home-Start Oxford to overhaul their communications and infrastructure to better meet demand and community engagement.



Home-Start Oxford is a community network of trained volunteers and expert support, helping families with young children through challenging times. Their overall aim is to create relationships with families that increase parents' confidence, independence, and resilience.

The organisation was looking for funding to enable them to increase their support from 315 children in 2018/19, to over 500 within two years. The demand was huge, with three times greater need than capacity. Step Change funding for vital infrastructure and communications investment enabled this growth.

When asked about the need at the time of the application to Step Change, Katharine Barber, Chief Executive, says: "It could take an hour to process a single referral; time spent on data entry rather than reaching more families. We needed to move from cumbersome caseload management in Word and Excel, to a streamlined CRM system, to efficiently manage workflow, monitoring and evaluation data, reporting, and communications. We were unable to scale up on current infrastructure and limited communications."

The project has enabled Home-Start Oxford to make the step change they were aiming for, with fantastic results.

Their plan included implementing a cloud-based CRM system and hiring a new Communications Manager to help drive engagement with corporate and individual supporters as well as recruit more volunteers.



Following a two-year implementation period, the project has enabled Home-Start Oxford to make the step change they were aiming for, with fantastic results. The CRM system has transformed the administrative work, such as the processing of a referral, which now takes 15-20 minutes, instead of one hour. In 2021/22 they were able to support 557 children, exceeding their target of 500 children. Expanded communication has enabled the growth of volunteer numbers from 38 to 51, and unrestricted income has doubled to £100k by end of 2021.

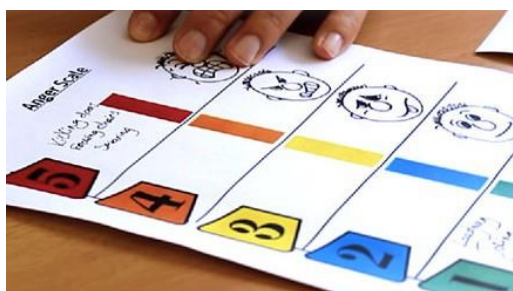
Katharine Barber sums up the impact that Step Change has had on their organisation and says: "If I had to name one thing that has made the single biggest difference to our charity over the last two years, it is funding from Step Change. Thank you – it has been transformational."

Grant	KPIs	Achievements to date
MY LIFE MY CHOICE		
Ensures that there is independent support for people with learning disabilities in Oxfordshire to have their say, claim their rights and to take control of their own lives		
<p>£48,460 July 2021</p> <p>To provide greater access for disabled people to digital platform activities</p>	<ol style="list-style-type: none"> 1. Number of beneficiaries receiving intensive training and support (increase from 32 to 70) 2. Number of devices distributed (increase from 31 to 50) 3. Number of new MLMC members engaged (increase by 34) 4. Additional member email addresses added to MLMC database (increase by 120) 5. Numbers engaging with charity's online activities (aim to have 160 people engaging) 	<p>This project is nearly complete:</p> <ul style="list-style-type: none"> • 50 devices are set up and distributed. This means the project target has been met three months earlier than planned. • 93 unique individuals have received training. It's getting harder to attract new beneficiaries. MLMC are planning a marketing push via multiple channels (newsletter, day centres, therapists) in a bid to meet the project target over the next few months. • 234 training sessions completed. This illustrates that existing beneficiaries who already had the initial training come back for more to expand their skills.
Planned completion date: August 2023		
OXFORD GATEHOUSE		
Offers free support services for adults who are homeless, vulnerably housed, on low income and/or looking for company and community		
<p>£46,620 Feb 2021</p> <p>To improve the internal structure of all the services delivered via a digital system that manages volunteers, clients and staff data better</p>	<ol style="list-style-type: none"> 1. Sourcing and tailoring a management system which meets the needs of the organisation and can be adapted to meet change 2. Staff and volunteers are competent and confident in using the monitoring system, which will lead to paperless working across the organisation 3. Management staff able to complete detailed and metric reporting and set up new activities 	<p>Over the last few months there has been much effort spent on reviewing the improvements to the Gatehouse's operations thanks to the new management system. Reports have been produced on the impacts of the project on the operation of the charity, its people, culture and management.</p> <p>Gatehouse met all the financial milestones and achieved all the impact measures (KPIs) that were agreed at the beginning of the project.</p>
Project completed Jan 2023 – outcomes monitored until Jan 2024		
PEOPLE, PLACE AND PARTICIPATION		
Allows the community management of a decommissioned children's centre, developing it as a community enterprise hub in Florence Park		
<p>£55,000 May 2021</p> <p>To increase funding and trading, and widen services at Flo's – The Place in the Park (shop and café)</p>	<ol style="list-style-type: none"> 1. Trading KPIs: shop turnover meets financial targets; café turnover meets financial targets; market analysis 2. Organisational and Enterprise Development KPIs: recruit for key leadership; upgrade IT; reduce consultancy costs by 50%; implement One Planet Action Plan 3. Community KPIs: increase membership by 20% over two years; diversity social enterprises trading independently (Syrian Sisters and No Vice Ice); pavilion reopened; established food inequality programme 	<p>A new Director has been appointed, and the trading income for Flo's café and shop met its target for FYE March 22 but could be looking at a small deficit this year. They are taking steps to try to minimise this by raising prices and reducing costs as far as possible. Flo's trading was awarded a grant of £12k recently which will be used to make further improvements to the café and marketing. The community KPI, and in particular OX4 Food Crew – established in Covid with nine other local organisations – continues to do amazing work to address food insecurity.</p>
Project completed March 2021 – outcomes monitored until May 2023		

