

## BIG LOTTERY FUND

### MINUTES OF BIG LOTTERY FUND ENGLAND COMMITTEE MEETING HELD ON TUESDAY 12 APRIL 2011 AT 1100 AT THE BIG LOTTERY FUND, PLOUGH PLACE, LONDON

#### PRESENT:

Sanjay Dighe	<i>England Chair (in the Chair)</i>
John Gartside	<i>Board Member and England Committee Vice Chair</i>
Alan Billings	<i>England Committee Member</i>
Sue Charteris	<i>England Committee Member</i>
Margaret Hyde	<i>England Committee Member</i>
Albert Tucker	<i>Board Member and England Committee Member</i>
Geoff Wilkinson	<i>England Committee Member</i>

#### IN ATTENDANCE:

Dharmendra Kanani	<i>Director for England</i>
Linda Quinn	<i>Director of Communications &amp; Marketing</i>
Ambreen Shah	<i>Deputy Director England Policy</i>
Andrew Morris	<i>Deputy Director Business Development</i>
Margaret Cooney	<i>Deputy Director England (Regions and External Relations)</i>
Jon Fox	<i>Head of England Policy</i>
Lyn Cole	<i>Senior Head of Operational Functions</i>
Peter Wanless	<i>Chief Executive</i>
Angie Littleford	<i>Committee Manager England (Secretary)</i>
Joanne O'Reilly	<i>Head of Planning &amp; Support England (Secretary)</i>

#### EARLY ACTION TASK FORCE:

David Robinson	<i>Senior Advisor, Community Links &amp; Chair of the Early Action Task Force</i>
David Hutchinson	<i>CEO, Social Finance</i>
Victoria Hornby	<i>Chief Executive, Sainsbury Family Charitable Trusts</i>
Geraldine Blake	<i>CEO, Community Links</i>
Abi Levitt	<i>Marketing &amp; Communications Director, Tomorrow's People</i>
Caroline Slocock	<i>Director of Civil Exchange and advisor to the Early Action Task Force</i>
Kitty Usher	<i>CEO, Demos</i>

#### APOLOGIES:

Nalini Varma	<i>England Committee Member</i>
Danny Silverstone	<i>England Committee Member</i>

#### 1. INTRODUCTION TO REFRESH

1.1 The England Chair opened the meeting and welcomed the external guests from the Early Action Task Force (please see the list above). The purpose of this session was to enable members of the Early Action Task Force to help shape the thinking and development of the England portfolio.

#### 2. EARLY ACTION TASK FORCE (EC/11/P20)

2.1 The Early Action Task Force aims to address the question "*How do we become a society that prevents social problems from arising rather than one that copes with their consequences?*" The Task Force has embarked on an 18 month work programme to promote earlier interventions to address long standing social issues. Members of the Task Force were invited to the meeting to discuss the potential links with the England portfolio and inform discussion on this at the meeting.

- 2.2 David Robinson, who spoke at the People Powered Change launch in March 2011 and who convened The Early Action Task Force, presented the paper (EC/11/P20) to the England Committee and then took part in a discussion. He noted that the paper had been written for the first meeting of the Taskforce and was very much a working draft intended to provoke conversation. He explained that thinking had developed since the paper had been written and the Taskforce planned to focus their work on four key areas:
- i) Gathering compelling stories of projects that have successfully taken a preventative approach.
  - ii) Identifying obstacles to change.
  - iii) Gathering good evidence for early action.
  - iv) Thinking about where we want to be – what a strong community would look like.
- 2.3 The England Committee gave their views on the paper and the plans of the Taskforce. The main points raised in discussion included:
- i) The need to identify what evidence already exists for early intervention and what evidence is needed, including who this evidence is gathered by and presented to;
  - ii) Developing a better standard of evidence and impact would be important as well enabling organisations delivering projects to be better equipped to provide evidence of impact;
  - iii) A concern that membership of the Taskforce did not include the health sector or local government;
  - iv) Recognition that intervention is helpful at different times to different people and there is no single point at which early intervention can be taken as a preventative measure. Therefore, the term ‘earlier intervention’, as opposed to early intervention, may be a more accurate term for what the Task Force is aiming for;
  - v) Acknowledgement that BIG was in a good position to focus on prevention (given we do not have annualised budgets, can invest in learning, determine our own investment horizon and can exercise our discretion) but that the current context of cuts did make this a challenge at this time, given for many we may be ‘the last chance saloon’;
  - vi) David Robinson invited the England Committee to make suggestions on health representatives who could join the Task Force.

