

# Supplement for

# Scrutiny Committee

On **Wednesday 29 January 2025** At **6.00 pm**

## Supplementary Pack: Item 7 Grant Allocations to Community & Voluntary Organisations 2025/26

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Cabinet, at its meeting on 5 February 2025, will consider a report from the Deputy Chief Executive – Citizen and Customer Services, seeking approval for Grant Allocations to Community & Voluntary Organisation for 2025-2026.

Councillor Linda Smith, Cabinet Member for Housing and Communities, Tom Hook, Deputy Chief Executive – Citizen and Customer Services, and Paula Redway Culture and Community Development Manager have been invited to present the report and answer questions.

The Committee is asked to consider the report and agree any recommendations.

The agenda, reports and any additional supplements can be found together with this supplement on the committee meeting webpage.

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**To:** Cabinet

**Date:** 5 February 2025

**Report of:** Tom Hook, Deputy Chief Executive – Citizen and City Services

**Title of Report:** Grant Allocations to Community & Voluntary Organisations 2025/26

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	<ol style="list-style-type: none"> <li>1. To highlight to Cabinet the positive impact of Oxford Community Impact Fund 2023-24.</li> <li>2. To seek Cabinet approval to the criteria and weighting for assessing Oxford Community Impact Fund grant applications for delivery from 2025-26 set out at paragraphs 47-58.</li> <li>3. To seek Cabinet approval to administer a new bidding round for Big Ideas grants maintaining grant agreements for 3 years from 2025-26 financial year – 31 March 2028.</li> <li>4. To seek Cabinet approval to administer two bidding rounds per year for Small grants for the next 3 years with activity being delivered in year.</li> <li>5. To seek Cabinet approval to maintain the current levels of core funding for Advice Centres for 3 years from 2025-26 financial year – 31 March 2028.</li> <li>6. To delegate authority to the Deputy Chief Executive – Citizen and City Services in consultation with the Cabinet Member for Housing and Communities to make grant awards in line with the assessment process and criteria.</li> </ol>
<b>Key decision:</b>	Yes
<b>Cabinet Member:</b>	Councillor Linda Smith, Cabinet Member for Housing and Communities
<b>Corporate Priority:</b>	Support Thriving Communities
<b>Policy Framework:</b>	Thriving Communities Strategy

<b>Recommendation(s):</b> That Cabinet resolves to:
<ol style="list-style-type: none"> <li>1. <b>Note</b> the social value and economic impact of the fund – see appendices 1-4</li> <li>2. <b>Agree</b> the criteria and weighting for assessing Oxford Community Impact Fund grant applications for delivery from 2025-26 as recommended in paragraphs 50-61 of this report.</li> <li>3. <b>Agree</b> to maintain the current levels of core funding for Advice Centres for</li> </ol>

1st April 2025-31st March 2028

- Delegate** authority to the Deputy Chief Executive – Citizen and City Services in consultation with the Cabinet Member for Housing and Communities to take decisions as to the grants to be made by the Council against the approved criteria and in line with the assessment process.

### Appendices

Appendix 1	Oxford Community Impact Fund Grant Allocations to Community Groups 1 April 2023-31 March 2024
Appendix 2	Charts indicating the reach of communities of identity, geography and interest by funded projects 2023-24
Appendix 3	Funding leverage as reported in the grant monitoring form for Big Ideas grants 2023/24
Appendix 4	Examples of how the funding criteria were met and delivered
Appendix 5	Equalities Impact Assessment
Appendix 6	Risk Assessment

### Introduction and background

- Oxford Community Impact Fund provides funding to community groups, organisations and individuals to deliver programmes for wider community benefit.
- The fund aims to help deliver the following key interconnected pillars, in line with the Council's Corporate Strategy 2020-24: Support thriving communities; Enable an inclusive economy; Pursue a zero-carbon Oxford; Deliver more, affordable housing.
- Oxford Community Impact Fund started in April 2022 and comprises four strands:

Strand	Current Annual Cost (to 31 March 2025)
<b>Strand 1: Grants for essential services:</b> <ul style="list-style-type: none"> <li>Advice services</li> <li>Domestic abuse helpline</li> </ul>	<b>£501K total per year (to 31 March 2025)</b> <ul style="list-style-type: none"> <li>£448K</li> <li>£53K</li> </ul>
<b>Strand 2: Grants for rent</b> <ul style="list-style-type: none"> <li>Modern Art Oxford</li> <li>Fusion Arts</li> <li>Barton Advice Centre</li> <li>Agnes Smith Advice Centre</li> <li>Film Oxford</li> <li>Rose Hill Advice Centre</li> <li>Donnington Doorstep Family Centre</li> </ul> <i>n.b. leases vary</i>	<b>£82,887K budget allocated per year</b> <ul style="list-style-type: none"> <li>£50,000</li> <li>£8,837</li> <li>£8,100</li> <li>£7,250</li> <li>£5,000</li> <li>£3,000</li> <li>£700</li> </ul>
<b>Strand 3: Big Ideas grants</b> <ul style="list-style-type: none"> <li>36 strategic partners – 3 year funding arrangement contracted from 1 April 2022- 31 March 2025</li> </ul>	<b>£338K budget per year (to 31 March 2025)</b> <i>n.b. a grant of £10K p.a. was unclaimed</i>
<b>Strand 4: Small and Medium grants – 100+ per year</b> <ul style="list-style-type: none"> <li>Round 1</li> <li>Round 2</li> <li>Round 3</li> </ul>	<b>£84K per year (to 31 March 2025)</b> <ul style="list-style-type: none"> <li>£24K</li> <li>£44K</li> <li>£16K</li> </ul>

Table 14

7. Grants are initially scored by officers with an understanding of the area of work to be funded. The scores are then checked for consistency of approach by the grants team who add a balance score based on the overall impact of the work and the likelihood of funding being available from alternative sources. The grants team then recommend funding amounts based on the budget available, overall scores and the applicants' response to the question 'Please let the panel know which elements of your project you would be able to deliver if you receive 10 - 20% of your request'.
8. For grant agreements up to 31 March 2025, recommendations were approved by Cabinet for grant commitments for more than one year: Big Ideas, grants for rent and essential services. Small and Medium grant recommendations (up to £5K per application round per year) were sent to the Head of Community Services/Executive Director Communities and People for approval, in consultation with the Cabinet Member for Housing and Communities.
9. See Table 2 below for the breakdown of Big Ideas and Small and Medium Grants from 1 April 2023 – 31 March 2024 and Appendix 1 for the list of grantees:

<b>Grant</b>	<b>No. of grants awarded</b>	<b>Grants budget allocated</b>
Big Ideas	36	£338,000
Small and Medium Grants R 1 2023-24	49 (24 previous year)	£24,000
Small and Medium Grants R 2 2023-24	42 (48 previous year)	£44,000
Small and Medium Grants R 3 2023-24	35 (22 previous year)	£16,000
<b>Total</b>	<b>162</b> (130 previous year)	<b>£422,000</b>

**Table 2**

10. In addition to the funding above, officers also hold individual grant advice sessions throughout the year to support organisations and individuals to increase income and secure external funding via grants, Oxford lottery and other income generation including Match My Project. Officers provide one to one advice and write letters of support.
11. In 2023-24, 30% of Big Ideas grantees signed up to [Oxford Lottery](#), which is administered by Oxford City Council (The Council), and collectively raised over £20K.
12. [Match My Project](#) enables community groups and grantees to advertise their projects on a website, which businesses can then choose to support. In 2023-24, 20% of Big Ideas grantees signed up to Match my Project with several benefitting e.g. Arts At the Old Fire Station were supported by Jessop and Cook to create an environmental action plan around the Old Fire Station building and how they can make changes to reduce their carbon footprint.
13. The Council facilitates applicants in receipt of Big Ideas funding to meet in person as the 'Big Ideas Network' to enable shared learning and evaluation, project collaboration, fundraising and the pooling of resources.
14. Feedback is sought and acted upon throughout the application process including improvements to the application and monitoring forms and offering briefings in the evening as well as during the working day. Grantees welcome actions taken to streamline processes and share external funding opportunities.

15. Grants reporting is undertaken annually and guided by the criteria used to assess grant applications.
16. Total beneficiaries reported by Big Ideas grantees are over 500,000 – whilst some people will have benefitted several times and from different projects, this is still a high figure for a city with a population of c.165,000.
17. The availability of funding has been promoted widely. As a result, there has been a significant increase in applications with over 20% of Small and Medium grants being awarded to new applicants.

## **Equalities, Diversity & Inclusion**

18. Increasing Equality, Diversity and Inclusion is a key priority for The Council and underpins its [Thriving Communities Strategy](#). Therefore, demonstrating how the funded activities have helped to reduce inequalities and increase diversity, inclusion and access in the city is one of the mandatory grant reporting requirements.
19. This criterion, along with engagement with the Big Ideas Network and grant advice support sessions, has enabled organisations to get to know, collaborate with and increase support for marginalised communities in Oxford. This has, in turn, led to organisations adapting their services to reduce barriers and better meet community needs e.g. helping those who might otherwise be left behind to develop their skills, confidence and social connections – see Appendix 4 for a wide range of examples.
20. Grantees have reported increased diversity on their board of trustees. For example, Asylum Welcome have hired more staff, volunteers, managers and board members with lived experience to move towards becoming a refugee-led charity. Currently, 15 out of 35 members of staff (including a Co-Director of Services and Office Manager), 2 trustees and over 50 of their 250 volunteers are people with lived experience of forced migration. Justice in Motion recruited 3 new trustees in 2023/24; two of whom are from the global majority. My Life My Choice have reserved 2 positions on the board of trustees for people from an ethnic minority, 6 for women and 2 for young people. Homestart also recruited two new trustees including a young trustee recruited through Reach Volunteering.
21. Combined, the advice centres worked with over 13,219 customers during 2023/24. This number includes 9,322 customers who haven't sought advice/assistance from a centre before, and 3,897 who have on-going cases or return for advice/assistance.
22. Over 10% of customer interactions were face-to-face. Since the pandemic, more customer interactions are via digital means, but there is also a need for customers to be seen face-to-face. Phone appointments dominate one-off advice/triage.
23. The key support people needed was for: debt advice, claiming benefits, housing, utilities, employment, legal and relationship issues.
24. Over 4,100 people were assisted to reduce their debt, and around 1,533 people were assisted to claim new benefits or increase the benefit they were entitled to.
25. Advice centres assisted customers to reduce debt to a value of at least £2.1m in 2023/24. This only includes information where this is collected, and we can therefore expect the amount reduced to be higher than this.
26. In addition to this, in 2023/24, the centres have together recorded around £11m money gained for customers. This includes where people have taken up benefits, have been assisted to have debt written off, assisted with charity grants and other one-off payments.

## Environmental sustainability and zero carbon Oxford

27. In January 2019, Oxford declared a climate emergency and, in autumn 2019, Oxford became the first UK city to hold a Citizens Assembly on Climate Change. As such, it is also mandatory for Oxford Community Impact Fund's grantees to report on the environmental impact of proposed activities, mitigation measures to offset this impact and, where applicable, plans to increase biodiversity and contribute towards a zero-carbon Oxford.
28. This criterion has encouraged increased awareness of environmental sustainability within the funded organisations and communities they serve and led to many undertaking further training and internal policy development and monitoring in this area.
29. Grantee organisations have played their part in reducing waste, with most focussing on reuse, repurposing and recycling – see Appendix 4 for examples.
30. Grantees have also made a conscious effort to reduce energy usage and carbon emissions e.g. by replacing lighting and boilers and turning devices off when not in use, replacing print with digital solutions and encouraging everyone to use public transport, bicycles or to walk wherever possible. They have also stopped using single use plastic and instead are using items that are biodegradable or that can be washed and reused.

## Leverage and match funding (attracting additional funding)

31. Oxford Community Impact Fund provides seed funding to enable grantees to generate, raise and earn significant additional income to pay for the full cost of delivery – see Appendix 3 and table 3 below.
32. The Council also supports organisations to access additional external funding through tailored individual funding advice sessions, Match my Project and Oxford Lottery. When appropriate, officers also provide letters of support for external grant applications.
33. In 2023/24, Oxford Community Impact Big Ideas, Grants for Rent and Advice Centre Funding of £880,498 represented 6% of the £14,901,300 overall delivery costs for Big Ideas and Advice programmes – see Appendix 3 and table 3 below. The remaining 94% was paid for by earned income from: trading activities including investments (£6,601,638); grants and charitable trusts (£5,110,374); other local authority funding (£540,027) and donations and legacies including via Oxford Lottery (£1,768,763).

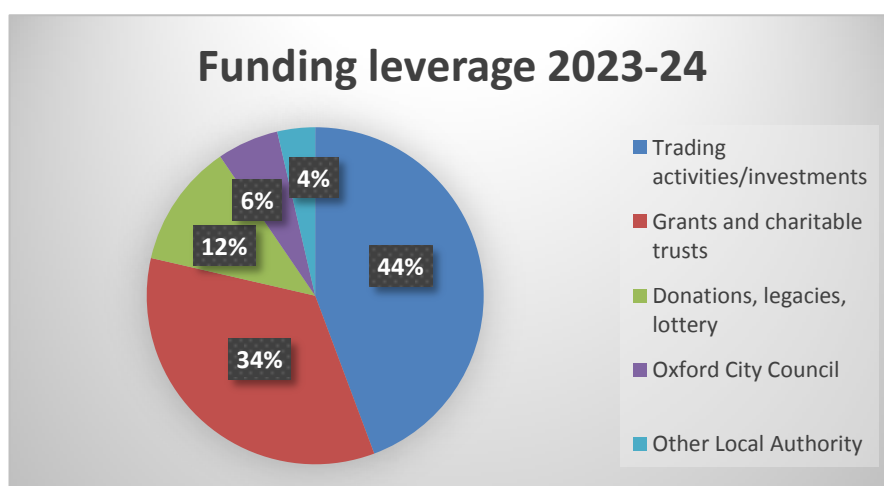


Table 3

34. The seed funding to Big Ideas grantees helped them to raise/generate significant additional money which they used to help pay for fundraising, programme and staffing costs so they could provide preventative support to people who would otherwise be likely to need more statutory services at a greater cost in the future. 24 grantees reported that Oxford Community Impact Fund funding was instrumental in them raising additional funds, 10 reported it may have assisted and only 5 reported that the Oxford Community Impact funding did not lever additional funding.
35. However, accessing funding is very competitive and the availability of funding is declining whilst needs are continuing to rise. The ability to maintain and increase levels of seed funding is critical to the future delivery of preventative programmes in the city, however this is challenging in the current financial climate.

### **Partnership working and cross-sector support**

36. Demonstrating partnership working is one of the voluntary criteria in the Oxford Community Impact Fund. This criterion, along with engagement with the Big Ideas network, has led to a wider range of different types of partnerships developing including more cross-sector working and support of grassroots organisations. This has, in turn, led to wider strategic thinking, better reach and delivery and reduced costs e.g. via sharing knowledge, skills and resources, – see Appendix 4 for examples.

### **Health and wellbeing**

37. Oxford Community Impact Fund includes a voluntary criterion to support organisations whose activities are beneficial to the physical and/or mental wellbeing of Oxford's residents.
38. The fund has maintained several programmes to support the emotional wellbeing and mental health of a wide range of people including young people, older people, people with disabilities, older single men, LGBTQIA+ communities, vulnerable people, and parents, who are more susceptible to feelings of depression and isolation – see Appendix 4 for examples.
39. The fund has also supported activities like dance and sports, including swimming, bicycle riding, walks and football, which have increased physical fitness as well as providing social connections and interactions between participants.
40. Overall, the programmes funded by Oxford Community Impact Fund have helped to develop and foster a sense of community between residents through their attendance at regular activities. This has led to a greater sense of belonging, improved confidence/self-esteem and decreased instances of loneliness.

### **Innovation**

41. Oxford Community Impact Fund continues to encourage funded organisations to test new ideas and processes, piloting new technologies and/or service delivery that could result in better quality, social benefit, value-for-money and community reach.
42. Funding has supported a range of innovative ideas that can be tested, adapted and replicated by others. See Appendix 4 for examples.

### **Inclusive economy**

43. Oxford Community Impact Fund included an inclusive economy criterion as a lever to increase opportunities for disadvantaged communities/groups to have a fairer share in the city's wealth economy. This has helped encourage paying the Oxford Living Wage to become standard practice in most organisations. Initiatives such as offering apprenticeships/internships and work experience; sharing space, skills or equipment; contracting locally and supporting independent businesses are some of the activities the funding supports. See Appendix 4 for examples.



44. Most of the organisations use local suppliers and contractors for services, wherever possible, therefore are a source of income for local businesses and vendors too.
45. In addition, several organisations are working with volunteers/freelancers, providing opportunities for professional growth and development. Providing training and capacity building and support services to migrants/asylum seekers and parents helps with employability as they look to integrate in the wider Oxford community. Students also receive mentorship through internships and work experience and placement opportunities.
46. With most organisations offering subsidised tickets for events/training or discounts for meeting spaces through measures such as 'pay what you can', this has encouraged greater participation by those people who could not previously afford it.