Story of success: One-Eighty

Step Change funding has enabled One-Eighty to increase their capacity and expand their reach across Oxfordshire through the implementation of a traineeship programme for staff.

One-Eighty is a mental health and behaviour support charity. They work across Oxfordshire and Buckinghamshire, empowering children and young people to improve their mental health and re-engage with education. Through intensive one-to-one sessions, they support children and young people dealing with complex personal challenges (such as trauma, bereavement, mental health difficulties, and those with difficult family circumstances) which prevent them from engaging with school.



CEO Susie Besant explains why they applied for Step Change funding: "The demand for our services, and the surge in the complexity of referrals, has increased over the past three years. This has been exacerbated by the impacts of the COVID-19 pandemic. Capacity to grow rapidly enough to meet this demand remained One-Eighty's biggest challenge."

The application to the Step Change Panel described how the funding would add time and capacity to their management team, alongside training and accreditation

resources, enabling them to develop the vital skills within the team infrastructure, and enable recruitment at a lower-staff level, which is the most cost- and time-efficient means of resourcing their service. This would be crucial in supporting these complex young people, whose behaviours and needs have been intensified as a direct result of COVID-19.

One-Eighty recruited two sets of trainees, six months apart, following a process to engage with the local community to attract a diverse range of applications. Three of the trainees were new to the workplace, and so the Traineeship Programme gave them the opportunity to develop key 'business skills' such as time management skills, prioritising key tasks, and meeting deadlines.

This has enabled the delivery of a preventative mental health awareness project, Make Me Smile, alongside intensive interventions.

As they progressed in the programme, they worked alongside more experienced staff, progressing from writing session plans and evaluations to supporting Case Teams with one-to-one support.

Asked about their experience, one of the Trainees said: "I am looking forward to the start of the new school year, which will mean taking on new cases and seeing them through from start to finish. This will help me get to grips with the One-Eighty intervention model."



Following the end of the Traineeship programme, One-Eighty were able to recruit two of the trainees into full-time Behaviour Support Professionals role. This has enabled the delivery of a preventative mental health awareness project, Make Me Smile, alongside intensive interventions.

The Traineeship Coordinator described her insights into the programme: "Developing and managing the Traineeship Programme has been insightful and beneficial to both myself, and to One-Eighty. The Trainees have brought energy and ideas into One-Eighty, and so much positivity and enthusiasm to their work with young people!"

