

# OARSOME CHANCE ANNUAL REVIEW





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Paul O'Grady, Chair of Trustees

#### A WELCOME MESSAGE

When we set up OC in 2015 I could not in my wildest imagination have anticipated we could have got to where we are now. It has been another extraordinary year growing the levels of support we are providing for



disadvantaged young people in the local communities. This has only been achieved thanks to our Principal John, his dedicated team, our trustees and their commitment to helping our young people and their families.

The sudden impact of Covid 19 has been a further challenge to the OC team. We continue to provide our support services to vulnerable young people as part of the instructions from Government and our commitment to the local community. I am delighted to say that John and his team quickly put in place all the necessary safety measures to keep any risks to either our students or our staff to a minimum.

We have been very lucky to add three more experienced and committed trustees to our very active board in 2019/20. They are already providing valuable input and helping us to plan the next steps in our future strategy.

A big thank you to all our extraordinary funders, partners and volunteers who have been absolutely essential to the delivery of our support programmes.

John Gillard, Principal

### PRINCIPAL'S INTRO

What a vear this has been. I am hugely grateful to our amazing team of staff, fabulous board of trustees and of course our wonderful students



for making it so enjoyable and such a success.

The year has seen continued growth of student numbers and team members. We have also grown our partnerships with the local authority and schools, in strength and numbers. I can only thank all our partners for their continued commitment and support to ourselves and consequently our students.

We have also expanded our operational footprint with extra workshops and boatyard area in Gosport and second workshop at our Leigh Park site.

This year we have been able to give our students further opportunities to learn vocational skills for life as a route to employability thus creating a brighter future for themselves, their families and the wider community.

### **OUR TRUSTEES**

Recently retired Royal Navy Captain Rod currently works as a Programme Director in the NHS and brings his financial Rod Ashman management skills to **Treasurer** his Treasurer role



background and a business owner for 20 years, Emma provides support to the admin team and Emma O'Grady



the Treasurer Secretary

Technical Director at Alex Thomson Racing (ATR) Ross is in a unique position to create beneficial links between OC and Ross Daniel



maritime industry. Trustee

Amanda has over 40 years of experience working in senior roles in the social sector, working families and their **Trustee** communities



with children, Amanda Powell

A teacher and Deputy Head for over 20 years, and a Registered Intermediary, Kate brings her education Kate Ashman expertise to the **Trustee** board



With a successful career in the maritime sector for over 30 years, Steve brings his considerable business and manufacturing Steve Carr expertise to the OC Trustee



# **OUR VISION**

OUR VISION IS A SOCIETY WHERE ALL YOUNG PEOPLE. REGARDLESS OF THEIR CIRCUMSTANCES. FEEL SAFE AND VALUED AND HAVE THE BEST OPPORTUNITY TO LEARN THE SKILLS THEY NEED TO ACHIEVE THEIR POTENTIAL AND A SUCCESSFUL FUTURE.

### **OUR MISSION**

Our mission is to provide a safe environment where young people learn practical skills, growing their confidence and resilience to give them the space and support they need to improve their future.

### **OUR AIMS**

- To provide a safe supportive environment to engage young people who are disengaged from mainstream education and provide them with a place to belong.
- To provide vocational / practical training + physical activities to develop essential skills, re-engage with learning and improve employability.
- To support each individual to learn essential life skills: to teach the value of working with others; to foster a sense of achievement; to grow self-confidence and self-belief.
- To enable young people to gain accredited qualifications and facilitate opportunities for work experience and employment.

- To provide high quality support, training and supervision to staff to ensure they have the skills and capabilities required to deliver our services.
- To build effective relationships with local partners to ensure we are reaching the young people who will benefit most from our programmes
- To ensure the organisation is delivering against its aims by regularly reviewing progress, ensuring our delivery is appropriate and monitoring our impact.
- To ensure our organisation is sustainable and resilient in the long term through responsible governance.
- To develop a sustainable, repeatable educational model that can be replicated in other areas.