### **Community impact and empowerment**

47. The Council has recognised the importance of locally based organisations who foster tolerance and provide opportunities for people to engage in community activities, leisure, culture and social connectivity. There is a real impact on the well-being of citizens and families in healthy, well-connected communities and Oxford Community Impact Fund has been particularly useful to many organisations to enable them to leverage in other funding.
48. At the same time, a variety of approaches to community empowerment have championed the importance of allowing communities to determine their own direction. Councils have sought to transfer power to communities including through creating alternative funding mechanisms and piloting participatory grant making which changes the nature of the relationships between councils and communities.
49. The Community Services review has recognised that the next funding period is an opportunity to rethink priorities in funding, as well as explore and utilise opportunities to increase support to organisations through other routes. This includes, for example, supporting organisations to access expertise needed, and to recruit trustees, as key factors that impact on the viability of groups.

### **Criteria and weighting for assessing the 2025/26 grant allocations**

50. Grantees have fed back that they welcome actions taken to streamline grant application and monitoring processes. There is an opportunity to refine the number of criteria involved to reduce overlap.
51. Currently, the criteria for application are:
  - Equalities, diversity and inclusion – 15% (compulsory)
  - Environmental sustainability and zero carbon Oxford – 15% (compulsory)
  - Partnership working and cross-sector support – 10% (voluntary)
  - Health and wellbeing – 10% (voluntary)
  - Attracting other funding (leverage) – 10% (voluntary)
  - Innovation – 10% (voluntary)
  - Inclusive economy – 10% (voluntary)
52. Whilst the criteria above have delivered a programme which, on balance, reflects the needs of wide ranging communities of identity, geography and interest – see Appendix 2, it has also led to organisations and The Council staff undertaking a disproportionate amount of administration hours in relation to the amounts of funding allocated.

53. **Recommendation 1:** In order to address this, it is recommended to reduce small and medium grants rounds from 3 to 2 rounds per annum for in year delivery with a maximum grant of £3k (it was £5K previously but awards usually ranged between £200 and £2K) with a simplified form and decisions signed off by the Director in consultation with the Cabinet Member. The strand will be called small grants, accordingly.
54. **Recommendation 2:** it is recommended to undertake a new bidding round for Big Ideas maintaining grant agreements for 3 years from 2025-26 financial year – 31 March 2028. This supports key organisations, enabling them to plan strategically and demonstrate their longer term sustainability to national funders. Given cost of living pressures, it is also recommended to maintain the current level of funding to advice centres for 3 years from 2025-26 financial year – 31 March 2028.
55. **Recommendation 3:** it is recommended to reduce the application (and therefore also the monitoring) criteria to focus on two compulsory criteria:
- Criterion 1: Reducing inequalities in the city – score up to 60%
  - Criterion 2: Attracting other funding of at least 70% (leverage) – score up to 40%

It is recognised that strong answers for these will incorporate elements of the other current criteria including environmental sustainability, health and wellbeing and inclusive economy in the new criterion 1 and partnership working and innovation in the new criterion 2.

56. It is also recognised that the Council would wish to support both (usually) larger organisations which have the resources to lever significant additional external funding and smaller organisations which may not have capacity for this.
57. **Recommendation 4:** is therefore recommended to restrict applicants to receive funding either from Big Ideas (core funding for organisations with strategic significance able demonstrate the ability to lever match funding of at least 70%) or the small grants strand (project grants for smaller organisations).
58. **Recommendation 5:** as budgets are limited, given the community focus of the Oxford Community Impact Fund, it is recommended that Big Ideas and small grants strands should only fund activities which local authorities or government bodies are not normally expected to provide under their statutory duties. For example, the provision of activities for pupils during the school day will not be funded, neither will the health or social care of individuals.

### **Options appraisal - eligibility criteria**

59. Considering the above, key options for amending eligibility and criteria for assessing grants for delivery from 2025-26 financial year include:
- a. Maintain the status quo with criteria, bidding rounds and the length of agreements remaining as they are for all strands
  - b. Maintain medium as well as small grants with a maximum grant of £5k
  - c. Reduce the criteria to 2 as proposed but allow organisations to apply to both Big Ideas and small grants strands
  - d. Allow applicants to apply for funding towards statutory activities
  - e. Reduce the criteria to 2 as proposed and limit eligibility for projects/organisations as proposed

60. The pros and cons of the options are:

**a. Maintain the status quo with criteria, bidding rounds and the length of agreements remaining as they are for all strands**

Pros:

- Applicants have recently got used to working to the new criteria following a full scale review in 2021 – maintaining them as they are will help people feel confident to apply and give small grants applicants 3 opportunities for funding each year
- The criteria are currently delivering a wide range of benefits as demonstrated in appendix 4
- The grant agreements for Big Ideas and Advice Centres would remain at 3 years; the grant agreements for small grants would remain at 1 year; the grants for rent agreements would be issued every year as per lease agreements and therefore keep the same length of financial commitment
- 3 bidding rounds for small grants gives 3 opportunities to apply for funding

Cons:

- Having so many criteria and 3 bidding rounds for small grants makes the application, assessment and monitoring processes take a disproportionate amount of administrative capacity for applicants and The Council staff

**b. Maintain medium as well as small grants with a maximum grant of £5K**

Pros:

- This will give organisations the opportunity to potentially receive more funding in one grant round

Cons:

- The amounts of funding available and the significantly oversubscribed demand for funding for high scoring applications has meant that awards of over £3K are unrealistic; the published £5K maximum can mislead applicants into thinking funding at this level is likely

**c. Reduce the criteria to 2 as proposed but allow organisations to apply to both Big Ideas and small grants strands**

Pros:

- This will reduce administration for The Council and applicants for grant applications, assessments and monitoring
- It will give organisations flexibility to potentially receive more funding

Cons:

- A disproportionate amount of small grant funding will be allocated to larger organisations squeezing opportunities for smaller, grassroots organisations, new applicants and those with less fundraising expertise

**d. Allow applicants to apply for funding towards statutory activities**

Pros:

- This will enable applicants to build stronger relationships with statutory organisations and help to plug funding gaps

Cons:

- Non-statutory community-led provision may receive less funding as a result

**e. Reduce the criteria to 2 as proposed and limit eligibility for projects/organisations as proposed, whilst maintaining the current length of grants for Big Ideas and Advice Centres for 3 years and Small grants for up to a year with delivery being undertaken within the financial year in which the award was made**

**Pros:**

- Applicants will save time making a smaller amount of applications
- Staff will save time assessing and monitoring a smaller amount of applications
- Those awarded funding will have capacity to deliver/report at a level which is more suitable for them
- Community-led non-statutory provision will receive more funding
- Smaller, grassroots, new applicant organisations and those who have not got as much fundraising expertise will receive a higher proportion of the small grants allocation
- Applicant expectations will be better managed ref. realistic funding levels

**Cons:**

- Some smaller organisations will not be eligible to apply for Big Ideas funding

**Recommendation on changes to the eligibility criteria**

61. Given the pros and cons of the options above, the recommendation is option e) which is to reduce the criteria as proposed and to limit eligibility as proposed.

**Financial implications**

62. Any proposed changes to the grants budget will be undertaken separately to this report as part of the budget setting process.

**Legal issues**

63. Under Part 4.5(26) of the Council's Constitution Cabinet is empowered to give grants and thus determine the criteria for grant awards.

64. The giving of certain grants is subject to the Subsidy Control Act 2022 and the Council should establish prior to making grants whether this act applies to any funding it proposes to give.

**Level of risk**

See the risk assessment (Appendix 6)

**Equalities impact**

See the Equalities Impact assessment (Appendix 5)

<b>Report author</b>	Paula Redway
Job title	Culture and Community Development Manager
Service area or department	Community Services
Telephone	01865 252780
e-mail	<a href="mailto:predway@oxford.gov.uk">predway@oxford.gov.uk</a>



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## Appendix 1 Grant Allocations to Community & Voluntary Organisations 2023/24 Cabinet Report

The following lists show the Groups have been awarded grants from the Oxford Community Impact Fund for 2023-24 year:

### Big Ideas (2022/23 to 2024/25) total funding allocated over 3 years:

- African Families in the UK (AFiUK) - £35,000 to develop and establish a cross cultural parenting hub for families of African and other ethnic minority families in the UK to deliver cross cultural parenting programmes. [www.afiuk.org](http://www.afiuk.org)
- Ark-T Centre - £43,000 to run monthly Community Hub Days with intergenerational programming activity for 0-100 year olds and community focus groups to feedback on local services and how to improve them. [www.ark-t.org](http://www.ark-t.org)
- Arts at the Old Fire Station (the Old Fire Station) - £84,000 to contribute towards the development of a new programme of creative workshops (including a new Creative Engagement and Learning post) and explore how to develop the project's digital capacity. [oldfirestation.org.uk](http://oldfirestation.org.uk)
- Aspire Oxfordshire - £19,500 to help expand the social impact of Aspire's Enterprise Development Programme (EDP) in Oxford City to benefit many more residents, and to continue providing self-employment advice for vulnerable adults and expand towards areas of greater deprivation through 'pop-up hubs' in community venues. [www.aspireoxfordshire.org](http://www.aspireoxfordshire.org)
- Asylum Welcome - £25,500 to engage, support and work with refugee community organisations across the city. [www.asylum-welcome.org](http://www.asylum-welcome.org)
- Barton Community Association - £19,500 to expand the work already being done by the Association and expand the volunteer base who will, in turn, provide activities and events for the benefit of all the residents. [www.bartoncommunityassociation.com](http://www.bartoncommunityassociation.com)
- Blackbird Leys Adventure Playground (BLAP) - £22,000 to run an after school programme to enable the children to have fun, enjoy being children and in the process discover how much better it is to listen, to reflect and to build bridges rather than to be destructive in their relationships. [blap.org.uk](http://blap.org.uk)
- Cowley Road Works - £21,000 to build bridges between communities facing divides and narrow the gap between pockets of disadvantage and privilege in Oxford. [www.cowleyroadworks.org](http://www.cowleyroadworks.org)
- Donnington Doorstep Family Centre - £23,000 to provide opportunities for families with children under 5 to access activities that focus on development and growth through play and family support through peer networks and connection. [www.donnington-doorstep.org.uk](http://www.donnington-doorstep.org.uk)
- Elmore Community Services - £30,000 to support women affected by domestic abuse by providing seamless and bespoke support to people seeking to overcome barriers to accessing services. [elmorecommunityservices.org.uk](http://elmorecommunityservices.org.uk)
- EMBS Community College - £46,000 to work with other youth organisations to provide youth activities for vulnerable young people to counteract the challenges faced post lockdown. [www.embs.ac.uk](http://www.embs.ac.uk)
- Film Oxford - £37,000 to deliver targeted creative activities to those from most marginalised communities through the iCreative, BFI Academy and Shadowlight platforms to help them develop skills, build confidence, offer new pathways, create a sense of place and improve health and well-being. [www.filmoxford.org/](http://www.filmoxford.org/)

- Fusion Arts - £60,000 to support, create, facilitate and develop arts and educational opportunities across Oxford's diverse communities to bring about social and climate justice, reduce isolation and increase community cohesion. <https://fusion-arts.org/>
- Good Food Oxfordshire - £19,500 to evaluate the Community Wealth Building pilot of OX4 Food Crew as a vehicle to reduce social and economic inequality and build a roadmap for food-based and other services and enterprises. [goodfoodoxford.org/](http://goodfoodoxford.org/)
- Home-Start Oxford - £22,000 to support volunteers to conduct home-visit support for parents with babies and children under five [homestartoxford.org.uk](http://homestartoxford.org.uk)
- Justice in Motion - £19,500 to deliver community engagement work, including setting up a new Youth Panel and developing creative residency programmes for schools, colleges and youth organisations. [www.justiceinmotion.co.uk](http://www.justiceinmotion.co.uk)
- Leys Community Development Initiative (Leys CDI) - £28,000 to develop and deliver projects to benefit the community of the Leys including the Youth Project and the over 50s Clockhouse Project to improve mental and physical health, and reduce isolation in young people and older people. <https://leyscdi.co.uk/>
- Makespace Oxford CIC - £19,500 to help fund a Community Development Coordinator to support purpose-led organisations and individuals delivering positive impact to their communities to occupy underused spaces in the city at an affordable rent. <https://makespaceoxford.org/>
- Mandala Theatre Company - £19,000 to use the power of performance to change young lives, build communities and foster social justice working with young people from ethnically diverse and White working-class backgrounds, including care experienced, care leavers and young people seeking asylum and refugees. [www.mandalatheatre.co.uk](http://www.mandalatheatre.co.uk)
- My Life My Choice (MLMC) - £15,000 to provide social activities, training and skills development, volunteering, paid work and leadership roles for people with learning disabilities in Oxford [www.mylifemychoice.org.uk/](http://www.mylifemychoice.org.uk/)
- My Vision Oxfordshire - £18,500 to support visually impaired people
- OVADA - £21,500 to support the delivery of artistic activities in Oxford by using approaches that are cross disciplinary, collaborative, exciting, experimental, thoughtful, inclusive, innovative and socially engaging. [www.ovada.org.uk/](http://www.ovada.org.uk/)
- Oxford Contemporary Music (OCM) - £17,000 to deliver a programme of live music events, learning and community cultural interaction that addresses the inequalities in access to cultural, creative and learning experiences in Oxford. [www.ocmevents.org/](http://www.ocmevents.org/)
- Oxford Hub - £16,000 to develop a pilot peer-to-peer programme, Parent Power, and increase its reach and impact in the city. [www.oxfordhub.org/](http://www.oxfordhub.org/)
- **Oxford Pride Group Ltd** - £17,000 to deliver a Pride event in Oxford which will include a number of community stalls offering information and advice relevant to the LGBTIQ+ community
- Oxford Youth Enterprise Ltd (Name It Youth Project) - £35,500 to continue and expand current youth work engagement programmes - detached work, open access provision and mentoring/training project
- Oxfordshire Science Festival (IF Oxford) - £15,000 to deliver an annual science and ideas Festival that brings together hundreds of contributors with thousands of audience members through a huge range of projects, events and long-term activities. <https://if-oxford.com/>



- Parasol Project - £30,000 to run a Community Volunteering Project and empower young people of all abilities to make a positive local difference by delivering an inclusive training, mentoring and placement programme in Northway and beyond. [www.parasolproject.org/](http://www.parasolproject.org/)
- Pegasus Theatre Trust - £60,000 to provide subsidised free access across all shows, classes and cultural activities for young people and their families for whom socio-economic factors are a barrier to taking part. <https://pegasustheatre.org.uk/>
- Refugee Resource - £19,500 to support refugees, asylum seekers and vulnerable migrants with a wide range of issues. [www.refugeeresource.org.uk/](http://www.refugeeresource.org.uk/)
- Sanctuary Hosting - £15,000 to provide temporary accommodation for refugees, asylum seekers or other vulnerable migrants at risk of homelessness in the homes of volunteer hosts
- Tandem Oxford - £18,000 to explore/develop a Tandem Collective membership scheme and develop the Tandem participatory network through outreach work as part of their existing projects. [www.tandembefriending.org.uk/](http://www.tandembefriending.org.uk/)
- The Oxford Playhouse Trust - £60,000 to co-create immersive theatre with young people and community groups from across Oxford [www.oxfordplayhouse.com/](http://www.oxfordplayhouse.com/)
- The Story Museum - £30,000 to enable children and families to celebrate all forms of stories and provide opportunities for creative practitioners to reach a wider audience [www.storymuseum.org.uk/](http://www.storymuseum.org.uk/)
- Wood Farm Youth Centre – £22,500 to support sessional staff and volunteers as they engage with BAME young people, young people who have special needs and developing partnership work with other agencies. [www.facebook.com/events/titup-hall-drive-oxford-ox3-8-united-kingdom/wood-farm-youth-club/129068804479198/](https://www.facebook.com/events/titup-hall-drive-oxford-ox3-8-united-kingdom/wood-farm-youth-club/129068804479198/)
- Young Women's Music Project - £15,000 to provide free regular workshops, gigs, socials, talks and music skills courses alongside mentoring opportunities, in partnership with trained freelance practitioners to young women, non-binary and trans people. [www.ywmp.org.uk/](http://www.ywmp.org.uk/)

### **Small and Medium Round seed-funding round 1 (2023-24)**

- [Activate Learning, City of Oxford College](#) (Activate Rugby Academy) - £150 to support the cost of flights to Fukuoka, Japan, for the City of Oxford College, England Girls representative side, in the Sanix World Rugby Youth Tournament 2023
- African & African Caribbean Kultural Heritage Initiative (ACKHI) - £1,000 funding will support a 3 day festival (22-24 June) as part of a lasting legacy to celebrate, remember, commemorate and educate multi-culturalism on society and culture, in partnership with the Oxford Windrush Working Group
- Al-Amal Oxford Arabic School part of the Oxford North Africa Community (ONAC) – £150 to support paying the fees for hiring the classes
- [Arts at the Old Fire Station](#) - £1000 to support learning for the Big Ideas Community Impact Fund grantees and assist reporting to the OCC cabinet through storytelling that reflect people's individual experiences across a range of different partners and projects in the city
- [Asylum Welcome](#) - £1000 towards the costs of providing advice and support to asylum seekers and refugees staying in the temporary emergency hotel in Blackbird Leys and to cover the rent of the Blackbird Leys Community Centre