A list of all historic projects and their outcomes is available at:
www.oxfordshire.org/step-change

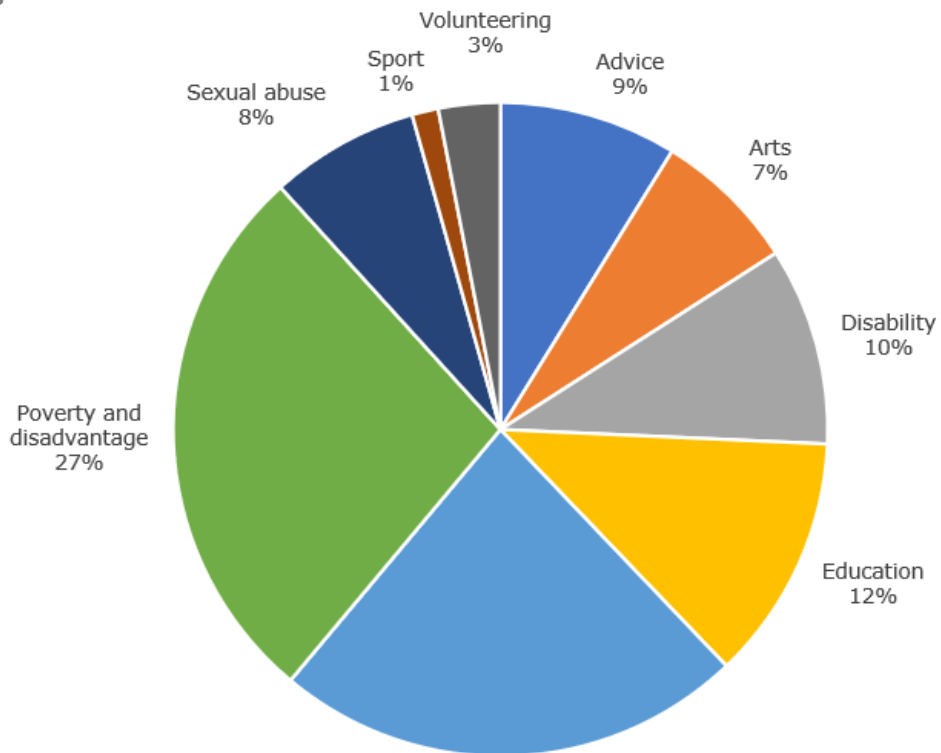


“We are grateful to Step Change and the invaluable support and encouragement Project Manager Nick Paladina has provided throughout the period of the grant. The panel’s willingness for us to adapt the KPIs in response to the pandemic enabled us to train 85 volunteers to provide individual telephone support, coping with a range of physical and mental challenges.”

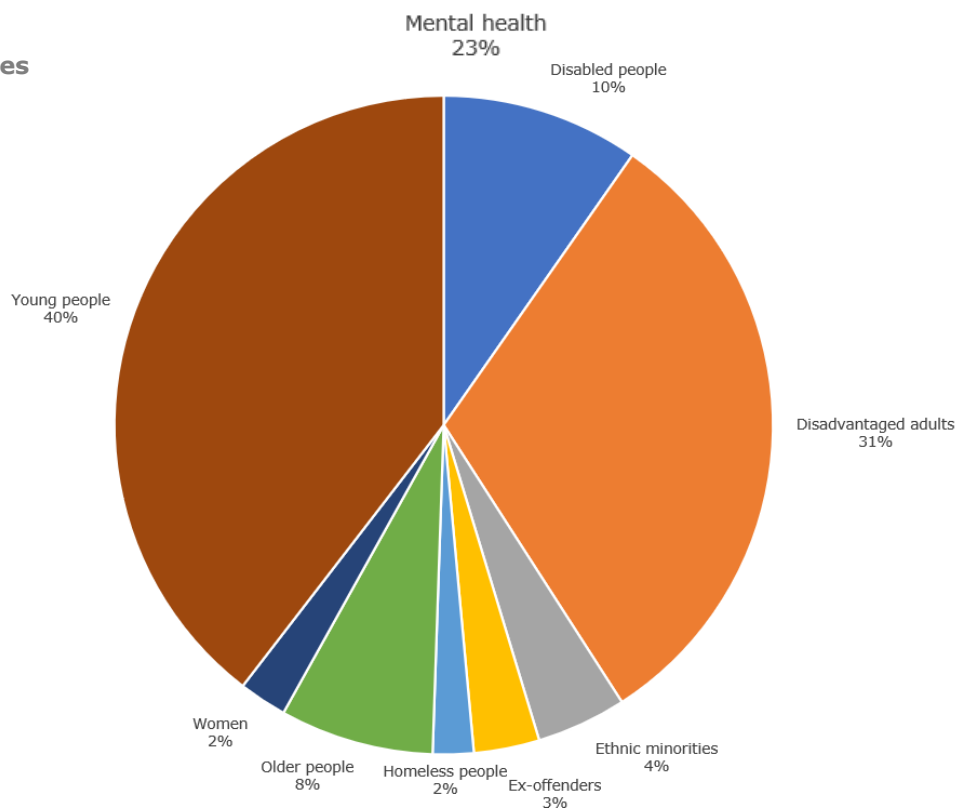
Sheila Furlong, CEO, Archway Foundation

The charts that follow describe the successful bidders and their projects since May 2014.