# WHAT WE DO

Oarsome Chance has developed practical, activity based programmes designed to engage and cultivate essential skills. We work closely with our commissioners, the families of students, and the young people themselves, to provide the best plan for them.

### **CURRICULAR PROGRAMME**

3400 SESSIONS WITH 65 STUDENTS



We work with local partners, including schools, PRUs and the local authority to identify young people, the majority of whom are excluded, or at risk of exclusion from school, who will benefit from attending our programmes. Programmes run 4 days a week during term time and students attend one to four days a week.

### NON-CURRICULAR PROGRAMME

250 Hours of Activities Delivered



There is very little opportunity for disadvantaged young people in the local area to gain access to their local water resource. OC delivers in a unique way a blend of creative / workshop and sporting activities run after school sessions with local community groups and schools

### **APPRENTICESHIPS & POST-16**

THREE
APPRENTICES
ENROLLED ON
FOUR YEAR
APPRENTICESHIPS



This year another apprentice began training for their boat building Level 2 qualification, bringing the total number of apprentices training with us to three. We are seeing fantastic benefits for OC apprentices, with very real opportunities opening for them in the marine industry. There is also the valuable insight they bring as previous students of OC and the role models they have become to the younger students.

Our aim is to make sure OC students, as they turn 16 and exit the school system are given real life work experience and a path into long term employment.

#### WE GO THE EXTRA MILE FOR EVERY STUDENT

The pastoral care we provide is at the very heart of everything we do. This is absolutely key - our programmes only succeed because our students know that we care passionately about their wellbeing.

The staff at OC have the time and resources to provide a flexible, responsive, non-judgemental and caring learning environment, so that the young people we support get the opportunity to be the best 'themselves' they can be.



### PROGRAMME ACTIVITIES



### **CARPENTRY & BOATBUILDING**

in our fully equipped carpentry workshop in Gosport



### **BIKE SKILLS & RECYCLING**

in our bike maintenance workshop in Havant



#### **MARINE ENGINEERING**

learning how to repair and maintain marine engines



### CANVAS SKILLS

re-purposing donated sails into products



#### ON WATER ROWING

in wooden skiffs and kayaks on the neighbouring tidal waterway



#### CYCLING

trips out to the local country park and mountain bike trails



#### **INDOOR ROWING**

on our indoor 'erg' rowing machines



#### SAILIN

RYA affiliated, OC crews take part in regattas and arrange trips with external organisations

### WHERE WE OPERATE



### **CASE STUDY**

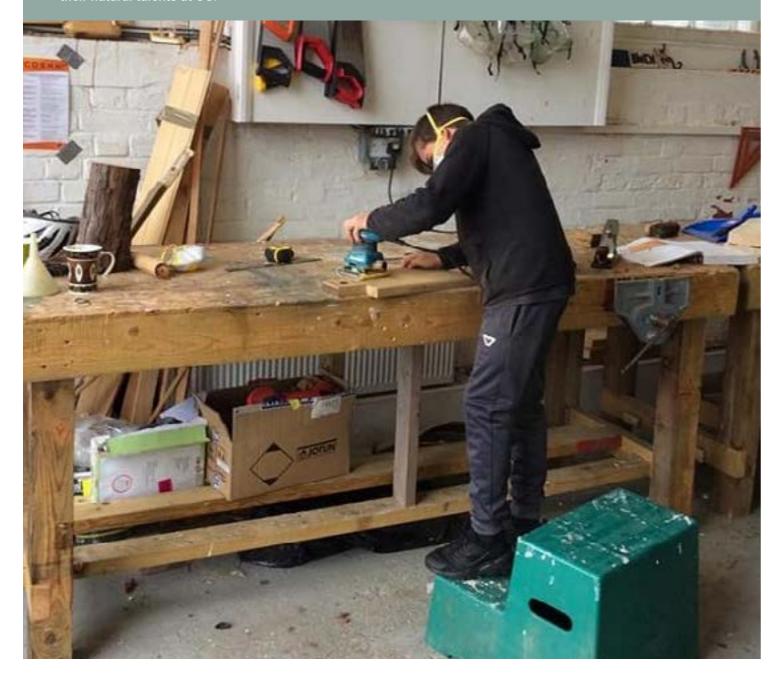
In 2018 A, then aged 10, was excluded from school and using their energy towards destructive ends. Fast forward to 2020, A has received fantastic feedback during their trial period in a mainstream secondary school.