- [Barton Community Association](#) – £500 towards the costs of hiring Youth Workers to support youth activities at Barton Neighbourhood Centre
- [Be Free young Carers](#) - £250 towards the costs of the young carer befriending service which provides the most vulnerable young carers with a break from their caring role responsibilities in the presence of a trusted, trained adult
- Blackbird Leys Adventure Playground (BLAP) - £500 to help provide a place of safety where children and young people can play together, learn how to co-operate with others and have fun as they exercise in the fresh air and learn new skills. [www.blap.org.uk](http://www.blap.org.uk)
- [Blackbird Leys Parish Council](#) – £250 to support a series of events to bring together the Leys Community, including Leys Fate (in the past Leys Festival), Community Information events (Cost of living and other local issues), and events for young people, families (like the "Meet a Santa") and seniors
- Ceri Ashcroft (Tiny Ideas Oxford) - £250 to support provision of free events (including 6 free library show and stay and play sessions for under threes at Cowley, Botley, Littlemore, Blackbird Leys Summertown and City Centre libraries in the Spring) as part of Festival programming for [www.tinyideasoxford.com](http://www.tinyideasoxford.com)
- Damascus Rose Kitchen (DRK) - £500 to help support refugee women, including training and purchase of catering and business equipment. <https://www.damascusrosekitchen.org/>
- Donnington Doorstep - £500 to extend the drop-in service for under 5s families to the youth club and to provide cooking activities to the weekly youth group. [www.donnington-doorstep.org.uk](http://www.donnington-doorstep.org.uk)
- EMBS Community College Ltd - £250 funding will support engaging digitally excluded, socially isolated disadvantaged adults through outreach, publicity and partnerships and provide short introductory IT courses. [www.embs.ac.uk](http://www.embs.ac.uk)
- Folk Arts Oxford (Folk Weekend Oxford) - £250 to support the festival programme [www.folkweekendoxford.co.uk](http://www.folkweekendoxford.co.uk) [www.folk-arts-oxford.co.uk](http://www.folk-arts-oxford.co.uk)
- Fusion Arts Centre in partnership with Green Arts Oxfordshire Network – £500 to help create a sector-wide shift towards net zero across the arts in Oxford, through a custom Carbon Literacy Training course, accredited by the internationally recognised Carbon Literacy Project. [www.greenartsox.co.uk](http://www.greenartsox.co.uk)
- Headington Action - £400 to support the annual Headington Festival on 3 and 4 June in Bury Knowle Park, showcasing the multiple organisations in East Oxford which provide public services or events. [www.headingtonaction.org](http://www.headingtonaction.org)
- Iranian Community Network (ICN) – £500 to support provision of specifically designed hybrid English-Language-Digital Skills classes by educational/Digital Skills, and professional volunteers that will focus on the daily needs of refugees and asylum seekers within communities. [www.icn-uk.org](http://www.icn-uk.org)
- Justice in Motion - £750 towards a youth engagement programme connected to CODE-a new touring production, which will deliver a four-stage programme of open access parkour sessions, rap/lyrics & trials bike workshops, youth leadership activities, and a creative residency leading to a performance with young people in Blackbird Leys. <https://www.justiceinmotion.co.uk/>
- Mandala Theatre Company - £250 to support young people in Mandala Young Company to participate in the Rencontre International Youth Theatre Festival in Grenoble, France in July 2023. [www.mandalatheatre.co.uk](http://www.mandalatheatre.co.uk)
- MES Creations CIC – £500 to support Alphabet Soup initiative that works with youth and community groups to provide free art sessions for young people, in locations secured as part of the Open Walls Network. [www.openwallsnetwork.org](http://www.openwallsnetwork.org)

- MyVision Oxfordshire - £1000 to support a telephone helpline to signpost people who are visually impaired to support services  
<https://www.myvision.org.uk/>
- Old Headington Village Hall – £250 to support with installation of a hearing loop system in the community hall. [www.oldheadingtonvillagehall.co.uk](http://www.oldheadingtonvillagehall.co.uk)
- Orchestra of St John's - £300 to support weekly serenading performances engage with vulnerable and disadvantaged people in the community, including perform for patients at the Warneford and Littlemore hospital sites specialising in Psychiatric Care, Adult Mental Illness and Learning Disabilities - those who are least able to attend performances in person in traditional concert settings. [www.osj.org.uk](http://www.osj.org.uk)
- OVADA LTD - £150 to support hold a creative and community-centred event in the warehouse for sharing resources and knowledge as part of the Marmalade Festival in April. [www.ovada.org.uk](http://www.ovada.org.uk)
- Oxford Mutual Aid - £1000 to strengthen OMA's case management and signposting for emergency food provision. <https://www.oxfordmutualaid.org/>
- Oxford Padova Link – £150 to support organising an art exhibition in primary and secondary schools, at St. John's College Kendrew Barn Gallery (1-20th July 2023) and later in Padova.
- Oxford Philharmonic Orchestra – £150 to support with the FUNomusica Family Concert, an in-person Family Concert at the Oxford Town Hall on 28 May which will feature an arts and craft session related to the theme and an opportunity for children to try a variety of musical instruments. <https://oxfordphil.com/>
- Oxford Playhouse – £150 to support make theatre accessible for hearing and visually impaired in the community through regular sign-language, captioned and audio described performances, dementia-friendly performances, and touch tours. [www.oxfordplayhouse.com](http://www.oxfordplayhouse.com)
- Oxford Preservation Trust - £500 to support the costs of organising Oxford Open Doors 2023 and focus on engaging Oxford's younger population of 15 to 27-year-olds. <https://www.oxfordpreservation.org.uk/>
- Oxford Pride Group Ltd – £500 to support the Pride event to be more accessible by having BSL Interpreters, a raised accessibility area, mobiloo, etc. [www.oxfordpride.uk](http://www.oxfordpride.uk)
- Oxford Shakespeare Ensemble (Creation Theatre) - £500 to support staff costs for a Family Engagement Officer to ensure both Creation's professional productions and education output are reaching families across Oxford. [www.creationtheatre.co.uk](http://www.creationtheatre.co.uk)
- Oxford Youth Enterprise Ltd (Name It Youth Project) - £750 to expand project delivery to incorporate holiday periods through creating open access spaces for ALL young people where they can engage in fun activities, informal educational workshops, trips and residential experiences with peers.
- Oxfordshire Asian Women's Voice – £250 to support with project activities for the elderly community members, low income households and young people including room hire for weekly sessions and towards tutor costs for the courses. <https://facebook.com/oxfordshireasianwomensvoice/>
- Oxfordshire Community Land Trust – £1000 to support with staff costs <https://www.oclt.org.uk/>
- Oxfordshire Play Association (OPA) – £750 to organise a series of Play and Activity days at multiple venues across Oxfordshire in line with the ethos of National Playday, the celebration of the Childs Right to Play, for the communities of Cutteslowe and Northway / Marston. [www.oxonplay.org.uk](http://www.oxonplay.org.uk)

- RAW Workshop – £1000 to support the 12 week programme linked to employers in Oxford City where adults facing disadvantage learn new skills and improve their employability. [www.raw-workshop.co.uk](http://www.raw-workshop.co.uk)
- ReadEasy Oxford Group - £500 grant funding will support training more coaches and acquire the further resources needed to support an additional 14 adults learn to read. <https://readeasy.org.uk/groups/oxford/>
- Refugee Resource - £250 grant funding will help enable access to mentoring services for refugees, asylum seekers, and vulnerable migrants to help them navigate their day-to-day life and integrate into the local community. <https://www.refugeeresource.org.uk/>
- Rose Hill & Donnington Advice Centre Limited – £500 to support with staff costs to review the case recording system, supervision model and monitoring systems to maximise efficiency. <https://rhdadvice.org>
- Rose Hill Community Larder – £500 to support rent costs for the Social Club at Rose Hill Community Centre <https://www.facebook.com/RoseHillCommunityLarder>
- South Oxford Arts - £500 funds will support the provision of opportunities for people within the local community to participate in the creative arts with a view to including & encouraging links with other organisations that work with vulnerable people.
- Syrian Sisters - £500 funding will contribute to core costs of room hire at the Rose Hill Community Centre, volunteer costs, coordinator costs, stocking our community food bank, long life food products, baby products, feminine hygiene products, cupboard essentials and events like Eid celebrations and Ramadan food baskets, celebratory event, children's activities, community outreach Health & wellbeing sessions. <https://www.facebook.com/SyrianSisters>
- T(ART) Productions CIC - £500 to consult and research the local LGBTQIA+ community, to better understand their demographics and needs. [www.tartproductions.co.uk](http://www.tartproductions.co.uk)
- Tandem Oxford CIC (Tandem Collective) - £500 to support with weekly workshops that engage local participants from both migrant communities and British backgrounds in learning traditional music from each other's cultures, building connections and mutual support. [www.musicintandem.org](http://www.musicintandem.org)
- The Archway Foundation - £500 to improve the health and wellbeing of lonely and isolated adults whose physical and mental wellbeing has been negatively impacted by the pandemic. [www.archwayfoundation.org.uk](http://www.archwayfoundation.org.uk)
- Waste2Taste CIC - £500 to extend the hours of the Community Food and Nutrition Development worker to build on existing trusted relationships with the local community, other grassroots groups and local health professionals to design and deliver a range of suitable, community led food and nutrition programs/ resources that are responsive to local needs and appropriate for a range of different groups, and also deliver 10 weeks- 4 hr In-depth holistic cooking for health and wellbeing courses. <https://www.waste2taste.co.uk>
- Wolvercote Young People's Club - £250 funding to help support running costs for the senior young people's club. <https://wypc.org.uk/>
- Wood Farm Parent & Toddler Group - £150 to support with rent costs, refreshments, arts & crafts and cleaning equipment.
- Yellow Submarine Holidays – £1000 to support a traineeship programme for adults with learning disabilities and/or autism where individuals learn new transferable skills, gain recognised employability qualifications (Entry Level to Level 2), and are enabled to tread a path towards employment and independence. [www.yellowsubmarine.org.uk](http://www.yellowsubmarine.org.uk)



## Small and Medium seed-funding Round 2 (2023/24)

- [Ark-T Centre](#) – £900 towards the costs of hiring a business development marketing practitioner to build Creative Wellbeing Workshops for 20 days, and a Creative Wellbeing Practitioner to deliver the workshops to businesses, care homes and schools.
- [AT The Bus](#) – £1100 to support the delivery of AT The Bus sessions at Greyfriars School to 50 pupils a week with high levels of need, and who struggle to attend/engage with school.
- [Autism Family Support Oxfordshire](#) – £1200 to support a weekly group for autistic young people aged 16-25 to help in the transition to adulthood through development of life skills, access to volunteering, training and employment.
- [Be Free Young Carers](#) – £1500 to support the development of a Be Free Young Carers' employability and mentoring programme for young carers of secondary school age.
- [Becky Young/Growing Minds and Local Delivery Manager People](#) – £1000 to support a summer group for all Growing Minds families based on the Peep Learning Together Programme to ease the cost of living for these families.
- [Blackbird Leys Adventure Playground](#) – £1300 support the costs of a safe way into the playground while work on the community centre area is ongoing and to support staff wages.
- [Cruse Bereavement Support, Oxfordshire](#) – £900 to support the provision of free specialist 1:1/group support for 33 Oxford residents and Continual Professional Development training and supervision to existing bereavement volunteers.
- [Cotteslowe Community Association](#) – £450 to support the Seniors Group who meet twice a month, and work with Age UK to meet once a month in an effort to prevent loneliness in the community.
- [Donnington Doorstep](#) – £900 to support the continuation of an additional service to under-5's families in Oxford, providing cooking activities in the weekly youth group.
- [EMBS Community College Ltd](#) – £900 to support the provision of short introductory IT courses at EMBS Temple, Cowley for digitally excluded, socially isolated, disadvantaged adults through outreach, publicity and partnership.
- [Wild Boor Ideas](#) – £900 to provide match-funding to develop the family interactive production of Winnie and Wilbur's Christmas Adventure and create a new special access performance for SEN schools and families.
- [Emmaus Oxford](#) – £1200 to support the weekly street homeless outreach service with funds for essentials such as food, toiletries, clothes, period products, healthcare essentials and sleeping bags etc.
- [Fight Against Blindness \(FAB\)](#) – £1200 to support FAB's specialist sight loss and visual impairment clinical psychological service in Oxford for children and young people, who provided support for children, parents and families affected.
- [Homeless People and the Oxford Churches \(Gatehouse\)](#) – £1200 to provide funds needed to extend staff working hours from 60 hours per week to 70, and help in the creation of outreach hubs across the city.
- [Justice In Motion](#) – £900 to support the recording of the stories of Ukrainian refugees through audio and portraits in partnership with Oxford Festival of Arts and Ovada.

- [Makespace Oxford CIC](#) – £700 to support the Playkit, a collection of toys and books for young children, and space upgrades, to improve accessibility of The Community Works, to make the entrance safer and run a higher variety of events.
- [Mandala Theatre Company](#) – £3500 to support the participation of young people from Oxford in the Rencontre International Youth Theatre Festival in Grenoble, France (one of Oxford's twinned cities) in July 2023.
- [MyVision Oxfordshire](#) – £1200 to support the provision of activities for visually impaired children and young people (aged 0-25) through the Children and Young People Project for families in Oxford.
- Nigerian Community Oxfordshire – £500 to support seminars and several courses including Nigerian language courses, revision courses and Nigerian women empowerment courses (including a keep fit class).
- [Open Door](#) – £1000 to provide funding for a kitchen co-ordinator, food and catering supplies for the service for five months while they provide a calm and sociable environment, advice, support and a free hot meal.
- [Ovada Ltd](#) – £900 to support the running costs of providing creative projects for Ukrainian refugees such as RESISdANCE, Justice in Motion's dance and photography project and Hooligan Art Community's Bunker Cabaret.
- [Oxford Community Action](#) – £900 to support the work with black and minoritised families from Blackbird Leys, Cowley, Rose Hill and Littlemore in the half term school holidays by providing enriching educational activities for children ages 8-12 and hot healthy meals for children who are eligible for free school meals.
- [Oxford Contemporary Music](#) – £1600 to support the provision of music making workshops and activities for children aged 11-14 in Barton in a project called Listen Up, engaging with 10 participants a week. To also support the Music Matters project for children aged 0-5, using the musical principles of Kodaly to further develop movement, numeracy, confidence and communication in infants.
- [Oxford Dance Forum \(ODF\)](#) – £750 to support the year long professional development programme for dance artists living and working in Oxford, allowing opportunities for progression such as peer to peer Creative Labs and bursary support.
- [Oxford Film and Video Makers Ltd](#) – £1200 to support outreach programmes in advance of The Shadowlight Artists' new exhibition "Our Lives in Macro" at the Old Fire Station Gallery to ensure their exhibition is accessible and engaging to a wide audience.
- [Oxford Lieder](#) – £600 to support the running of six family concerts for parents and children aged 4-9 as part of Oxford Leiden's 2023 Festival programme.
- [Oxford Opera Trust CIC](#) – £900 to support the funding of the development and delivery of the "Opera in a Day" programme, a series of workshops dedicated to engaging Oxford residents of all ages in opera, led by opera industry professionals.
- [Oxford People's Theatre](#) – £1000 to support a free 4-day school holiday workshop for young people aged 11-18 with a director and musical director, during which they will create their own tale to be included in a final co-collaborative OPT production.
- [Oxford Philharmonic Orchestra](#) – £1250 to support the funding of the concert "The Orchestral Music of Afghanistan", featuring works by Afghan composers living in exile, celebrating the rich history and culture of Afghanistan.

- [Oxfordshire Asian Women's Voice](#) – £500 to support people at Rose Hill Community Centre running healthy eating sessions for the local community, providing funding for staff, ingredients and utensils.
- [Oxfordshire Chinese Community and Advice Centre \(OCCAC\)](#) – £3300 to support the 34th Lunar New Year Celebration, and to help to provide multi-lingual/multi-cultural services including interpretation/advocacy sessions for non-English speaking, hard-to-reach communities.
- [Pro Dance Oxford](#) – £900 to support a project inviting 10 guest practitioners to deliver high-quality training sessions, develop practice and enrich the cultural landscape in Oxford with dance.
- [Rauni Barros Da Silva](#) – £900 to support Film Festivals with funding for equipment locations, and for organising venues.
- [Sheridan Voysey](#) – £900 to support working to prevent loneliness in the community by funding two evidence-based pilot courses on how to form and deepen adult friendships, with approx. 30 participants available for each course.
- [South Oxford Arts](#) – £500 to support the outreach programme South Oxford Arts are running to allow their community arts group reach a wider audience increase the groups' visibility.
- [T\(ART\) Productions CIC](#) – £1100 to develop local training programmes, support T(ART)'s new projects and their youth group work with Pegasus Theatre and My Normal.
- [Tandem Collective](#) – £1200 to support Starting Sessions, a global folk community running local workshops to bring communities together to celebrate and share their cultures.
- [The City of Oxford Choir](#) – £400 to support the cost of a choral exchange programme between The City of Oxford Choir and The Leiden English Choir (in our twin city in the Netherlands).
- [Westmill Woodland Burial Ground CIC/Kicking the Bucket Festival of Living and Dying](#) – £1000 to fund the planting of a Covid memorial tree, installation of a bench and memorial plaque in Bury Knowle Park, and to support the 4th Kicking the Bucket Festival of Living and Dying.
- [Wolvercote Young People's Club](#) – £750 to support the Summer Youth Project in providing places to 100 young people aged 8-17 for free.
- [Wood Farm Parent and Toddler Group](#) – £500 to support room hire, cost of refreshments and supplies for Arts and Crafts sessions.
- [Yellow Submarine](#) - £900 to support employee costs to provide 1:1 support for 15 highly socially isolated neurodiverse 11-25 year olds.