Themes



Beneficiaries



3. Financial summary as of March 2023

The financial position of the Step Change Fund remains strong, with £1.34m in cash currently available for charitable projects and substantial commitments from our donors over the next two years.

We aim to award grants of approximately £400k annually. Over the past two years (2021, 2022) we have fallen short of this target, as some applications have not been compatible with our application process and criteria, and we have seen a drop-off in applications post-Covid. In the current year, that is changing significantly. Already in 2023, we have approved grants of £246k and in June have the highest number of applications to be considered at one meeting, with four full bids and no fewer than ten Expressions of Interest. However, even with this level of submissions to the Fund, we can still confidently plan for the next three years of grant funding.

Since inception		Funds out	Funds in	Balance
Funds received from donors, including Gift Aid			£3,568,000	
Less contribution to OCF		£174,000		
Net available for grants				£3,394,000
Grants				
Projects completed	£1,599,000			
Current projects – grants given to date	£351,000			
TOTAL GRANTS GIVEN TO 31/03/23		£1,950,000		
Cash balance as at 31/03/23				£1,444,000
Future commitments on current projects		£101,000		
Cash available for new projects				£1,342,000
Future pledges of donations (net of contribution to OCF)			£267,000	
Forecast total cash available for future projects				£1,610,000



“The adoption of Lamplight has been more than just using a new system for the Gatehouse team – it has been a cultural change, enabling effective data management as a crucial piece of how and why the organisation is operating, and to provide analytical information to help drive future operational decision-making and strategic planning by managers and trustees.”

Nigel Meaby, Project Manager, Oxford Gatehouse

4. Project managers' update

We know that our Project Managers are a key differentiator for the Step Change Fund compared with many other grant-making bodies. Their role is to support each of the charities who receive a Step Change grant, and to monitor the attainment of pre-agreed milestones against which instalments of the grant are paid.

This monitoring function helps to ensure that our funds are being used to best effect. When plans go off-course – which is to be expected in the real world! – the Project Managers can sit down with the CEO of the charity and look for a realistic way forward. They regularly meet with their respective charities and provide reports to the panel on progress towards KPIs (the metrics that describe and define the “step change”) before each panel meeting.



We were very grateful to Steven English for all the work that he put into managing our Project Manager group. He stepped down in 2022 and the group now works directly with two members of our Step Change Panel, Martin Wilkinson and Roz Warren. We are constantly aiming to improve the way in which we work with our charities and to learn from the experience that we have gained over the years.

We would like to thank all of the Project Managers who worked with us during the year of this review: Steven English, Bradley Bain, Olga Biles, John Caunt, Andrew Colleran, Gary Gibbs, Lisa Myneer, Nick Paladina and Phillip Wootton. Olga Biles has since stepped down, due to work commitments and we shall miss her contribution.

ROSALIND WARREN

Step Change Panellist

APPENDIX 1 Panel member biographies

Sandy Arbuthnot (Chair) graduated in Geology and spent his early career as a site engineer on civil engineering projects around the world. Following an MBA, he worked briefly in investment banking before taking a number of roles in corporate strategy and general management. In 1997 he was appointed Managing Director of a small subsidiary of Burmah Castrol. Having led the buyout of this business he subsequently sold it to an Australian multinational. Between 2010 and 2018 he was on the board of Oxfam's Enterprise Development Programme. He is an angel investor and has been a director of two successful Oxford University spinout companies. In 2019 Sandy completed a full-time MA in Art History at the Courtauld Institute.