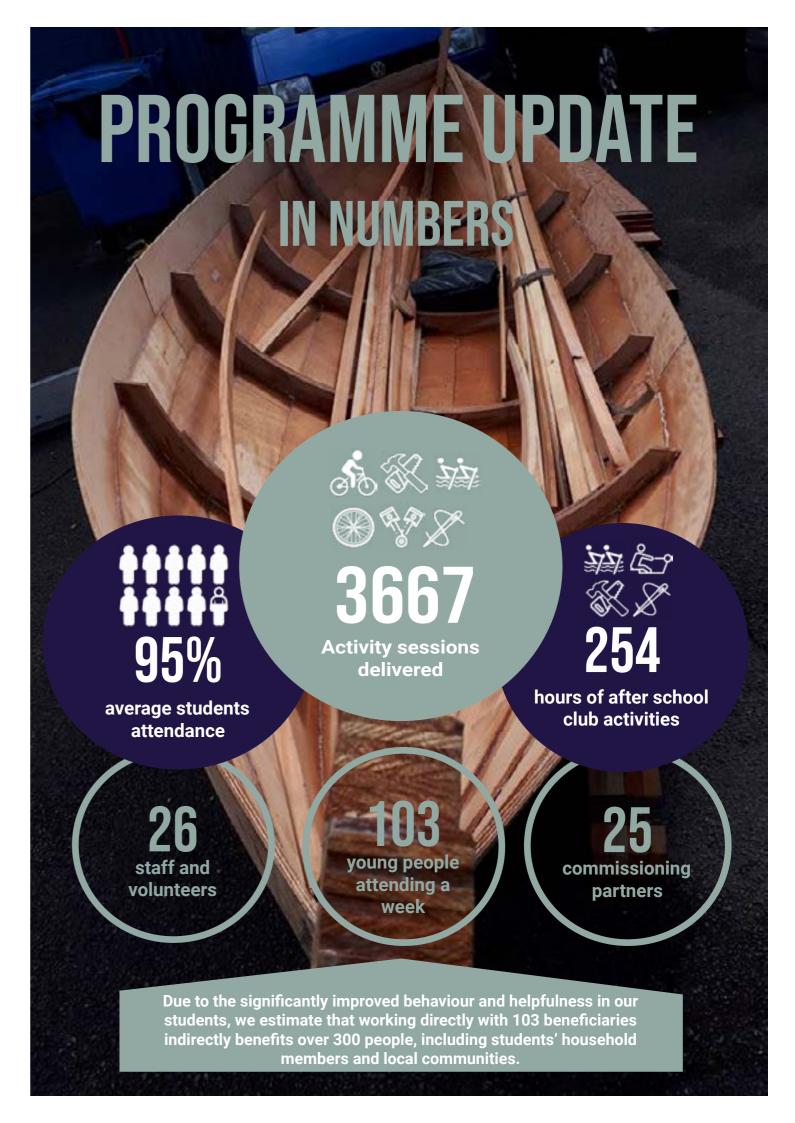
Before getting involved with OC A experienced significant trauma in early childhood, fractured family relationships, economic disadvantage and mental health issues among their support network. They experienced turbulent times with multiple foster families and were excluded from school by the time they were recommended by a commissioning partner to OC two years ago.

Initially, A came to OC for half a day per week, joining boat building and rowing sessions at our Maritime Workshop in Gosport. A found OC to be the one constant in their life – a place to belong, where they could find stability, role models and build positive relationships. A quickly built up to four days a week at OC, showing a willingness to learn at every opportunity. Given a safe environment, A's capabilities have shone through – they have related their own realisation that destructive behaviour was inhibiting and they continue to harness their intelligence and strong will for good. A defied past expectations and last year successfully sat their SATs exams.