### **Small and Medium seed-funding Round 3 (2023/24)**

- [Abbie Mumbi/Vision](#) – £1000 to support the funding of administration costs, equipment, transport and pool hire to allow disadvantaged individuals and community groups to attain swimming skills, foster confidence and engage within their own communities
- [AT The Bus](#) – £350 to support the provision of sessions for children at St Frideswide's Primary School East Oxford and help AT The Bus continue their work

- [Barton Community Association](#) – £300 to support the BCA’s Stay, Play and Learn sessions for parents and carers with children under 3, which provides a place for the children to have access to toys/books, a playground, and a place to help them develop
- [Blackbird Leys Adventure Playground](#) – £350 to support the search for a new team leader for 2024 (with the help of Oxfordshire Youth) who will lead the team in their excellent work
- [Body Politic](#) – £500 to support the launch of a 6-month training programme to widen access to non-traditional dance styles in Oxford
- [Bullington Community Association](#) – £300 to support a free community lunch once a month for 11 months of the year, for older members of the local community
- [Community Cupboard, Rose Hill Methodist Church](#) – £300 to support funding towards food, cleaning and volunteer training, to support the local community with the cost of living
- [Counselling Carers](#) – £500 to support subsidising counselling sessions for carers who can’t otherwise access counselling, and to assist in an IT investment to make the service more efficient, sustainable and easy-to-use
- [Cowley Road Works/Cowley Road Carnival](#) – £1000 to support Carnival tester sessions after three years without the Carnival, to bring a platform to local artists and the community together in preparation for Carnival 2024
- [Emily Bampton](#) – £545 to support a trainee workshop facilitator who will be able to use their skills to run comparable courses/similar workshops independently, and feed back into the local community
- [Emmaus Oxford](#) – £500 to support free “starter packs” of furniture and essentials to homeless/vulnerable people such as refugees and people fleeing domestic abuse, when they are housed
- [Fusion Arts for Green Arts Oxfordshire Network](#) – £500 to provide a free Carbon Literacy Training course for Oxford’s creative community
- MEET in Oxford – £450 to support Phase 2 of a partnership project with Pause Oxfordshire to provide a range of trauma-focused therapeutic interventions, tailored to Pause’s clients’ needs
- [Museum of Modern Art Ltd](#) – £400 to support the Adults and Communities programme, delivered in partnership with targeted Community Centres, to support the local community
- [MyVision Oxfordshire](#) – £500 to support a counselling service for visually impaired people with sessions catered to the clients’ individual needs to help clients come to terms with their sight loss, and helping them lead active, independent lives.
- [Oxford Community Churches \(Edge Housing\)](#) – £500 to support access to affordable accommodation and employment for homeless, recently homeless and vulnerably housed people
- [Oxford Diocesan Council for Social Work Inc PACT](#) (Parents and Children Together) – £650 to support the Bounce Back 4 Kids programme in Oxford City, which uses therapeutic techniques to support children and teenagers and parents who have been domestically abused
- [Oxford International Links](#) (Representing Our 7 Twin Cities) - £700 to support each Link (£100 each) with events at the Covered Market including music, dance, writing, foods, puzzles and sharing stories to bring the community together and celebrate culture
- [Oxford Opera Trust](#) – £400 to support the “Opera in a Day” programme, a series of workshops dedicated to engaging Oxford residents of all ages in opera and offering a one-day session led by opera industry professionals



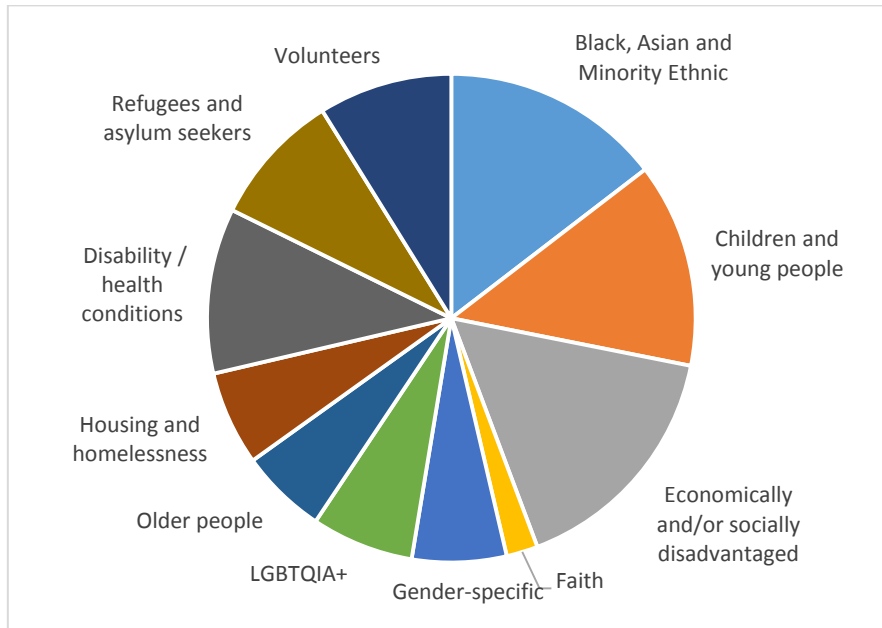
- [Oxford Poetry Library](#) – £350 to support the running cost of the library in 2024 and continue to provide literary workshops and events for a wide range of people for free, to support local accessibility and inclusivity
- [Oxfordshire Asian Women’s Voice](#) – £350 to support local women who are struggling in the Cost of Living Crisis by providing the funding for food vouchers, help with utility bills, etc, and to hire a room at Rose Hill Community Centre for activities
- [Oxfordshire Breastfeeding Support](#) – £355 to support the services’ transition into a social, drop-in model with trained peer supporter and host volunteers to create an inclusive, community driven support system
- [Oxfordshire Chinese Community and Advice Centre](#) – £400 to support the provision of advice / information / interpretation / advocacy in the Chinese Community and provide 'Survival English' sessions for new immigrants
- [Peep](#) – £300 to support a new Peep Learning Together Group for children ages 1-4 as a part of Peep’s Growing Minds project, which will enrol the children into Dolly Parton’s Imagination Library to provide 1:1 support for the most vulnerable local families
- [People, Place and Participation \(Flo’s – The Place in the Park\)](#) – £1000 to support the local community with health and wellbeing work, and to develop the pavillion building Flo’s currently leases
- [Rauni Barros Da Silva](#) – £300 to support the creation of 7-9 short films and create “Oxford an Anthology” to bring the local community together through the creation of film stories of the local creative community
- [Refugee Education UK](#) – £500 to support The Conversation Class, which provides young refugees and asylum seekers with a safe and comfortable space to practice and improve their English-speaking skills
- [Rose Hill Community Larder](#) – £300 to support the running costs of the Community Larder to provide support to people in Rose Hill who are struggling with the Cost of Living Crisis, and help prevent loneliness in the community
- [South Oxford Arts](#) – £250 to support the Big Draw, with free workshops led by local artists to give people of all ages and backgrounds an opportunity to explore creativity
- [The Homeless Guide CIC](#) – £300 to support The Homeless Guide with running costs for 2024/25 to enable them to continue their vital work
- [The Mint House](#) – £500 to support training from Oxfordshire’s Lived Experience Advisory Forum, and managers and staff at the Matilda House to facilitate restorative conversations and meetings to resolve conflicts constructively and reduce evictions
- Windrush Commonwealth Service Oxford CIC – £500 to support the scriptwriting and actor fees for a Windrush Theatre event and assist with running costs such as travel and access for affected communities.
- [Wolvercote Young People’s Club](#) – £300 to support free weekly youth activities for young people aged 8-18 living in Cutteslowe and Wolvercote. This includes sessions like Maths Tutoring, Pump up the Jam and the Kickstart Café for a total of 110 people
- [Wood Farm Parent and Toddler Group](#) – £150 to support the running costs of Wood Farm group including to fund baby walkers and baby chairs for a recent influx of clients
- [Yellow Submarine Holidays](#) – £400 to support Reach, a personal development project for adults with learning difficulties, to access workshops that cover communications, assertiveness, cooking, wellbeing and more

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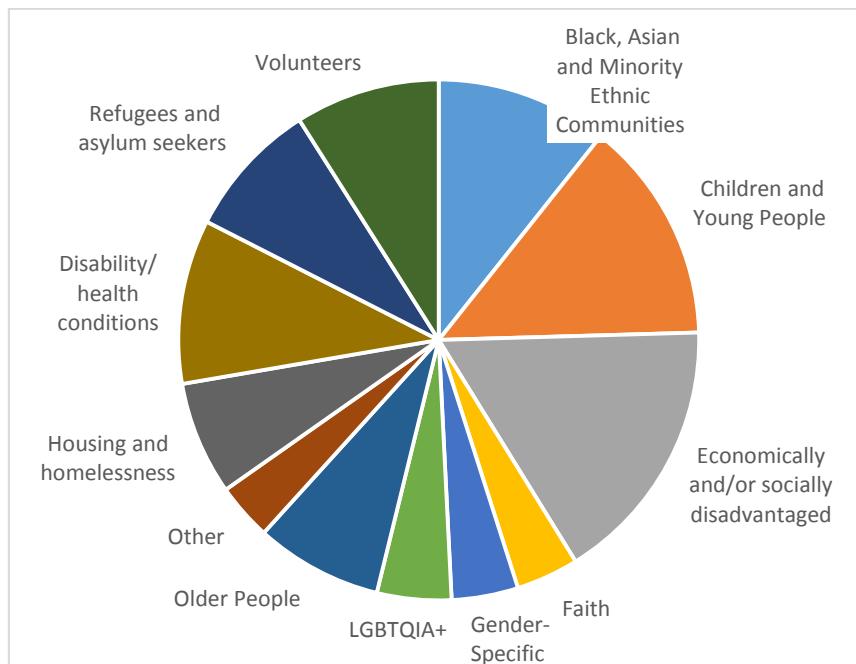
**Appendix 2: Charts indicating the reach of communities of identity, geography and interest by funded projects 2023-24**

**Chart 1: Communities of Identity - Demographic focus**

**Big Ideas Grants**

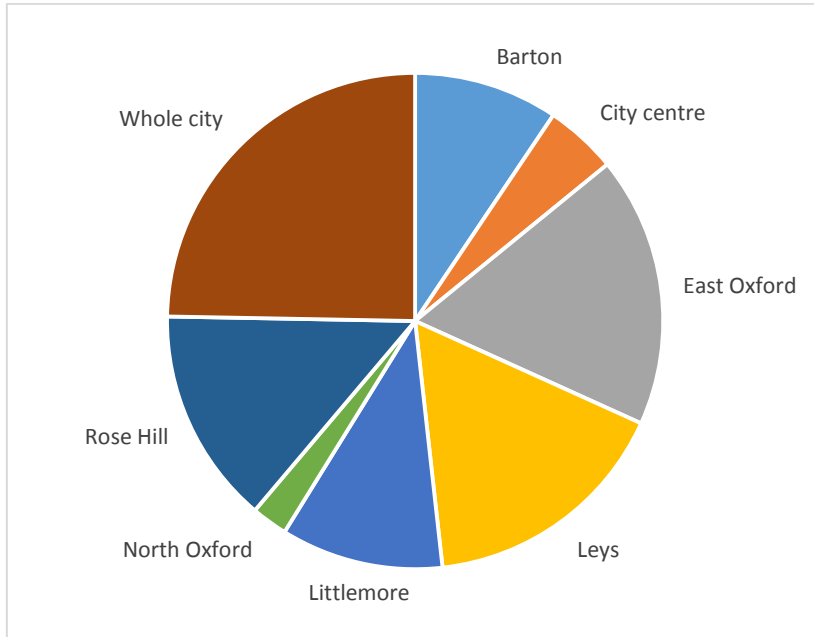


**Small and Medium Grants**

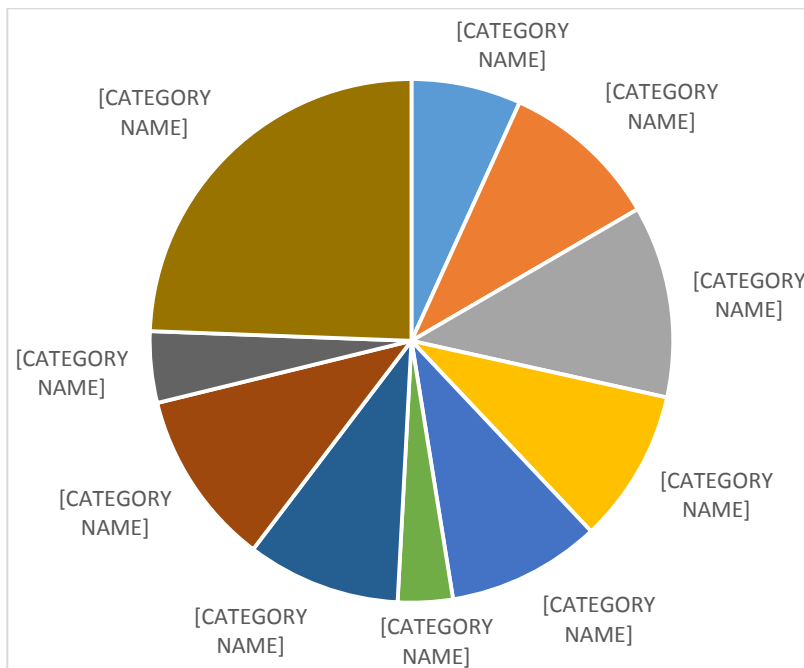


**Chart 2: Communities of Geography**

**Big Ideas Grants**

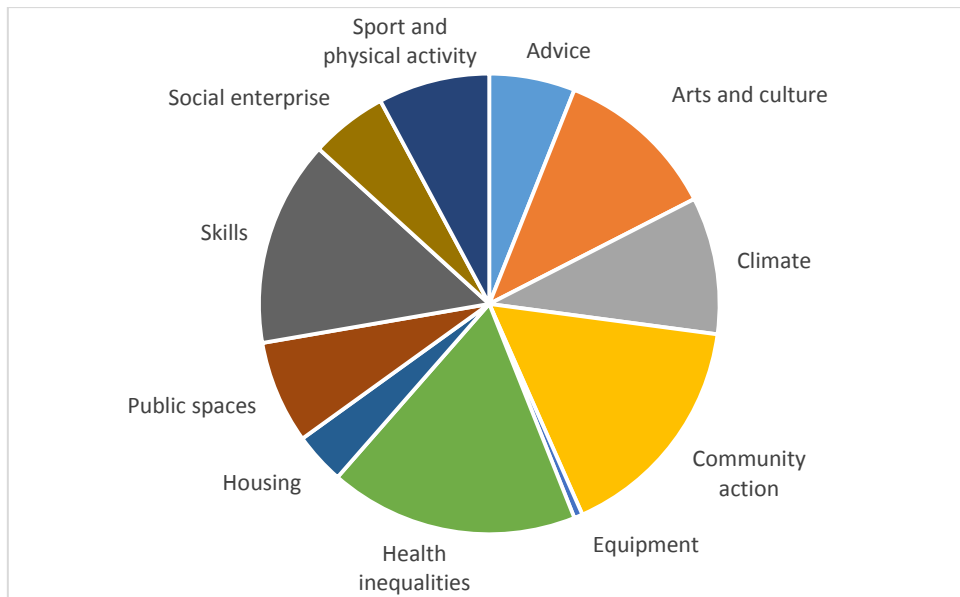


**Small and Medium Grants**

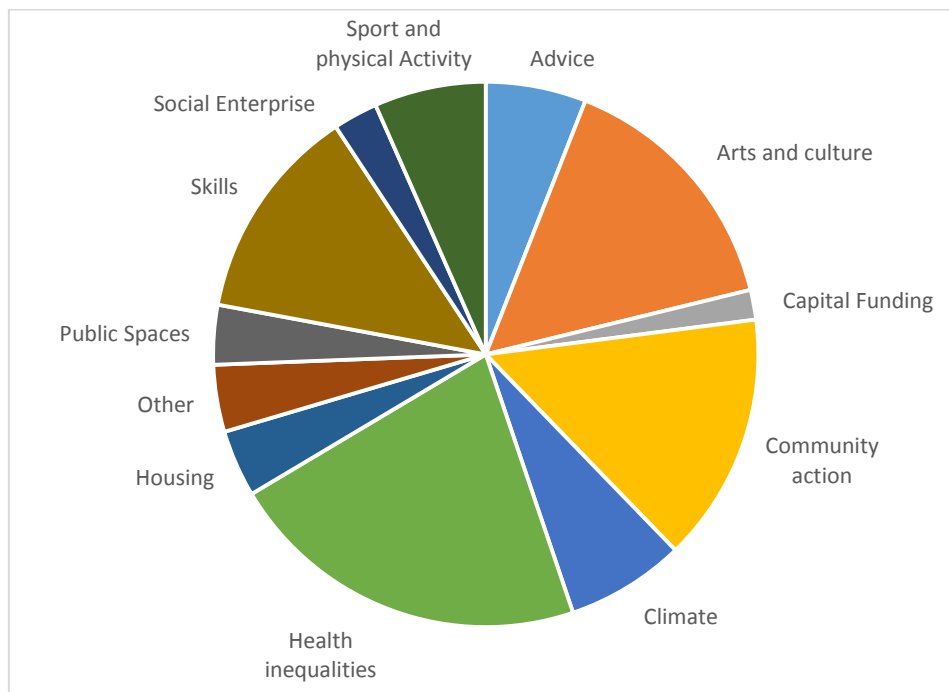


**Chart 3: Communities of Interest – activity types**

**Big Ideas Grants**



**Small and Medium Grants**



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**Appendix 3: Funding leverage as reported in the grant monitoring form for Big Ideas, Advice Agency and Grant for rent grants 2023/24**