Brian Buchan studied at Jesus College, Oxford before embarking on an international career in consumer good companies such as Procter & Gamble, SSL International, RHM, Burtons Foods and R&R Ice Cream. He was Treasurer or Chair of Trustees for OXSRAD, a disability centre for 18 years and is now their President. He also chairs the Finance Committee of the Story Museum in Oxford and is a former member of the Jesus College Development Committee. He is a Life Fellow of the Royal Society of Arts. Brian was appointed Vice Lord-Lieutenant of Oxfordshire in January 2019.

Anne Davies is a trustee of OCF and Chair of the community foundation's Grants Panel. She is a senior IT professional with international experience at large multi-national corporations. She thrives on sorting out difficult situations and delivering business transformation and value through technological innovation across all areas of an organisation, including content and intellectual management, business analysis, supply chain management, financials, sales and distribution. After a 26-year career delivering IT systems for a series of high-profile publishing houses, she now works as an independent consultant, and is a regular speaker at seminars and conferences.

Elizabeth Paris spent 20 years in corporate finance at Chase Manhattan and JP Morgan, becoming a Managing Director in 1991. She has since been an Associate Fellow at the Saïd Business School; the University lead for several Goldman Sachs Foundation initiatives; and a consultant for the World Bank. She is Chair of The Oxford Playhouse, a Charity Mentor, and a trustee of SOFEA and Be Free Young Carers. Other Oxfordshire roles have included Chair of the Select Committee on Affordable Housing in Oxford, and Director, Common Purpose Oxfordshire. She is a Deputy Lieutenant of Oxfordshire, with a focus on Didcot and on families and children.

Rosalind Warren ran Charity Mentors Oxfordshire from its inception in 2013 until 2021. This experience gave valuable insights into the strategic challenges and governance structure of many of Oxfordshire's charities. Prior to this she was involved with OBX, a local charity that encouraged entrepreneurship in school-aged children who were less inclined to engage with traditional educational approaches. Her background is in agricultural economics, and she worked as a consultant with LMC International as Director of their Sugar and Sweeteners' group, as well as a lecturing in the School of Agriculture and Policy Development at Reading University. She is also Chair of FarmAbility Oxfordshire.

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

APPENDIX 2 Project manager biographies

Bradley Bain moved to the UK to work in the market research consultancy space five years ago, after receiving his MSc in Marketing and Consumer Studies and working in academic research in Canada. He has worked on a number of projects, including new product design, brand positioning, proposition and concept testing, and user experience research over this time. He is now leveraging his consultancy and academic background to help charities solve similar problems. Bradley lives in Oxford.

Olga Biles is an IT project manager with over a decade of experience in the non-profit sector. Having led and managed a wide variety of technology-based initiatives for several global household names, she runs her own consultancy working with clients to design and implement projects where the needs of the business and its people come first. Having made Oxfordshire her home for the last 20 years Olga is keen to share her expertise and pragmatic approach to help local charities succeed. (Olga has now stepped down as project manager)

John Caunt has had a long career in scientific instruments, has a Masters in Nuclear Physics and has his own company. He has a wide range of activities and started North Parade Community Market in 2013. He is a member of Oxford Real Tennis Club and is an active member of Park Town Residents Association. He was the Master and past Master of a Livery Company, The Worshipful Company of Scientific Instrument Makers.

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

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

Gary Gibbs started his career in the chemical industry, working in research and development before moving to the food industry. He spent many years developing food products, and as a senior manager set the strategic direction for innovation, generating and delivering the business case for each product. More recently Gary used this experience to project manage setting up a new dementia joint research centre. He is a church warden where he lives in Kidlington.

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

Nick Paladina is a Chartered Accountant and has spent most of his career in senior management positions in the not-for-profit sector, including in film and theatre, a national museum, professional societies and international education. He has also held several charity board roles, including Chair of the Oxford Literary Festival, St Peter's College Audit Risk and Remuneration Committee and Treasurer of the Temple Music Foundation. He currently works providing financial guidance to theatre companies and is a trustee of Phosphoros Theatre and a mentor with Charity Mentors.

Tahmina Sultana has worked in online retail business, education, and financial service organisations. She has a diverse and multi-cultural background and has helped various local educational charities to gain more value through efficient management. She is currently managing an online retail business.

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

The Step Change Fund is a charitable fund hosted and administered by Oxfordshire Community Foundation, Charitable Incorporated Organisation number 1151621.

3 Woodin's Way, Oxford, OX1 1HD



www.oxfordshire.org/step-change-fund