With the help of OC, A has been attending a trial at a local mainstream secondary school along with an OC Learning Support Assistant. They have had fantastic feedback from the headteacher, built a strong friendship group and integrated well into lessons.

A's trajectory of re-integration into mainstream education is only set to continue whilst they continue to develop their natural talents at OC.





# OUR IMPACT

With the introduction of our impact measurement programme 'Measuring the Good' in early 2019 (supported by the Coalition for Efficiency and Fore Foundation), we are recording data against metrics led by the four key areas which form OC's 'framework for success':

### YOUNG LIVES CHANGED

PARTICIPATION: Attendance on OC programmes in 2019/20: 95%. Attendance rates for us are more than an output measure-simply engaging with a learning environment is a significant success for those students with more severe behavioural issues.

**ENGAGEMENT:** 1:1 surveys with beneficiaries, carried out termly (3 times a year) designed to measure how young people attending our programmes feel about themselves, 94% of our curricular students agreed with positive statements about feeling useful, doing something valuable and being proud of what they have achieved.

Making a difference for the young people we support, in terms of improved engagement, attendance and behaviour and ultimately individual achievement and employability.



Providing high quality pastoral care, to create a safe space for young people to engage and grow.



### A PLACE TO BELONG

**HELPFULNESS**: Our parent / carer survey found that our students have shown an overall improvement in helpful behaviour, with 80% noting an improvement in helpfulness, with particular emphasis on improved behaviour and cheerfulness at home.

**ENGAGEMENT:** in a 1:1 survey which measures how our beneficiaries are feeling about coming to OC, young people are given a range of non-hierarchical statements to choose from (e.g. 'I learn new skills', 'It's boring here', etc). Results from the survey showed over 90% of their responses were for positive statements with 40% of those being strongly positive.

"Don't stop whatever you're doing as it is working and T does not want to stop coming." oc parent survey

"M has been less violent and is really trying with making the right choices. M has improved in the last year." oc parent survey

### **SCALE AND REACH**

SUITABILITY: every student referred to us goes through a careful assessment process before joining the OC programme, to ensure we are providing the right support for them as individuals.

**VOLUME:** Tracking our session delivery: we delivered 3667 activity sessions in 2019/20.

What we do to ensure we reach the young people we can help the most while seeking to expand our reach.



### **ACTIVITY SPLIT:**

23% CARPENTRY / BOAT BUILDING

21% BIKE WORKSHOP

**24% EXTERNAL ACTIVITIES** 

7% SOCIAL SKILLS 7% OTHER

ON-WATER **5**%

ROW 4%

MARINE 3% ENGINEERING

EDUCATIONAL 60

**FUNDING MIX:** We regularly review our income split to monitor trends and inform budget plans.

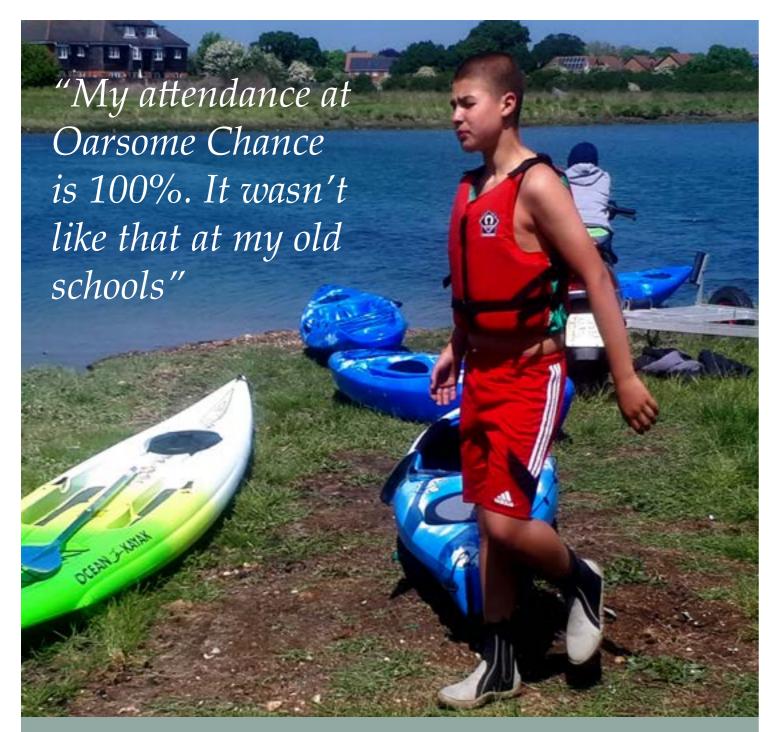
**REPUTATION:** Termly team meetings to discuss and avert reputational issues.