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Organisation	Oxford Community Impact Fund	Total public sector funding including Oxford Community Impact Fund	Earned Income (hires, services, ticket sales, investments etc.)	Trusts and Foundations and National Lottery	Donations & Sponsorships	Total including leverage	Oxford Community Impact Fund percentage (project or core funding)	OCC funding match levered additional income	Notes
African Families In The UK (AFiUK) CIC	£12,000	£12,000	£1,107	£18,000	£0	£31,107	39% (project)	Yes	
Agnus Smith Advice Centre	£73,776 + £7,250 for rent	£81,026	£0	£0	£0	£81,026	100% (core)	Maybe	
Ark-T Centre	£15,000	£15,000	£7,959.5	£10,000	£0	£32,960	45% (project)	Yes	In Oxford Lottery
Arts at the Old Fire Station (the Old Fire Station)	£28,000	£28,000	£342,232	£783,374	£51,452	£1,205,058	2% (core)	Yes	Also benefits from Match my Project
Aspire Oxfordshire	£6,500	£6,500	£0	£34,000	£0	£40,500	16% (project)	Yes	In Oxford Lottery
Asylum Welcome	£9,500	£9,500	£0	£0	£0	£9,500	100% (project)	No	Other projects benefit from Oxford Lottery
Barton Advice Centre	£108,380 + £8,100 for rent	£154,480	£0	£195,116	£1,600	£351,196	33% (core)	Yes	

Barton Community Association	£6,500	£6,500	£2,500	£16,400	£3,000	£28,400	23% (project)	Yes	In Oxford Lottery/ Match my Project
Blackbird Leys Adventure Playground (BLAP)	£7,500	£7,500	£1,215	£78,962	£5,448	£93,125	8% (core)	Yes	In kind business support
Cowley Road Works	£7,000	£7,000	£0	£2500	£0	£9,500	73% (project)	Maybe	Carnival cancelled; In Oxford Lottery
Donnington Doorstep Family Centre	£8,000 + £700 for rent	£8,700	£25,515	£340,128	£13,262	£387,605	2% (core)	Maybe	Benefits from Match my Project and Lottery
Elmore Community Services	£10,000	NA	NA	NA	NA	NA	NA	NA	Didn't claim grant – no report
EMBS	£15,500	£15,500	£0	£0	£0	£15,500	100% (project)	No	
Film Oxford	£10,000 + £5,000 for rent	£15,000	£41,175	£152,128	£740	£209,043	7% (core)	Yes	
Fusion Arts	£20,000 + £8,837 for rent	£28,837	£43,655	£121,933	£5,000	£199,425	14% (core)	Yes	Awaiting East Oxford CC build; In Match My Project
Good Food Oxfordshire	£6,500	£11,000	£0	£0	£0	£11,000	59% (project)	Yes	
Home-Start	£8,000	£8,000	£360	£166,786	£43,177	£175,146	5% (project)		Benefits



Oxford								Yes	from Lottery
Justice in Motion	£6,500	£6,500	£94,257	£102,400	£14,372	£217,529	3% (core)	Yes	In Match my Project
Leys CDI	£9,500	£9,500	£0	£54,098	£18,000	£81,598	12% (core)	Yes	In Oxford Lottery
Makespace Oxford	£6,500	£6,500	£0	£11,000	£0	£17,500	37% (project)	Maybe	
Mandala Theatre Company	£6,500	£6,500	£15,887	£110,000	£20,000	£152,387	4% (core)	Yes	
Modern Art Oxford	£50,000 Rent	£50,000	£487,922	£1,057,476	£205,642	£1,801,040	3%	Yes	
My Life My Choice	£5,000	£433,549	£27,520	£0	£2,000	£463,069	1% (project)	Yes	Benefits from Oxford Lottery
My Vision Oxfordshire	£7,000	£7,000	£0	£0	£0	£7,000	100% (project)	Maybe	Benefits from Oxford Lottery
OVADA	£7,500	£11,851	£78,972	£3,500	£0	£94,323	8% (core)	Maybe	
Oxford Citizen's Advice	£190,000	£229,730	£5,205	£349,289	£207,174	£791,398	24% (core)	Maybe	
Oxford Contemporary Music (OCM)	£5,000	£5,000	£9,456	£202,500	£0	£216,956	2% (core)	Yes	
Oxford Hub	£6,000	£6,000	£0	£0	£0	£6,000	100% (project)	Maybe	
Oxford Playhouse	£20,000	£20,000	£4,187,987	£148,955	£816,545	£5,173,487	0.3% (core)	Yes	

Oxford Pride	£6,000	£8,000	£18,150	£2,200	£3,200	£31,550	19% (core)	Yes	Benefits from Oxford Lottery
Oxford Youth Enterprise Ltd	£12,000	£37,000	£0	£14,000	£4,000	£55,000	22% (project)	Maybe	In Match my Project
Oxfordshire Science Festival (known as "IF Oxford")	£5,000	£5,000	£97,909	£176,575	£202,485	£305,394	1% (core)	Maybe	
Parasol Project	£10,000	£10,000	£0	£227,000	£1,200	£238,200	4% (core)	Yes	
Pegasus Theatre Trust	£20,000	£27,657	£74,000	£358,343	£6,345	£466,345	4% (core)	Yes	
Refugee Resource	£6,500	£6,500	£0	£0	£0	£6,500	100% (project)	No	
Rose Hill and Donnington Advice Centre	£82,955+ £3,000 for rent	£85,955	Unknown	Unknown	Unknown	£85,955	Unknown	Unknown	Report not submitted
Sanctuary Hosting	£5,000	£5,000	£0	£0	£0	£5,000	100% (project)	No	With Asylum Welcome
Tandem Oxford CIC	£6,000	£6,000	£593	£17,395	£3,240	£27,228	22% (core)	Yes	
The Story Museum	£10,000	£10,000	£1,029,361	£532,891	£183,778	£1,756,030	1% (core)	Yes	
Wood Farm Youth Centre	£7,500	£7,740	£1200	£0	£280	£9,220	81% (project)	Yes	
Young Women's Music Project	£5,000	£5,000	£7,500	£0	£0	£12,500	66% (project)	No	
<b>Total 2023-4</b>	<b>£797,611 + rent £82,887</b>	<b>£1,420,525</b>	<b>£6,601,638</b>	<b>£5,110,374</b>	<b>£1,768,763</b>	<b>£14,901,300</b>	<b>6%</b>	Yes=24 Maybe=10 No = 5	

Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

Criteria	Examples of Big Ideas funded activity/impact
Equalities, Diversity and Inclusion	<ul style="list-style-type: none"> <li>• <b>African Families in the UK</b> <a href="#">supports families of African and other ethnic minority origin</a>, resident in the UK, seeking advice or information on matters relating to parenting, children’s education and family-friendly activities. They provided translation services and training and support for many families including 13 Tetum and Fataluku speaking families of East Timore heritage.</li> <li>• <b>Agnus Smith Advice Centre</b> is based in Blackbird Leys and provides inclusive <a href="#">advice and support</a> to enable people to claim benefits they are entitled to, thereby increasing disposable incomes and reducing housing insecurity in areas of multiple deprivation. They also provide targeted support for ethnically diverse communities.</li> <li>• <b>Ark-T</b> provides a <a href="#">welcoming haven</a> for all members of East Oxford’s diverse communities including fostering a sense of togetherness through communal meals, providing essential advice about claiming benefits and hosting enriching arts and cultural workshops which support mental health and wellbeing.</li> <li>• <b>Arts at the Old Fire Station</b> supports a wide range of diverse community groups and charities in the city including Crisis, Damascus Rose Kitchen, Refugee Resource and LGBTQIA+ community groups; they work with <a href="#">people with experience of homelessness</a>, 31 of whom have taken an active role in the running of the centre. They also offer paid employment in the café for Syrian and Arabic-speaking women.</li> <li>• <b>Aspire</b> support thousands of people with mental health, drug &amp; alcohol recovery, debt, homelessness, leaving prison and those seeking asylum to <a href="#">reduce debt, find a home and employment</a> and enhance their digital, language and commercial enterprise skills.</li> <li>• <b>Asylum Welcome</b> support <a href="#">those seeking asylum</a>. They have hired more staff, volunteers, managers and board members with lived experience to move towards becoming a refugee-led charity. Currently, 15 out of 35 members of staff (including a Co-Director of Services and Office Manager), 2 trustees and over 50 of their 250 volunteers are people with lived experience of forced migration. The organisation provides leadership and self-advocacy training as well as a wide range of cultural and sporting activities most of which are led by refugees and asylum seekers.</li> <li>• <b>Barton Advice Centre</b> gave advice and support to 1,112 clients from protected characteristics and in low socio-economic households. 456 were new cases and 656 were provided with ongoing support.</li> <li>• <b>Barton Community Association</b> provide resources including the <a href="#">Community Larder</a>, rooms to hire and events for people in Barton.</li> <li>• <b>Blackbird Leys Adventure Playground</b> provide after school</li> </ul>

Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<p>and holiday activities for young people in Blackbird Leys. They received funding to provide free meals for 76% of children on the register at the After School Club.</p> <ul style="list-style-type: none"> <li>• <b>Citizen’s Advice Oxford</b> provide an inclusive advice service tailored to suit the needs of each individual client. They increased engagement via outreach services located in and supported by volunteers from the local community. They assisted people to claim benefits they are entitled to and signposted them to a wide range of support.</li> <li>• <b>Cowley Road Works</b> diversified its board of trustees and ran community engagement workshops held at MIND to encourage participants of different cultures, genders and abilities to be involved in shaping plans for 2024 Cowley Road Carnival.</li> <li>• <b>Donnington Doorstep</b> has fostered an inclusive environment that supports families, children &amp; young people from diverse backgrounds. They ensure that resources such as educational materials, are distributed equitably, prioritizing those in greatest need. Their programme of participatory activities celebrates cultural festivals, Pride month and neurodiversity.</li> <li>• <b>EMBS</b> Community College provide a range courses helping people to <a href="#">increase their employability</a>. They also run a weekly Youth Club in East Oxford which increases the confidence and wellbeing of young people through mentoring and participation in group sport and cultural activities. Participants also receive hot meals, so they have a healthy meal, while not at school.</li> <li>• <b>Film Oxford</b> enabled autistic and learning-disabled participants to learn new skills and express their creativity through their <a href="#">Shadowlight artist programme</a>. They ran 10 intergenerational workshops in partnership with the Museum of Oxford to document the lived experience of Oxford’s diverse communities – e.g. <a href="#">Spaces We Made Our Own</a> which focussed on the social history of the Afro-Caribbean community in Oxford in the ‘50s and ‘60s and <a href="#">Going Out Coming Out</a> LGBTQ+ Life in the 70’s and 80’s. They also ran the <a href="#">Rose Hill TV</a> project with young people from the Rose Hill estate.</li> <li>• <b>Fusion Arts</b> supported children in deprived areas of Oxford with speech, language and communication needs via their <a href="#">Story Makers</a> project. They supported the African and Caribbean Heritage community as well as <a href="#">other marginalised groups</a> – including by hosting the <a href="#">Caribbean Living Room Exhibition</a>, supporting the Windrush Festival, managing the Oxford Cultural Anti Racism Alliance as well as showcasing art by people <a href="#">experiencing homelessness</a>.</li> <li>• <b>Good Food Oxfordshire</b> worked with the OX4 Food Group’s food enterprises to tackle food poverty and insecurity in Oxford, redistributing surplus food which would otherwise go to waste to people including those out of work, refugees, people with disabilities and/or language barriers.</li> <li>• <b>Homestart</b> deliver non-judgemental, free support to families</li> </ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<p>who have at least one child under the age of 5 through both 1:1 home-visiting (75 families), and a raft of inclusive, nurturing groups, including the Rose Hill stay and play baby and toddler group which was attended by 58 families throughout the year.</p> <ul style="list-style-type: none"> <li>• <b>IF Oxford</b> makes science accessible to everyone through year round activity and an annual science festival which helps to break down <a href="#">barriers to access for people across all protected characteristics</a>. Over 90% of <a href="#">programming</a> addresses inequalities; 25% of audiences are young people age 8-14 years old and many events are 'pay what you decide'.</li> <li>• <b>Justice in Motion</b> recruited 3 new trustees in 2023/24; two of whom are from the global majority. They completed the first education programme and tour of their new production, <a href="#">CODE</a>. This show raises awareness of country lines and child criminal exploitation. It was developed with and includes young people and was performed in Oxford in the Summer of 2023, both in Broad Street and at the Barton Neighbourhood Centre before going on tour around the country.</li> <li>• <b>Leys Community Development Initiative</b> delivered its Youth and over 50s Clockhouse projects to improve the mental and physical health of over 500 people, <a href="#">reducing isolation for young people</a> and older people in the Leys.</li> <li>• <b>Makespace Oxford</b> created an event space which is safe, welcoming and accessible for families with young children including sensory kits for those with neurodiverse needs. The space regularly hosts racial justice, youth advocacy, Queer Action groups, support for Ukrainian families, Solidarity events, and diverse grassroots activities. Additionally, it supports a permanent resident running Oxford's first female Black-owned restaurant.</li> <li>• <b>Mandala Theatre Company</b> enables young people to create theatre raising awareness of inequalities and contemporary issues e.g. MAD(E) about <a href="#">male suicide</a>. They generate pathways into employment and are one of only two Global majority-led cultural organisations in Oxford. Their Young Company has 9 members from Global majority and White working class backgrounds who participated in an international exchange to Grenoble. Their professional company ran workshops and performed rehearsed readings of '<a href="#">Seed Guardians</a>' which focuses on Food Poverty in the UK and Sustainability, in Oxford Schools and colleges, as well as in the local community.</li> <li>• <b>My Life My Choice</b> provided social activities, training and skills development, volunteering, paid work and leadership roles for <a href="#">people with learning disabilities</a>. They have reserved 2 positions on the board of trustees for people from an ethnic minority, 6 for women and 2 for young people. They also run a women-only self-advocacy group for people with learning disabilities.</li> <li>• <b>My Vision Oxfordshire</b> focused on ensuring <a href="#">visually impaired</a></li> </ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<p><a href="#">people</a> are supported, listened to, included and able to play an active part in the community.</p> <ul style="list-style-type: none"> <li>• <b>OVADA</b> focussed on delivering projects which address an under-provision for South Asian communities in Oxford including <a href="#">Diwali Glow</a> and free workshops introducing people of all ages to South Asian culture. They also programmed RED CLAY during International Women’s Month, an exhibition with talks and workshops relating to womxn’s health.</li> <li>• <b>Oxford Contemporary Music</b> organised a series of events for over 1500 young people/parents/carers across the city to address inequality of access to high quality music creation and performances, focussing on areas of greatest deprivation -</li> <li>• <b>Oxford Hub</b> opened the new Windale Hub to provide community support in The Leys including Parent Power, family fitness sessions and a talking café for people from the Global Majority.</li> <li>• <b>Oxford Playhouse</b> developed their engagement with inner city schools to improve literacy helping 450 children in 10 state primary schools to write their own original play including over 25% with English as an additional language. They also worked with partners to deliver programmes for people in later life. They increased the accessibility of their programmes by distributing 4,500 free tickets for communities, school groups, carers and those who would otherwise not be able to attend. They also provided BSL interpreted, audio described, captioned, dementia and autism friendly performances.</li> <li>• <b>Oxford Pride Group</b> – support <a href="#">LGBTQIA+ communities</a> with events and signposting to advice throughout the year as well as delivering an annual Pride event celebrating LGBTQIA+ people and cultures in Oxford.</li> <li>• <b>Oxfordshire Youth Enterprise</b> developed <a href="#">engagement with young people through various new platforms including podcasts</a> that were more inclusive of language, and ability. They undertook detached work in areas that are less active to meet young people that are not actively engaged in services or education/ training and expanded volunteer opportunities.</li> <li>• <b>Parasol</b> ran inclusive play sessions to redress the balance for disabled and disadvantaged children and young people experiencing or at risk of social exclusion.</li> <li>• <b>Pegasus Theatre</b> works with artists and companies that are developing new work or working practices that address issues of inclusion and diversity. In 2023-4 this included Sign Together sessions, working with Yellow Submarine, KEEN and Parasol as part of their Reach project, supporting the development of a tour of <i>Boxes</i> – a sensory show for Early Years – as well as hosting Queer voices open mic nights. They also programmed inclusive shows including <a href="#">Super Hot-Hot Dog</a> and <a href="#">Akademi Dance -Plastic Drastic Fantastic</a></li> <li>• <b>Refugee Resource</b> <a href="#">support refugees, asylum seekers and</a></li> </ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<p><a href="#">vulnerable migrants</a> to build new lives and integrate successfully into their new communities. Their clients include people who have been victims of trafficking and domestic violence. They face multiple disadvantages and most live in deprived parts of Oxford. Refugee Resource provides a trusted channel of support to combat the impacts of poverty, housing insecurity, homelessness and unemployment. They provide interpreters and pay for travel expenses if needed.</p> <ul style="list-style-type: none"><li>• <b>Rose Hill and Donnington Advice Centre</b> is based in Rose Hill and provides inclusive advice and support to enable people to claim benefits they are entitled to and get the support they need for a wide range of issues.</li><li>• <b>Sanctuary Hosting</b> provided <a href="#">temporary accommodation in volunteer host homes</a> for refugees, asylum seekers or other vulnerable migrants at risk of homelessness.</li><li>• <b>Tandem</b> focussed on developing the <a href="#">Starling Sessions Project</a> running free participatory weekly music sharing for 60+ people from over 20+ different cultures in Oxford – including refugees through Asylum Welcome. They also supporting the development of a new festival (No. 80) with the Young Women’s Music Project celebrating diversity.</li><li>• <b>The Story Museum</b> delivered year-long partnerships with 7 primary schools supporting 16,000 pupils and 532 teachers including in-depth, sustained provision for those with particular needs to help reduce the inequality of educational attainment in the city. They also reached 13,417 children and families and worked with 4 family centres in priority areas boosting oracy, literacy, confidence, and wellbeing amongst 2,130 very young children helping them prepare for starting school. They distributed over 600 free tickets and bursary places including to 103 adults and children who have experienced forced displacement.</li><li>• <b>The Young <a href="#">Women's Music Project</a></b> provided free regular music skills courses alongside mentoring opportunities, for over 250 young women, non-binary and trans people. Many of these young people come from under-privileged or vulnerable backgrounds, including being survivors of sexual assault, domestic violence, homelessness, NEET and more. The sessions provide a creative outlet to work through problems and a supportive safe-space to form social links, grow in confidence and gain skills to find work.</li><li>• <b>Wood Farm Youth Centre</b> has provides a weekly support group for over 50 young people, many of whom are from low income households and with additional needs. The staff team also work with parents on the estate and this has resulted in the setting up of a support group, called 'Reach', for women who are experiencing mental health issues. The support group meets weekly at the youth centre and is attended by 10 - 12 local women.</li></ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