### **CONTINUITY**

To strive to be organisationally sustainable to ensure we continue to serve the key objectives of the organisation.

"Attendance at OC for some has meant the difference between having an education and not as the success they are able to experience on your program leads to transferable selfmanagement of behaviour skills that make them more resilient and able to re-engage with school based learning."

Head teacher, school partner.



### **CASE STUDY**

18 months ago, K's trust in others was almost non-existent – he'd been let down more times than he could remember. Yet over the last year and a half, K (now 14) has flourished beyond all expectation – all he needed was a chance to show himself what he was truly capable of.

K had been in and out of police custody from a young age. He'd been in care, excluded from several schools and even spent time on the streets. Without any stability in his life, K had a dim view of the future.

When K first came to Oarsome Chance he immediately took to boat building and rowing, showing a flair and determination, but told OC's Principal how "everything gets taken away from me, so don't expect me to stay here

After an initial period at OC, K had (once again) been removed from school where he'd undergone physical restraint. In a case meeting with stakeholders, K explained why OC was the only place that "treats me like a human being." For K, being treated with respect and dignity has empowered him, helped him to recognise his own strengths and given him the opportunity to develop towards his full potential in an environment he enjoys

K is now completing Maths and English tuition alongside his involvement with OC, has a 100% attendance rate and is vocal about his love for going out on the water. OC have been super impressed by his progress and are excited for his future as he continues vocational training at OC whilst building towards re-integration with mainstream education.

# SOCIAL ENTERPRISE

Social enterprise is an integral part of our plans going forward. As our social enterprise projects grow steadily they will increasingly contribute to OC's overall financial sustainability. And importantly, provide a steppingstone into the workforce for OC students via vocational training, Open Award accredited qualifications and real life work experience.

### **CANVAS WORKS**

Canvas Works is a key part of our programme, producing and selling a range of products crafted from upcycled sails. Canvas Works provides an activity that engages students of all ages, gender and backgrounds who enjoy creating products while learning essential workplace skills.



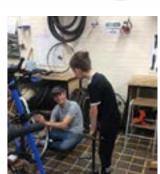
Canvas Works was given a 'relaunch' in Nov 2019,

and our new web shop, www.canvasworks.org, went live. Product ranges are available made from sails donated by famous boats – from Alex Thomson Racing (ATR) and the historic Jolie Brise tall ship.

Thanks to help from ATR's huge social media following, we saw some fantastic sales over the Christmas period. We are also working with Dauntsey's School, the owner of the Jolie Brise, to produce a range of bespoke products for their school shop.

### **OARSOME BIKES**

Oarsome Bikes, our bike recycling project at the Apex Centre is now well established. Bike maintenance and recycling is an excellent training tool and entry level into engineering, with young people working towards Velotech qualifications (national standard accredited awards).



Bike recycling and training is now so well established we have

decided to open a public facing retail counter at the Leigh Park centre, with the name 'Oarsome Bikes', offering local members of the public bike maintenance services and refurbished bikes.

This will help to build the bike recycling income, as well as extend the opportunities for training and building links with the local community.

### WWW.CANVASWORKS.ORG

### WWW.OARSOMEBIKES.ORG

### **OARSOME SKIFFS**



There has been significant progress this year on the build of our bespoke rowing skiffs, 'OC24' and 'OC16', designed exclusively for OC.

The two 24 foot and 16 foot boats adapt traditional skiff features in order to make the boat quicker to build, more buoyant, safer on the water and to provide more accessible entry for disabled users.

The long term goal is to produce a boat not only more suited to our own programmes, but also to produce and sell 'Oarsome Skiff' kits to other outdoor educational and community groups who would also benefit from the advantages we are building into the design.

# NEWS HIGHLIGHTS



### PORTSMOUTH PULL, MAY

Our 10km fundraising rowing event around the world-famous Portsmouth Harbour raised valuable funds. The exciting team challenge helps to raise the charity's profile.

### FASTNET, AUG

A determined OC crew, including apprentices from our programmes, embarked on the mammoth task of



sailing the Rolex Fastnet race. The world famous race is the pinnacle of ocean racing and we were immensely proud to have taken part. Many thanks to the Whirlwind Charitable Trust for their funding support.

# SOUTHAMPTON BOAT SHOW, PBO 'PROJECT BOAT'. SEPT

OC working closely with Practical Boat Owner magazine building 'Project Boat', a Secret 20 kit, named 'Harvey' in honour of an OC volunteer. We were given the opportunity to display 'Harvey' at the Southampton Boat Show, where we raised funds through a silent auction. The team worked hard on networking with the many visitors and companies at the show. With thanks to PBO for all their support and to auction sponsors, Dream Yacht Charter.



### OC AT THE NATIONAL JUNIOR INDOOR ROWING CHAMPIONSHIPS, FEB

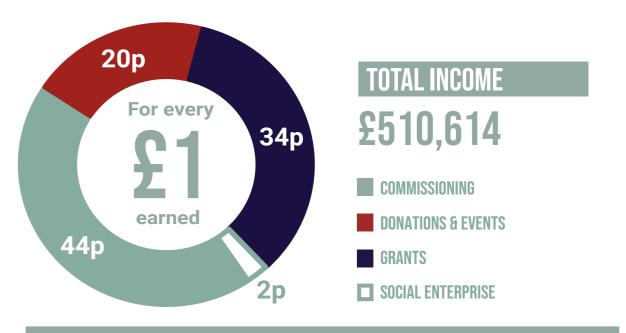


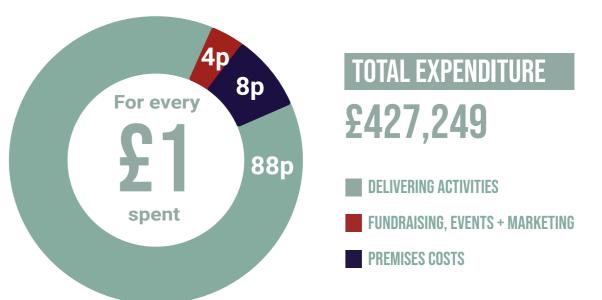
For the third year running, OC sent a team to compete in the National Junior Indoor Rowing Championships (NJIRC) in London and they did us proud again – not just by taking part in a national competition, but by representing OC so brilliantly with their great behaviour, enthusiasm, cooperation and team work. Thanks to Henley Royal Regatta Charitable Trust who subsidised the cost of the trip to the Copper Box arena in London

FOR OUR FULL NEWS HIGLIGHTS VISIT WWW.OARSOMECHANCE.ORG/NEWS

# FINANCIAL SUMMARY

A responsible and business-like approach to the charity's finances by the trustees and management has seen a 27% growth in income, with expenditure growing by only 23%. Over the last three years, and in the last 12 months in particular, siginficant growth and development, married with prudent financial management has led to a steady increase in financial surplus to help build our reserves, year on year.