<p>Environmental sustainability and zero carbon Oxford</p>	<ul style="list-style-type: none"> <li>• <b>All grantees</b> have all taken steps to reduce their carbon footprint in a range of ways including encouraging people to use public transport or active travel, undertaking carbon literacy training, sourcing locally, not using single use plastic, reducing printing and digital storage, using environmentally sustainable materials e.g. FSC paper and B corp suppliers, using Green energy tariffs, reusing and recycling and offering the cycle to work scheme.</li> <li>• <b>Ark-T</b> offers free meeting spaces for environmental charitable organisations. They have also collaborated with XR Youth Oxfordshire, to help advocate for positive change in our community. All meals provided at the centre use surplus food donations and are crafted by low carbon kitchens e.g. Waste2Taste and Oxford Community Action.</li> <li>• <b>Arts at the Old Fire Station</b> keep the first Sunday of every month free for activity around the climate emergency, working with the Cherwell Collective, Greenpeace, Oxfordshire Climate Cafes and Oxford Climate Hub. They work with BioBean, who turn cafe coffee into biofuel and plastic. They started using Ecoway, which shows audiences the carbon cost of their travels and calculated the carbon costs for each dish in our cafe and shared this on menus. They upgraded theatre lighting to LEDs, installed a radiator management system, used local suppliers, embedded environmental performance in all activities, staff meetings and reports to the Board, hosted climate literacy training and shared learning, held a number of events during our Marmalade festival on climate and environmental concerns and actions and met standards set out in UK environmental legislation and through environmental auditing (ESOS).</li> <li>• <b>Asylum Welcome</b> run a project that promotes active travel among hundreds of refugees and asylum seekers, as well as upcycling old bikes. Their digital Inclusion project is preventing massive amounts of e-waste through reconditioning old devices to give to those in need.</li> <li>• <b>Barton Community Association</b> have introduced a Recycling and Exchange section within our Community Larder that also includes a school uniform section. They use a minibus to take groups of residents shopping rather than five or six cars.</li> <li>• <b>Blackbird Leys Adventure Playground</b> are teaching children how to sow seeds, bulbs and plants and harvest the vegetables and fruit. They also have a new double-glazed entrance door and are actively energy managing.</li> <li>• <b>Fusion Arts</b> supported the creation of <a href="#">Green Arts Oxfordshire Network</a> and hosted this project since inception in 2022. They supported the creation of certified locally focused carbon literacy training. Fusion hosts green workshops and exhibitions for the Green Arts Oxfordshire Network, Big Green Week and Oxford Land Justice. They also lend out equipment and share materials with other projects.</li> </ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<ul style="list-style-type: none"><li>• <b>Good Food Oxfordshire</b> combats food waste and promotes environmental sustainability. They have developed their tracking of food surplus used across their work to ensure that their reporting captures the amount of food surplus saved and carbon emissions saved as a result. They also created a Social Return on Investment metric to quantify the value of surplus food redistributed, thereby reducing carbon emissions.</li><li>• <b>Homestart</b> worked with Better Housing Better Health to devise a <a href="#">cost-of-living toolkit</a> for families that included energy saving advice. As well as being shared with volunteers to cascade and implement with families, it was shared county-wide with social care and other practitioners in a poverty webinar and is available on their website.</li><li>• <b>Film Oxford's</b> Christmas lights project at Rose Hill enabled families to create giant &amp; small lanterns using sustainable materials &amp; LED lights. It had an environmental theme called <a href="#">Wondrous Whale Walk</a> to highlight the importance of the oceans and human activity's impact on ocean life. All the free activities were within easy walking distance. Film Oxford also regularly run film courses and create films to raise awareness of environmental sustainability themes, including one for <a href="#">The Broken Spoke</a>, a not-for-profit social enterprise passionate about cycling.</li><li>• <b>Mandala Theatre</b> raised awareness of environmental issues through their '<a href="#">Seed Guardians</a>' project which focused on sustainability and food and how to combat Food insecurity. All artists travelled by train. They also developed a Youth Theatre Festival '<a href="#">Uncaging our World</a>' focused on Climate Change and Sustainability.</li><li>• <b>Makespace</b> bring empty buildings and their materials back into use. They have retrofitted to improve energy efficiency (insulation, double glazing, LED lighting, new boilers, electric heaters etc.), upgrading buildings from an E to a C rating, managing tight budgets creatively, and adopting smarter building management. Appliances are demountable to ensure they can be relocated when leases end. Their buildings run on 100% renewable electricity and green gas. Designs prioritise reused materials to support the circular economy. The Oxford Climate Collective held its first public event in their event space which has also hosted Community Action Groups of Oxfordshire for art and climate workshops and supported Land Justice Oxfordshire, allowing them to meet and organise free of charge. Other environmentally focused groups benefiting from this space include Oxford Livable Streets, The Soil Association, Just Stop Oil, Transition by Design, One Planet Abingdon, and Low Carbon West Oxford.</li><li>• <b>My Life My Choice</b> ran their Travel Buddy project supporting members to travel independently on public transport, by walking, and by bicycle. One staff member travels to different localities to save many people travelling to a central location.</li></ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<ul style="list-style-type: none"> <li>• <b>Oxford Playhouse</b> installed air curtains across all the foyer doors in September 2023, to minimise heat loss. A number of other changes including lagging pipework, double glazing and changing to LED bulbs have delivered 20% savings on heating costs and 16% on electricity usage.</li> <li>• <b>Oxfordshire Youth Enterprise</b> delivered workshops on how to become more aware of your carbon footprint, how to keep warm in an environmentally friendly way and how to create natural dyes through foraging for artwork projects rather than buying chemical based items in plastic wrappers.</li> <li>• <b>Pegasus Theatre</b> involved young participants in our environmental sustainability and zero carbon action plan, building and sharing knowledge to help them play a role in shaping and contributing to a greener future. Their building is A+ rated for energy efficiency.</li> <li>• <b>The Story Musuem</b> joined the Too Good To Go scheme to reduce food waste and saved an equivalent of 950kg CO2 between April 2023-March 2024. They also get their used coffee grounds collected via Bio-Bean. A total of 512kgs of wet waste coffee was converted into logs and other bio-products and offsets 416kgs of CO2e from entering the atmosphere. This is the equivalent of planting 0.48 acres of trees per year.</li> </ul>
Partnership working and cross-sector support	<ul style="list-style-type: none"> <li>• <b>All grantees</b> work positively with multiple partners – many cross sector and wide ranging. Some examples are listed below.</li> <li>• <b>African Families in the UK</b> work with a wide range of partners including Oxfordshire County Council, Oxfordshire Youth and Blackbird Leys library who provide a range of support including funding, a homework support club and English classes.</li> <li>• <b>Ark-T</b> work with a wide range of organisations including <a href="#">OX4 Food Crew</a>, Dementia Oxfordshire, Christians Against Poverty who offer debt relief advice, TORCH informal education bite-sized talks (Oxford University’s Research Centre in the Humanities) and with Oxfordshire Talking Therapies.</li> <li>• <b>Arts at the Old Fire Station</b> share a building with Crisis and partner with them to support people experiencing homelessness to find community, train, be creative, and help run the arts centre. Other partners include the <a href="#">Marmalade</a> Planning Group (including national organisations and senior managers from Integrated Care Board, Oxford City Council and Oxfordshire County Council) and Damascus Rose Kitchen who operate the café. They worked with over 90 partners through their <a href="#">storytelling evaluation methodology</a> including a No Recourse to Public Funds collaboration (Connection Support, Asylum Welcome, Oxfordshire Homeless Movement and Aspire), Lived Experience Advisory Forum, Refugee Resource, Oxford Hub, Home-Start Oxford, Active Oxfordshire, Age UK, African Families in the UK. They collaborate with cultural partners including Oxford Playhouse and New Theatre Oxford to deliver the <a href="#">Offbeat festival</a>.</li> </ul>

Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<ul style="list-style-type: none"> <li>• <b>Citizen’s Advice Oxford</b> work with a wide range of partners including Oxford City Council/County Council, Westgate Library; Bullingdon, Cutteslowe and West Oxford Community Centres; food larders provided by SOFEA and City Food Bank. The following are signed up to refer to and from Citizen’s Advice Oxford including: Advance Charity, Agnes Smith Advice Centre, Asylum Welcome, Barton Advice Service, Better Housing Better Health, Christians Against Poverty, CLOCK (legal outreach). Connection Support, Crisis, Elmore, Macmillan Benefits Advice, Oxford Mutual Aid, Rose Hill &amp; Donnington Advice Centre, Turpin and Miller</li> <li>• <b>Film Oxford</b> partnered with the Old Fire, Oxfordshire Community Support Services, Oxford Mencap, Together! International Film Festival 2023 and Oxford City Council to deliver the <a href="#">Shadowlight project</a> for film makers with learning disabilities.</li> <li>• <b>Good Food Oxford</b> work with Waste 2 Taste, Damascus Rose Kitchen CIC, Flo’s the Place in the Park, No Vice Ice, Oxford Community Action Kitchen CIC, Ark-T, Oxford Mutual Aid, Oxford City Farm and Donnington Doorstep to redistribute surplus food.</li> <li>• <b>Homestart</b> work with a very wide range of partners including Health Visitors, Family Support Services, Social Workers, community hubs, charities e.g. Reducing the Risk of Domestic Abuse, food banks, larders, community fridges, churches, supermarkets, organisations like Play2Give, and hardship grant providers, the Infant-Parent-Perinatal Service, Mind Men’s Health Group, Care4Calais, Autism Champions, My Vision Oxfordshire, Early Lives Equal Start, Together with Migrant Children, Story Museum, Modern Art Oxford, Pegasus, North Wall, Oxford Playhouse, Circus Star, Active Oxfordshire, You Move, Muddy-Feet, leisure centres/playgrounds, Leverhulme Centre for Nature Recovery researchers. They lead the Early Years Network (over 50 VCS member groups). Other links include Inclusive Economy Partnership Working Group, Mental Health Concordat Group, ICB Mental Health Action Group, Men’s Health Partnership, Littlemore Health &amp; Wellbeing Partnership, Well Together and local networks.</li> <li>• <b>Justice in Motion</b> worked with many partners including Oxford City Council, Barton Neighbourhood Centre, Oxford Youth Ambition, Dancin' Oxford, Arts at the Old Fire Station and the University of Oxford to develop and deliver <a href="#">CODE</a> (County lines) and <a href="#">Resisdance</a> telling the story of Ukrainian refugees.</li> <li>• <b>Leys CDI</b> works with <a href="#">38+ partners</a> including delivery partners, funders, sponsors and supporters</li> <li>• <b>Contemporary Music</b> work with Oxfordshire Music Hub, the County Music Service, Oxfordshire Libraries, Inspire Sounds, the Pit Rivers Museum, the Young Women’s Music Project, Flo’s in the Park, Tandem and Covered Market to deliver <a href="#">Listen Up</a> and other projects.</li> </ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<ul style="list-style-type: none"> <li>• <b>Oxford Hub</b> worked with Activate Learning to identify, procure and deliver courses for the local community; with Citizens UK for training staff, volunteers and local people and with providers delivering support in Windale: e.g. Oxfordshire Play Association run play sessions, Oxfordshire Breastfeeding Support provide Infant Feeding Advice and Gloji run family health and wellbeing sessions.</li> <li>• <b>Oxford Playhouse</b> work with: Age UK/GLAM and MOX to run social events and a memory project for isolated older people; Keen to run 23 free inclusive drama workshops for people regardless of ability or disability; Yellow Submarine to deliver work experience placements for young people with learning disabilities, and over 50 organisations including (to name only a very few) Oxford Hub, Aspire Oxford, Home-Start, The Archway Foundation, Children Heard and Seen, Helen and Douglas House, Oxon Deaf Children's Society.</li> <li>• <b>Pegasus</b> worked in partnership with the ROAR collective including Ark-T, Oxford Playhouse, The North Wall, Old Fire Station, Film Oxford, My Life My Choice, KEEN, Yellow Submarine and My Vision Oxfordshire to develop and host the ROAR disability arts festival in 2024.</li> <li>• <b>The Story Museum</b> worked in partnership to deliver several <a href="#">projects</a> including with Berin Centre, Donnington Doorstep, Peeples &amp; Growing Minds in Littlemore, and Home-Start from Rosehill Family Centre to deliver the Start a Story project; Headington Partnership to deliver Expert Explainers, schools and teachers across the South East to deliver the Reading Teachers project and with ACKHI and TORCH to deliver Caribbeanity Now.</li> </ul>
Health and wellbeing	<ul style="list-style-type: none"> <li>• <b>Advice Centres</b> supported people to reduce debt, maximise income and reduce the risk of homelessness. They helped residents into a better position to be able to manage their finances and overall health and wellbeing, particularly those with mental health issues. They also helped to resolve issues that have impacts on people's health, such as mould and disrepair in rented properties, food poverty and fuel poverty.</li> <li>• <b>Arts at the Old Fire Station</b> provide personal, multi-layered support for people experiencing homelessness. They also offer space for creative activities for all, which increase people's sense of belonging, creativity and enjoyment.</li> <li>• <b>Ark-T</b> ran monthly community Hub Days fostering an inclusive environment where individuals are not only welcomed but empowered to explore and express themselves freely. People, often overlooked by traditional services, connected with others who share similar experiences, in a non-clinical setting. The team includes Mental Health advisors from the NHS and skilled Wellbeing practitioners who lead engaging Arts and Crafts activities to improve mental health and overall wellbeing.</li> <li>• <b>Asylum Welcome</b> supports health and wellbeing for people</li> </ul>

Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<p>who may be struggling with significant health and mental health issues. The arts and sport which our refugee-led initiatives are facilitating have been well documented to support health and wellbeing. Healthcare in general is a major issue for many clients. The Health Access Group, facilitated by refugee doctors, addresses inequalities in healthcare access and supports clients in accessing the NHS and dental treatment. They provide materials in multiple languages.</p> <ul style="list-style-type: none"> <li>• <b>Barton Community Centre's</b> weekly Umbrella Club supports older single men who generally struggle to socialise. They now socialise regularly outside of their weekly meetings, sharing meals in each others homes, watching TV programmes, films and sporting events together and regularly enjoying the various coach trips that are on offer. They also offer a free Café on Tuesdays during the larder hours for people to socialise.</li> <li>• <b>Blackbird Leys Adventure Playground</b> provided fruit and freshly prepared meals for the children at the after school club as well as many outdoor physical activities</li> <li>• <b>Donnington Doorstep's</b> community kitchen has been a cornerstone in promoting health and wellbeing for families in our community. By providing access to nutritious meals and fostering a supportive environment, we have made a significant impact in nutritional support, promoting healthy lifestyles, mental health and social connection. The community kitchen serves as a social hub, where families can connect, share experiences, and support each other.</li> <li>• <b>Film Oxford's</b> work with people with learning disabilities provides creative social activities in a safe, supportive space, which is <a href="#">beneficial for mental health</a> and combats loneliness and isolation. In addition to group activities, they also work one-on-one with individuals, liaising with caregivers to provide individual and tailored support.</li> <li>• <b>Good Food Oxford</b> demonstrated their impact on food support and community wealth building, directly linked to improved health outcomes for local communities.</li> <li>• <b>Homestart</b> enables parents, many experiencing mental health difficulties, to increase their self-esteem, become more resilient, and increase support networks, therefore reducing isolation. They enable parents to become emotionally available to their children and help to address needs ranging from poor housing to safeguarding concerns. Families are supported to find an NHS dentist, attend health appointments, and to seek specialist mental health support.</li> <li>• <b>Makespace</b> runs initiatives like the Playkit, and daytime events for parents with young children such as the Hip Crowd. They offer regular meeting space for the Lighthouse group, a parent support group, and have run an event with Care Collective on creative responses to pain and gendered pain.</li> <li>• <b>My Life My Choice</b> started a new health project in partnership with the Integrated Care Board and runs a walking club,</li> </ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<p>training workshops, Gig Buddies project to reduce loneliness as well as successfully campaigning to prioritise people with a learning disability on NHS waiting lists.</p> <ul style="list-style-type: none"> <li>• <b>My Vision Oxford's</b> engagement work decreases loneliness and isolation, increases independence and confidence, and therefore improving overall mental wellbeing. People are transformed in the way they deal with their disability and advocate for themselves, as well as broadening their horizons and attending more events locally. City of Oxford College also put on a wellness day for our clients.</li> <li>• <b>Oxford Contemporary Music</b> Listen Up! and Music Matters projects enabled people to have a stronger sense of self-awareness through music-making, particularly by writing lyrics, get a sense of achievement through developing new skills and feel a sense of belonging and shared identity with new friends.</li> <li>• <b>Oxford Hub</b> run many sessions in the Windale Hub that focus on mental or physical wellbeing. For example, Puzzles and Games for peer support for lonely and isolated residents, Parent Power to increase parenting confidence and connections, Family Fitness and Gloji energy sessions. They also participate in local health and wellbeing partnership sessions at the Leisure Centre.</li> <li>• <b>OVADA</b> the effects of creativity on health and wellbeing are well known and documented – the organisation also enables people to be part of a community and to have a voice.</li> <li>• <b>Oxford Playhouse</b> The health benefits of going out, meeting people, expressing yourself through drama and attending performances are well-documented – <i>‘One of our support staff reported seeing children laugh in a way we don't get to see in the school day’.</i> (Feedback from headteacher). For the later-in-life, Social Thursdays helps to address issues of isolation, providing social and intellectual stimulation.</li> <li>• <b>Oxfordshire Youth Enterprise</b> delivered workshops in relation to issues around health and wellbeing in weekly drop in sessions including sexual health awareness.</li> <li>• <b>Pegasus</b> supports the social and emotional wellbeing and development of young people through consistent involvement in creative activity and cultural events which build confidence, raise self-esteem and place young voices at the centre of the process.</li> <li>• <b>Young Women's Music Project</b> provides a safe space and stable source of community and support. Young people learn skills that can open up career opportunities, and express themselves through music, giving them confidence to actively participate in community. They build up peer-to-peer support networks and receive trusted support from staff who have been participants themselves.</li> </ul>
Attracting additional funding	<ul style="list-style-type: none"> <li>• See Appendix 3 – funding leverage</li> </ul>

Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

<p>Innovation</p>	<ul style="list-style-type: none"> <li>• <b>Arts at the Old Fire Station</b> <a href="#">storytelling</a> evaluation methodology is helping to innovate the monitoring and evaluation of projects; their <a href="#">Marmalade</a> planning group and festival is an innovative platform to share ideas around systems change and place making.</li> <li>• <b>Film Oxford's</b> innovative projects and films have been internationally recognised by being included in film festivals e.g. Together! International Online Disability Film Festival – UK; Oska Bright International Learning Disability Film Festival (including one winner) – UK; International Festival "Reflection of Disability in Art" – Greece; Big Syn International Sustainability Film Festival, London; Videograma International Video Art Festival – Columbia; An/other Disability Film Festival – Australia</li> <li>• <b>Fusion Arts</b> has led the way in <a href="#">creative activation of temporary space</a> in the city – as the first multi-site meanwhile use provider in the city. Fusion Arts supported the 'Meanwhile in Oxfordshire' programme as part of the advisory Board and continues to innovate by activating spaces e.g. <a href="#">Depot</a>.</li> <li>• <b>Good Food Oxford</b> collated stories of social enterprise among the OX4 Food Crew organisations to develop a better understanding of how the concept of Community Wealth Building can be applied in practice in food-enterprises. By applying the SROI metric to community food groups they have a new and tangible measure of the social impact the partner food enterprises can have. To date, the journey of food support organisations to become social enterprises is largely undocumented and the factors of success not clear. This work could pave the way to support more flourishing social enterprises that contribute to community wealth building in areas of deprivation.</li> <li>• <b>IF Oxford</b> science and ideas festival has a well-earned reputation for innovation. The team brings learning from UK, global and local projects and, owing to its range of contributing partners across industry, academic, statutory, third sector, neighbourhood and cultural groups, has examples of impact which include a shift in how young people can be better served by Oxfordshire Youth Justice &amp; Exploitation Service, how home-schooling can be enhanced and how disabled youth can offer biomechanical and communications insights to world-leading choreography, embryology and animal movement research groups.</li> <li>• <b>Makespace's</b> collaboration with Oxford Poetry Library has led to the creation of Oxford's first and only Daytime Open Mic. This innovative monthly event series, inspired by the challenges of parenting small children and the lack of evening event accessibility, is called the <a href="#">Hip Crowd</a>.</li> <li>• <b>Oxford Hub's</b> <a href="#">Our Changing the Narrative series</a> has collected stories from local people and has co-ordinated 3 'Conversations Over Lunch' events to discuss the narrative in</li> </ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<p>The Leys and how to draw out and amplify the positive voices and stories from the local community.</p>
<p>Inclusive economy</p>	<ul style="list-style-type: none"> <li>• <b>Most grantees</b> paid the Oxford living wage, supported local businesses, employ people who live locally and offered CPD/volunteering experiences.</li> <li>• <b>African Families in the UK</b> train users of their service to become peer supporters and advocates. They employ parent advocates and support them to build their confidence as they support others. They pay 4% over the Oxford living wage.</li> <li>• <b>Agnus Smith Advice Centre</b> puts economic fairness at the heart of their work, making sure that people understand their rights and can maximise their disposable incomes, which are then likely to be spent in the local economy. They conduct “better off” assessments to show how getting a job could affect a household’s income (this helps people when making employment-related decisions). They refer people to job support including charitable applications for work clothing.</li> <li>• <b>Arts at the Old Fire Station</b> ran training opportunities for Crisis clients. They began a new ‘Give it a go’ scheme, where clients try working in different areas of the business during drop in sessions. They have had new recruits to their longer training scheme and support 60 volunteer placements.</li> <li>• <b>Aspire</b> helped to boost the participants' digital skills, employability and self employment prospects. They worked in partnership with The Mid-Counties Cooperative to develop and launch a new Work Experience Programme in their East Oxford based food retail stores. The clients therefore developed their employability and several have progressed to establish and develop their own enterprises. This in turn has boosted the local economy for Oxford City.</li> <li>• <b>Asylum Welcome</b> actively redress the extreme barriers to employment suffered asylum seekers and refugees in Oxford. When clients join our co-production or refugee-led cultural initiatives, they also gain in confidence and transferrable skills and some have found voluntary and paid employment after taking part in these initiatives.</li> <li>• <b>Film Oxford</b> supports a strong and fair local economy by providing high-quality participatory filmmaking and arts training and through community outreach work. They provide routes into the UK Creative Industries and also via transferable skills such as teamwork, communication skills, problem-solving, computer literacy, numeracy, English, and time management. Film Oxford has four employees; One is learning disabled, and two others identify as neurodiverse.</li> <li>• <b>Fusion Arts</b> employed 98 Artists – the majority for multiple days and workshops – many local from the Oxford community. Fusion Arts also supports 10 diverse artists with studio spaces</li> </ul>



Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<p>(affordable or free). Local grassroots and unwaged have been able to use space for free.</p> <ul style="list-style-type: none"> <li>• <b>Good Food Oxford</b> have worked as part of OX4 Food Crew to provide employment to a diverse range of people who would not otherwise have gained paid work. For example, Damascus Rose have employed 9 women who would not otherwise have entered the workforce due to cultural barriers.</li> <li>• <b>Homestart</b> champion the inclusion of people with lived experience in our team of staff, trustees and volunteers. Their current team brings experience of lone parenting, financial hardship, domestic abuse, autism, child loss, immigration, LGBT+ parenting, adoption and IVF. This year they recruited and trained 11 new volunteers, bringing their total volunteer team to 54. They also recruited two new trustees this year, including a young trustee recruited through Reach Volunteering.</li> <li>• <b>IF Oxford</b> has at its heart the values of an inclusive and fair economy, with the ethos of “those who can afford to pay should”, allowing wealthier and less advantaged organisations to participate culturally together on a more equal footing. Over 600 people get involved in IF Oxford every year and around two thirds of minority content is subsidised by sponsored or grant-funded activity. IF Oxford also gives a shared platform for 200 student and researcher-led groups, 100 business-led groups and 170 charitable or independent community organisations or individuals to highlight career and leisure opportunities in the region.</li> <li>• <b>Makespace</b> employs a sliding scale fee structure, responsive to the needs and social or environmental impact of the groups using the space. They secured funding to offer more subsidised access to the events space in the first half of 2023. They aim to make space as financially accessible as possible, adopting a 'solidarity economy' model. By cross-subsidizing from for-profit groups paying commercial rates, Makespace offer reduced rates to marginalised groups. Over the past year, this model has helped new community groups build audiences, gain resources, and develop sustainability, enabling them to support other organisations in solidarity as they grow. Groups that have benefited include Namvula Voice Coach, Oxford Climate Collective, My Life My Choice, and Low Carbon West Oxford.</li> <li>• <b>Mandala Theatre</b> offers pathways to young people from the Global Majority and White working-class backgrounds into the Creative industries. They do this through training programmes, including Youth Leadership courses and Mandala Young Company. They also offer work experience and placements to young people several of whom are now employed at Mandala.</li> <li>• <b>My Life My Choice</b> Provided paid work for people with a learning disability. They also added additional employment benefits e.g. Health and Life Insurance.</li> </ul>
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Appendix 4: Examples of how the Oxford Community Impact Fund criteria were met and delivered 2023-24

	<ul style="list-style-type: none"> <li>• <b>My Vision Oxford</b> delivered Visual Impairment Awareness Training to empower organisations to have the knowledge and confidence to support a visually impaired person, either as a service user, volunteer, or employee. They also ran an event for clients with Oxfordshire Employment Service.</li> <li>• <b>Oxford Contemporary Music</b> Listen Up project ran sound engineering workshops specifically for women, trans and non-binary people with the intention that they will start to be employed in the cities' music scene and help to change the male dominated infrastructure for live music in the city. Their events also increase footfall to the city and associated spend including for their events in the Covered Market.</li> <li>• <b>Oxford Playhouse</b> contributes over £13 million to the City's vibrant social economy. They increase trade within Oxford, benefitting the hospitality, retail and transport sectors. Each year they welcome 60 young people from Oxford's secondary schools to complete a structured work experience programme, and co-appoint an early career director and producer with MCS, who work as associate artists. They also offer bursaries for free or subsidised places at their youth theatre as well as over 2,500 free performance tickets working with partners such as Dementia Oxon, Yellow Submarine, Be Free Young Carers, and Oxford City Council's Youth Ambition programme.</li> <li>• <b>Pegasus Theatre</b> work experience programme continues to thrive with 3 full weeks over the year for 30 young people. Feedback from students and schools about their work experience has been very positive, with praise for the range of carefully planned activities across a week which offer young people the chance to work with staff from several departments and includes task-based challenges, introduces participants to key operational and creative areas, including programming, box office, front of house management, recruitment, facilitation, performance and marketing.</li> <li>• <b>Refugee Resource</b> supports people to access their economic rights. For some clients this means finding appropriate legal advice or providing letters to support applications and appeals for asylum seeker status. For others they provide advice on benefits and finances overall and help people, where possible, to increase their employability and to find work.</li> <li>• <b>The Story Museum</b> The Story Museum's Pathways programme offers career development opportunities for 300+ young people aged 12-25 from Oxford/shire. They work in partnership with schools and FE colleges in Oxford's most underserved communities. The majority of work experience placements went onto volunteer at the Museum; two interns went onto paid work at the Museum and others into FE/work.</li> </ul>
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## Form to be used for the Full Equalities Impact Assessment

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<b>Service Area:</b> Community Services		<b>Section:</b> Oxford Community Impact Fund	<b>Date of Initial assessment:</b> 1 April 2022	<b>Key Person responsible for assessment:</b> Paula Redway	<b>Date assessment commenced:</b> 1 April 2022 – followed by annual updates – the most recent on 16 October 2024
<b>Name of Policy to be assessed:</b>			Grant allocations to community and voluntary organisations 2024-25		
<b>1. In what area are there concerns that the policy could have a differential impact</b>			<b>Race</b> ✓		<b>Disability</b> ✓
			<b>Gender reassignment</b> ✓		<b>Religion or Belief</b> ✓
			<b>Sex</b> ✓		<b>Pregnancy and Maternity</b> ✓
<b>Other strategic/ equalities considerations</b>			<b>Safeguarding/ Welfare of Children and vulnerable adults</b> ✓ <b>Housing and Homelessness Strategy</b> ✓		<b>Thriving Communities Strategy</b> ✓ <b>Anti-Racism Charter</b> ✓ <b>Oxford City Council Corporate Strategy</b> ✓
<b>2. Background:</b>  Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact			In 2021, a strategic review of Oxford City Council's community grants programme was undertaken in order to improve the efficiency, effectiveness, reach and impact of the grants. Given the consequences of the pandemic there was a strong equalities focus within the review. In essence the review itself was an in depth Equalities Impact Assessment of the previous grant management arrangements. As a result of the review, previous grant streams were combined into one new holistic one – the Oxford Community Impact Fund. This EIA relates to the impact of the second full		

Assessment.	year of the funding programme and the recommendations for 2025-6.
<p><b>3. Methodology and Sources of Data:</b></p> <p>The methods used to collect data and what sources of data</p>	<p>The data used was supplied by grant applicants who confirmed, as part of the application process, which communities of geography, interest and identity – including those with protected characteristics – would be positively impacted if they were awarded funding. The data is illustrated in the pie charts in Appendix 2.</p>
<p><b>4. Consultation</b></p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> <li>• Why you carried out the consultation.</li> <li>• Details about how you went about it.</li> <li>• A summary of the replies you received from people you consulted.</li> <li>• An assessment of your proposed policy (or policy options) in the light of the responses you received.</li> <li>• A statement of what you plan to do next</li> </ul>	<p>Giving details about how grants will help to reduce inequalities in the city is a compulsory question. The summary of the replies given by the successful grant applicants is illustrated in the pie chart in Appendix 2.</p> <p>As the illustrations confirm, the balance of grant allocations reflect the diversity of the city including the people and places facing the greatest inequalities.</p> <p>Grant application and monitoring processes were previously a barrier to access for some groups including those for whom English isn't their first language, however the following improvements have been made since the launch of the Oxford Community Impact Fund:</p> <ul style="list-style-type: none"> <li>• The new Community Impact Fund application and assessment process has been streamlined using plain English and avoiding jargon</li> <li>• Comprehensive support is given both in group and individual meetings with grant applicants and assessors to explain how to apply for/assess the grants including going through the application form and answering any questions people may have. Answers to the questions are then added to a Frequently Asked Questions list on the Community Impact Fund page online</li> <li>• Applications and monitoring information can be made/given in different ways including different languages and different formats e.g. video submissions</li> <li>• The application and assessment process includes options to give feedback which is then acted upon.</li> </ul>

	<p>Some groups had previously been unaware of the funding available - the following actions have been undertaken to address this:</p> <ul style="list-style-type: none"> <li>• Funding calls have been more widely targeting underrepresented groups</li> <li>• Locality managers are helping to promote grants in the community</li> <li>• The grants programme is also promoted via network meetings e.g. the Interfaith Group</li> </ul>									
<p><b>5. Assessment of Impact:</b> Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p>	<table border="1" data-bbox="750 523 2175 927"> <tr> <td data-bbox="750 523 1279 715"> <p><b>Race</b> Positive impact</p> </td> <td data-bbox="1285 523 1814 715"> <p><b>Disability</b> Positive impact</p> </td> <td data-bbox="1821 523 2175 715"> <p><b>Age</b> Positive impact</p> </td> </tr> <tr> <td data-bbox="750 719 1279 820"> <p><b>Gender reassignment</b> Positive impact</p> </td> <td data-bbox="1285 719 1814 820"> <p><b>Religion or Belief</b> Positive impact</p> </td> <td data-bbox="1821 719 2175 820"> <p><b>Sexual Orientation</b> Positive impact</p> </td> </tr> <tr> <td data-bbox="750 825 1279 927"> <p><b>Sex</b> Positive impact</p> </td> <td data-bbox="1285 825 1814 927"> <p><b>Pregnancy and Maternity</b> Positive impact</p> </td> <td data-bbox="1821 825 2175 927"> <p><b>Marriage &amp; Civil Partnership</b> Positive impact</p> </td> </tr> </table> <p>The actions and mitigations above have led to a wider variety of projects being funded which are designed to have a positive impact for those most in need including those with protected characteristics who have been impacted by the cost of living crisis.</p> <p>The availability of funding has been promoted more widely. As a result, there has been a significant increase in applications with over 20% of grants being awarded to new applicants.</p>	<p><b>Race</b> Positive impact</p>	<p><b>Disability</b> Positive impact</p>	<p><b>Age</b> Positive impact</p>	<p><b>Gender reassignment</b> Positive impact</p>	<p><b>Religion or Belief</b> Positive impact</p>	<p><b>Sexual Orientation</b> Positive impact</p>	<p><b>Sex</b> Positive impact</p>	<p><b>Pregnancy and Maternity</b> Positive impact</p>	<p><b>Marriage &amp; Civil Partnership</b> Positive impact</p>
<p><b>Race</b> Positive impact</p>	<p><b>Disability</b> Positive impact</p>	<p><b>Age</b> Positive impact</p>								
<p><b>Gender reassignment</b> Positive impact</p>	<p><b>Religion or Belief</b> Positive impact</p>	<p><b>Sexual Orientation</b> Positive impact</p>								
<p><b>Sex</b> Positive impact</p>	<p><b>Pregnancy and Maternity</b> Positive impact</p>	<p><b>Marriage &amp; Civil Partnership</b> Positive impact</p>								
<p><b>6. Consideration of Measures:</b></p>	<p>Feedback is sought via a range of sources on an ongoing basis including briefing sessions, the grant application form, email and phone. After initial small amends to the application form, feedback has</p>									