Full accounts and the trustees' published annual report can be viewed at <a href="mailto:charitycommission.gov.uk">charitycommission.gov.uk</a>

# WITH THANKS

We are extrmely gratful to our funding partners, without whom we would not be able to deliver our life changing work



SWIRE CHARITABLE TRUST





















The Red Hill Trust



- Anton Jurgens Trust
- WF Southall Trust
- Whirlwind Charitable Trust
- Ernest Hecht Charitable Foundation
- Pfizer Havant Community Fund
- Holbeck Charitable Trust
- Gosport YOUdecide
- Havant YOUdecide
- Paphitis Charitable Trust
- The Fitton Trust
- St Vincent Lodge
- James Wise Charitable Trust

### **MAKE A DONATION**

You can help Oarsome Chance build its programmes by making a financial donation, either a regular monthly donation, or for a one-off amount.

Plus, if you are a UK tax payer, Oarsome Chance can claim back 25p for every £1 you donate.

Making a donation is easy and secure via Virgin Money Giving - go to www. uk.virginmoneygiving.com, click 'Make a donation' and search for Oarsome Chance.



Donate >



"OC has got me out

### **CASE STUDY**

12-year-old Luke faced exclusion from school, instability at home and was isolated from his peers. He would never have imagined himself in five years' time with a fantastic CV, on a four-year carpentry apprenticeship and a brighter outlook, but that's where he is now.

Luke joined Oarsome Chance back in 2015 and is one of OC's longest serving member. He remembers: "My life was incomplete; school was not working out and I spent little time in lessons." Luke's situation was far from ideal – placed on a shortened school schedule from 2pm to 6pm to avoid contact with other students, he had very little

Luke immediately made a fantastic impression at OC, his diligence and care noted even after his first outing on a sailing boat. Luke's flair for OC's programmes buoyed his confidence and over the last few years Luke has gained a wide range of on-the-water skills as well as numerous accredited boat-building qualifications. He is now in his second year of a four-year boat-building and carpentry apprenticeship — he continues to complete on-the-job training at the OC Maritime Workshop and is working towards Maths and English GCSEs as part of his

Luke has the prospect of an amazing career in the maritime industries and is now at a stage where he can act as a mentor for younger OC members. In Luke's own words:

"I now have a range of career opportunities, I have a much brighter outlook, opportunities to be on the water and do courses and gain qualifications."

# OUR FUTURE

When our founder set up OC in 2015 he was told in no uncertain words by the CEO of an established local organisation that before he did anything for vulnerable young people, he should make sure he was in it for the long term and make sure OC would be around to deliver on its promises. This sustainability continues to be our priority as our organisation grows.

At the very end of March 2020, we were met with the urgent challenge of continuing support to our vulnerable beneficaries with the arrival of Covid-19. We have been working hard to ensure our service delivery remains uninterrupted and to ensure the sustainability of the organisation to carry us through this challenging period. We fully intend to continue our plan to move the organisation towards even greater sustainability over the next three years: structurally and financially.

### OC'S THREE-YEAR STRATEGIC OBJECTIVES:

### **CORE SERVICE DELIVERY:**

- 25% increase in service delivery, year on year (tracked via activity session numbers)
- Increase the number of girls attending to a 65:35 ratio (boys to girls) by end 2022
- Increase young people's involvement, via extended consultation / steering group
- Expand our Key Worker support structure
- Continued commitment to, and regular review and development of, impact measurement





### **POST-16 PROGRAMME DEVELOPMENT**

- The average age in OC's cohort is growing older (our first intake of Years 5 and 6 are now Year 9s) The vast majority will not finish secondary school in the traditional way and will not sit GCSE exams. We recognise that the OC community is still essential support to them as they leave school. We can give them vital continuity and engagement with learning, facilitating technical skills training, real life work experience and ultimately a path into long term employment.
- During 2020 we will continue our core work with pre 16's, while also looking to establish OC as a post-16 training provider.
- OC is applying to the Secretary of State to be included on the 'Special Post 16 Institution' approved list and become a City & Guilds recognised provider