<p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>been predominantly concerned about the decline in available public funding and the impact this will have on delivery. Options to increase the availability of funding are:</p> <ol style="list-style-type: none"> <li>a) Maintaining the budgeted level of funding as it is</li> <li>b) Increasing the budgeted level of funding available</li> <li>c) Increasing the level of funding available via alternative mechanisms</li> </ol> <p>Officers are recommending option c) as it will help to increase the availability of the funding without putting additional pressure on council resources, which would likely be counterproductive.</p> <p>Officers are recommending focussing and streamlining the criteria for application from April 2025 in order to reduce the time it takes for organisations to apply for grants and for city council staff to assess grant applications.</p>
<p><b>6a. Monitoring Arrangements:</b></p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of discrimination.</p>	<p>The impact of the grants will be monitored via qualitative and quantitative monitoring including:</p> <ul style="list-style-type: none"> <li>• Statistical information relating to beneficiaries</li> <li>• Learning sessions to share best practice, identify and mitigate gaps</li> <li>• Impact monitoring over a longer period of time including case studies, photos, collecting and sharing stories, videos etc.</li> <li>• An annual report will come to cabinet reviewing the previous year and proposing any changes to the criteria</li> </ul>
<p><b>7. Date report signed off:</b></p>	<p>22 November 2024</p>
<p><b>8. Conclusions:</b></p> <p>What are your conclusions drawn from the results in terms of the policy impact</p>	<p>The conclusion is that the policy impact will be a positive one from every perspective of EDI.</p>

<b>9. Are there implications for the Service Plans?</b>	NO	<b>10. Date the Service Plans will be updated</b>	NA	<b>11. Date copy sent to Equalities Lead Officer</b>	NA
<b>13. Date reported to CMT:</b>	21 October 2024	<b>14. Date reported to Scrutiny Committee:</b>	2 December 2024	<b>12. The date the report on EqIA will be published</b>	22 November 2024

Signed (completing officer)



Signed (Lead Officer) #

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**Please list the team members and service areas that were involved in this process:**

Paula Redway – Culture and Community Development Manager  
 Maria Clark – Grants and External Fundraising Officer  
 Mili Kalia – Equality, Diversity and Inclusion Lead – Community Services

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## Risk Identification

Risks should be identified that may affect the Council's ability to achieve its business objectives, execute its strategies successfully or limit its ability to exploit opportunities.

Risks can be identified through a number of methods, including:

- A 'brainstorming' session or workshop with the whole management team and relevant stakeholders
- Interviews or questionnaires with key stakeholders
- Meetings with smaller groups of people

There are a wide range of methods available that can be used to identify and understand risks. The method that you select will depend upon the type of risk(s) that you are dealing with but typically a management team workshop is the method most commonly used.

Additionally, existing sources of information could help inform this stage. Some examples are listed below:

- Service / corporate plans, strategies and objectives
- Existing risk registers
- Risks or issues raised by internal audit or other scrutiny body
- Risks identified through budget setting processes
- Health & safety risk assessments
- Business continuity risk assessments
- Partnership, programme or project documentation (e.g. business case or project risk register)
- Experience of those participating in the risk identification process

It is the responsibility of those identifying risks to decide which sources of information they should consult. This may be one or more of the sources listed above or it could be something else you think is appropriate.

As well as direct risks to the achievement of our objectives it is important to think broadly about uncertainties that may have an impact on the organisation. The diagram shown below illustrates a variety of different risk themes, expanding on PESTLE prompts, which the organisation could face. Think also in terms of these themes when identifying risks.



Once identified, the risks need to be described in sufficient detail and recorded in a consistent format to support effective decision making on the way that the risk is managed. It is crucial for risks to be defined properly at this stage. Failure to do so can result in confusion about the exact nature of the risk, ineffective risk controls being implemented, or the risk analysis being over or underestimated.

The description of the risk should include the following elements:

- Risk Title – a short and concise header for the risk
- Description – expanding on the risk title outlining the situation or event that exposes us to a risk.
- Risk Cause – also known as the trigger event. Situations or factors which result in the risk becoming a reality.
- Risk Effect – the likely consequences if the risk materialises (The negative impact - consider worst likely scenario)

When describing a risk try not to describe the impact of the risk as the risk itself or define risks with statements which are the converse of objectives. Focus upon the uncertain event that would result in those impacts.

APPENDIX 6 Risk Register

Grant allocations to community and voluntary organisations 2023-4

As at: 16 October 2024

Ref	Title	Risk Description	Opp / Threat	Cause	Consequence	Risk Treatment	Date Raised	Owner	Gross		Current			Target		Comments	Control / Mitigation Description	Date Due	Action Status	% Progress	Action Owner
									P	I	P	I	Score	P	I						
	Cost of living	There may be a greater demand for grants related to the cost of living which may make it harder to fund some of the other activities delivering council objectives.	Opportunity	Cost of living crisis	Delivery of wider council objectives reduces.	Reduce	25/10/22	Paula Redway	3	3	3	3	9	2	2		Grantees will be required to provide information regarding their response to the cost of living crisis as part of project monitoring for grants awarded from 2023-4. Those requesting grants to assist with cost of living will be signposted to alternative cost of living and external grant provision via 121 grant advice and briefing sessions. Additional funding will be sought via Match My Project and Oxford Lottery to increase the availability of funding.	30/04/25	In Progress	50%	Paula Redway
	Safeguarding	Funded activities may not have full safeguarding processes in place	Opportunity	Safeguarding issue	Safeguarding consequence leading to reputational damage and possible legal action	Reduce	06/10/23	Paula Redway	3	3	3	3	9	2	2		Add a safeguarding compliance checklist to the grant application process. Provide advice for grantees as to what needs to be in place to ensure safeguarding compliance.	Ongoing	Ongoing	100%	Paula Redway
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THE RISK REGISTER IS FORMATTED AS A TABLE. PRESS TAB ON THE LAST TABLE CELL TO INSERT A NEW ROW.

<b>Types of Risk to consider</b>	
<b>Strategic / Commercial</b>	
1	Under performance to specification
2	Management will under perform against expectations
3	Collapse of contractors
4	Insolvency of promoter
5	Failure of suppliers to meet contractual commitments (quality, cost, time)
6	Insufficient capital
7	Market fluctuations
8	Trade/Banking crises
9	Fraud/theft
10	Partnership failing to deliver desired outcomes
11	Situation is not insurable (cost of insurance outweighs the benefit)
<b>Economic / Financial / Market</b>	
1	Exchange rate fluctuation
2	Interest rate instability
3	Inflation
4	Shortage of working capital
5	Failure to meet projected revenue targets
6	Market developments will adversely affect plans
<b>Legal and Regulatory</b>	
1	New or changed legislation may invalidate assumptions upon which the activity is based
2	Failure to obtain appropriate approval e.g. planning consent
3	Unforeseen inclusion of contingent liabilities
4	Loss of intellectual property rights
5	Failure to achieve satisfactory contractual arrangements
6	Unexpected regulatory controls or licencing requirements
7	Changes in tax or tariff structure
<b>Organisational / Management / Human factors</b>	
1	Management incompetence
2	Inadequate corporate policies
3	Inadequate adoption of management practices
4	Poor leadership
5	Key personnel have inadequate authority to fulfil their roles
6	Poor staff selection procedures
7	Lack of clarity over roles and responsibilities
8	Vested interests creating conflict and compromising overall aims
9	Individual or group interests given unwarranted priority
10	Personality clashes
11	Indecision or inappropriate decision making
12	Lack of operational support
13	Inadequate or inaccurate information
14	Health and Safety constraints
<b>Political</b>	
1	Change of government policy
2	Change of government
3	War and disorder
4	Adverse public opinion/media intervention
<b>Environmental</b>	
1	Natural disasters
2	Storms, flooding, tempests
3	Pollution incidents

4	Transport problems (including aircraft/vehicle collisions)
<b>Technical / Operational / Infrastructure</b>	
1	Inadequate design
2	Professional negligence
3	Human error/incompetence
4	Infrastructure failure
5	Operation lifetime lower than expected
6	Increased dismantling/decommissioning costs
7	Safety being compromised
8	Performance failure
9	Residual maintenance problems
10	Scope creep
11	Unclear expectations
12	Breaches in security/information security
13	Lack or inadequacy of business continuity

## Risk Evaluation and Prioritisation

Once risks have been identified the risk matrix is the main tool for prioritising risks so we can establish which risks are most significant and therefore are in need of greater attention and resources. It also allows us to compare different types of risk with each other across the council.

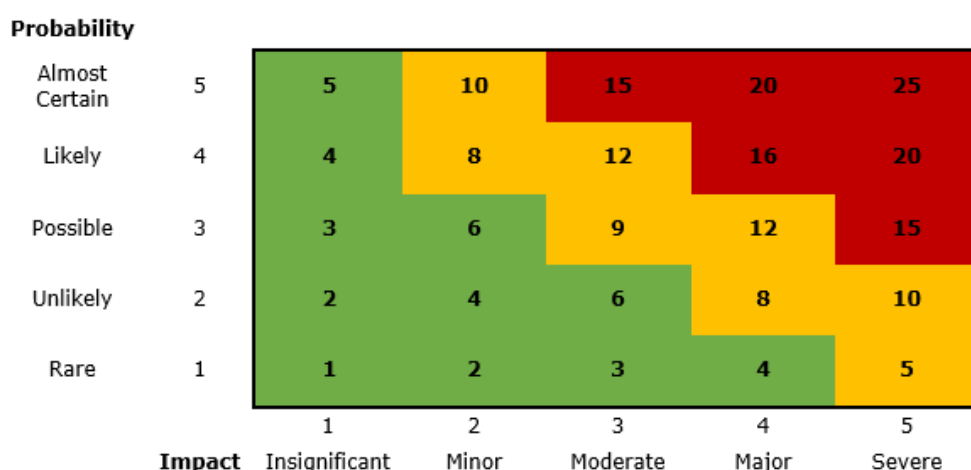
Each risk should be analysed using a five by five matrix for (1) the likelihood it will happen and (2) the impact if it did occur. This assessment should be made on three different basis:

- Gross risk – risk level if existing key controls and mitigations were not in place or not effective.
- Current risk – risk level after existing controls and mitigations are taken into consideration.
- Target risk – anticipated risk level following the introduction of planned controls and mitigations.

Assessing the gross risk allows consideration of the dependency the organisation has upon the existing key controls and informs decisions around risk treatment, and selection of an appropriate target risk level, considered in the next section of this toolkit. It is often helpful to consider the Current Risk first, and then ask yourself what the impact and likelihood of the risk might be if the key controls were not in place.

It is the risk owner's responsibility to ensure the controls they believe are reducing the risk are effective and are working in practice. Controls that are not yet in place should not be considered within the current risk.

Each identified risk should then be plotted onto the risk matrix.



When considering the likelihood of a risk happening you should select the number from 1 to 5 from the risk matrix that you think it will be over the next 12 months (it can be longer or shorter; some risks in the Strategic Risk Register are better considered over 3 to 5 years, some operational risks will be considered over 3 to 6 months). This score will require an element of judgement when considering how likely an event is to occur and you should consider the following:

- Has this event happened before in the Council? (How frequently?) Has this event happened elsewhere? (How frequently?)
- How likely is it that one or more of the causes/ triggers of the event will occur?
- Has anything happened recently that makes the event more or less likely to occur?

The following tables provide some support in quantifying the risk in terms of likelihood and impact.

### Risk Probability Assessment Criteria

Scale	Description	Likelihood of Occurrence	Probability of Occurrence
<b>1</b>	Rare	1 in 10 years	The event may occur in certain circumstances
<b>2</b>	Unlikely	1 in 3 years	The event could occur
<b>3</b>	Possible	1 in 2 years	The event should occur
<b>4</b>	Likely	Annually	The event will probably occur
<b>5</b>	Almost certain	Monthly	The event is expected to occur or occurs regularly

When you select the impact you should give consideration to the factors outlined in the risk matrix. For example, if the risk you are scoring has a low financial impact but a high impact on our reputation then you would select the most appropriate number between 1 and 5 that relates to the level of reputational impact. Once again, this score will have an element of judgement.

### Risk Impact Assessment Criteria

	Insignificant	Minor	Moderate	Major	Severe
<b>Financial</b>	<£50k per annum	£50k - £250k per annum	£250k - £500k per annum	£500k - £750k per annum	>£750k per annum
<b>Service Delivery</b>	No impact to service quality, limited disruption to operations	Minor impact to service quality, minor service standards are not met, short term disruption to operations, minor impact on a partnerships	Significant fall in service quality, major partnership relationships strained, serious disruption in service standards	Major impact to service quality, multiple service standards are not met, long term disruption to operations, multiple partnerships affected	Catastrophic fall in service quality and key service standards are not met, long term catastrophic interruption to operations, several major partnerships are affected
<b>Reputation</b>	Public concern restricted to local complaints which do not attract local media attention.	Minor adverse local / public / media attention and complaints	Adverse national media public attention	Serious negative national or regional criticism	Prolonged, regional & national condemnation
<b>Compliance &amp; Regulation</b>	Minor breach of internal regulations, not reportable	Minor breach of external regulations, not reportable	Breach of internal regulations leading to disciplinary action Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services
<b>Strategic</b>	Little impact on the organisational strategy	May have an impact on achieving organisational strategy	Would impact on the organisational objectives	Would require a significant shift from current strategy and objectives	Would require a fundamental change in strategy and objectives

## Risk Treatment

Once risks have been identified and scored based on current controls the next step is to decide what action needs to be taken to manage them. Generally speaking, there are four approaches to treating risk: Treat, Tolerate, Terminate or Transfer:

Action	Description	Options
<b>Treat / Reduce</b>	Controlling the likelihood of the risk occurring, or controlling the impact of the consequences if the risk does occur	Reducing the likelihood of the risk occurring AND / OR Mitigating the impact if the risk does occur
<b>Tolerate / Accept</b>	Acknowledging that the ability to take effective action against some risks may be limited or that the cost of taking action may be disproportionate to the potential benefits gained.	The ability to take effective action against some risks may be limited or the cost of taking action may be disproportionate to the potential benefits gained in which case the risk is accepted on an "informed" basis.
<b>Terminate / Avoid</b>	Not undertaking the activity that is likely to trigger the risk	Changing the direction or strategy and revisiting objectives or improving channels of communication Obtaining further information from external sources or acquiring expertise Reducing the scope of the activity or adopting a familiar, proven approach Deciding not to undertake the activity likely to trigger the risk
<b>Transfer</b>	Handing the risk on elsewhere, either totally or in part – e.g. through insurance.	Financial instruments such as insurance, performance bonds, warranties or guarantee. Renegotiation of contract conditions for the risk to be retained by the other party. Seeking agreement on sharing the risk with the other party. Sub-contracting risk to a consultant or external suppliers. NB. It may not be possible to transfer all aspects of a risk. For example, where there is or reputational damage to the organisation.

When considering further action required to manage the risk, and indeed the appropriateness of existing controls, an assessment of treatment options should be made alongside a consideration of the Council's risk appetite and tolerance for the current level of risk.

A further consideration is the efficiency of risk treatment in relation to the cost effectiveness of the proposed actions to be taken. Firstly the cost of implementation has to be considered (time, manpower, budget, etc.). The impact expected if no action is taken, should be weighed against the cost of action and the reduction of the impact. There should be a direct benefit from the cost implementation in terms of the reduction of the level of the risk.

Plans should then be put into place to manage the risk with key milestones identified and clear owners – ensuring that they are 'SMART' – Specific, measurable, achievable, realistic, time bound.

Oxford City Council has focused on the Red, Amber, Green status of risks in determining the risk appetite of the organization. Red risks are considered unacceptable and every effort must be made to reduce the risk to the organization.

The risk appetite is reviewed periodically or when there are significant changes to the organisation. Changes to the risk appetite level would require a change to strategy and would therefore require approval of the Cabinet.



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