### **EXTENDED SUPPORT PROGRAMME (ESP)**

- A three-year project in partnership with Havant and East Hampshire MIND led by a new Project Lead who will bring mental health expertise and develop OC programmes to positively impact outcomes for our beneficiaries, the majority of whom are affected by mental health issues.
- We will recruit an experienced Project Lead with a track record in mental health support for young people who will:
  - Evaluate our service delivery (initial project phase)
  - · Implement additional staff training
  - Design and implement additional interventions
  - Monitor and track the impact of the project
- At the end of the three-year programme, we will collate learnings into a report to inform programme development at OC and to share externally with the sector.
- With thanks to funding from Berkeley Foundation, the ESP will begin in 2020, with the recruitment of the ESP Project Lead.



und Havant & East Hants

### **ENSURE ROBUST, DIVERSE INCOME STREAMS**

- Expansion of OC Social Enterprises, including Bike Recycling, Canvas Works, Oarsome Skiffs boat building project, Marine Engineering (outboard repair and maintenance), to provide predictable long term income
- Grow commissioning revenue
- Maintain appropriate external funding through a fundraising strategy which:
  - Ensures a broad base of funding sources to mitigate cash flow risk
  - Approaches funding providers that best fit with OC's activities and mission
  - Maintains and maximises funder relationships
  - Maximises secondary fundraising opportunities (events, corporate partnerships etc)

### A SUSTAINABLE AND APPROPRIATE ORGANISATIONAL STRUCTURE

- In parallel with the above strategic developments and planned growth we need to establish an increased senior management structure with specific skills to support change/growth and ensure long term organisational resilience.
- Continue to review our governance and management procedures to ensure they are robust and accurately documented. Review annually.
- To maintain, develop and grow a Board that has both strength and depth of appropriate expertise which is applied to achieving our goals.
- Introduce a CRM database ensuring cross organisation coordination and increased GDPR compliance

# **CORPORATE PARTNERSHIPS**

Oarsome Chance has forged many valuable corporate partnerships over the past few years. We are extremely grateful to those partners, whose support provides resources and opportunities that add amazing value to the work that we do.

### ALEX THOMSON

- RACING -

ATR donate the sails from their famous HUGO BOSS boat to Canvas Works. ATR also facilitates workplace experience for students.



Owned and operated by Dean & Reddyhoff Ltd, Haslar Marina has nominated Oarsome Chance as one of its official charities.



WEST SYSTEM® International provide extremely valuable support to our OC24 skiff build project, through in-kind sponsorship.



Britannia Corporate Events named OC as their Official Charity for 2020 and we will be partnering with them on fundraising events.



International® support our workshop activities with in-kind sponsorship and workplace visits for OC students.



Dream Yacht Charter offer work experience to teach young people the practical skills needed to maintain a premier sailing fleet.





# HOW HELPING OARSOME CHANCE CAN HELP YOUR BUSINESS

Association with an enterprising local charity offers a fantastic opportunity for businesses to give back to the community and meet CSR agendas.

Oarsome Chance is always seeking connections with companies to expand our young people's engagement with the business world. There are many ways for companies to help our work, through supporting our fund raising, providing work placements, mentors or staff volunteers, donations in kind, or event sponsorship.

For example, current corporate partners Alex Thomson Racing (ATR) and Dream Yacht Charter support Oarsome Chance through work place opportunities, donation of sail materials and fund raising initiatives. These associations benefit all parties - providing valuable resources and opportunities for our beneficiaries, and the opportunity for all concerned to share fantastic stories to stakeholders.

If you or your company are interested in exploring a partnership, we'd love to hear from you: email info@ oarsomechance.org or call 02392 504492





# OUR OARSOME VOLUNTEERS

We have a group of amazing volunteers who give OC regular time and support, some on a weekly basis and we are externely grateful for everything they do.

"I thoroughly enjoy my time engaging with OC it has given me a huge pleasure to be able to help in creating a nurturing and positive environment for kids who really do deserve a better chance. Seeing positive results in the kids who come through OC's doors is a real pleasure... Being able to pass on some of these skills as a stepping stone into employment is a hugely rewarding process."

Nick, Canvas Works volunteer

If you are skilled in sailing, carpentry, boat building, rowing or youth work then your services would be put to great use. Of course, if your skills are not in these areas, but you would like to give your time then we'd still love to hear from you.