**ACTION: England Committee**

- 2.4 The members of the Early Action Task Force welcomed suggestions on their thinking so far. The England Chair thanked the members of the Task Force for attending the meeting and for providing the England Committee with the opportunity to discuss the paper and concept in more depth.

### 3. FINANCIAL UPDATE (VERBAL)

- 3.1 Lyn Cole provided the England Committee with a verbal update on the unallocated budget from the current position to 2015.
- 3.2 The England Committee noted that any forecasted budget was subject to maintaining current levels of Lottery ticket sales and subject to Board approval.

### 4. PORTFOLIO REFRESH PART 1: FRAMEWORK OF PRINCIPLES AND APPROACH TO FUNDING (EC/11/P21)

- 4.1 Building on the discussion at the March England Committee meeting regarding the underlying principles of the England portfolio, the Committee formed three break-out groups and discussed the shape that the portfolio should take, in addition to the approach to strategic programmes and learning.

## 5. PORTFOLIO REFRESH PART 2: SHAPE AND PRIORITIES OF ENGLAND PORTFOLIO (SMALL GROUP WORK)

- 5.1 The England Director, Dharmendra Kanani, thanked the England Committee and other participants for their work on the portfolio refresh and proposed the next steps for the development of the England portfolio, namely that the officers would work through the outcomes of today's discussions and form proposals to be discussed at the next England Committee meeting in May 2011.
- 5.2 The first group work session focussed on a series of questions around:
- i) Where can Lottery investment add the most value over the next four years in England?
  - ii) How can we best structure access to Lottery funds to meet these principles, priorities and reflect the external context?
  - iii) What balance should we strive to achieve between responsive (demand-led) investment and proactive opportunities to broker, commission or solicit?
- 5.3 The main points discussed during the first group work session included:
- i) The possibility of being smarter about how Lottery investment relates and interacts with Government spending and initiatives.
  - ii) The possibility of being more demanding about the resilience of what and who BIG funds.
  - iii) The attraction to the concept of BIG's 'own Transition Fund'
  - iv) That prevention could be focused at a range of points (for example, old people in their homes, not hospitals).
  - v) That programmes should be designed to increase individuals' resilience
  - vi) That BIG could be more demanding in asking applicants to explain the 'opportunity cost' of their projects not happening.
  - vii) That perhaps a focus on prevention fits more clearly with the Transitions theme, but less well in terms of isolation. Also, that this should build on the Strategic framework whilst noting that the public context has changed dramatically since its development hence the need to reflect on the current and future funding plans;
  - viii) There is a lack of clear evidence as to how much of BIG's investment is currently focused on prevention and that the portfolio should balance preventative activity with funding responsively
  - ix) The possibility of building a broader evidence base and including the views of beneficiaries.
  - x) The possibility of building in learning into the heart of the England portfolio and making this a key aspect of its contribution to enabling better evidence of what works and the impact of preventative actions.
- 5.4 The second group work session focussed on the following questions:
- i) Should BIG enable or prioritise riskier social innovation and development, i.e. 'test and learn' as well as 'tried and tested' approaches. If so, how and at what scale?
  - ii) How does BIG best integrate learning and sustainability in to its funding decision and programme approaches given the changing context of the sector?
- 5.5 The main points discussed during the second group work session included:
- i) Discussion around the England Committee having a greater appetite for risk and outcome of some approaches not working,
  - ii) The possibility of engaging grant holders more and thinking about the impact of sharing learning (including building recognition of BIG's investment), in addition to learning for ourselves.
  - iii) The risk of an artificial divide between prevention and tackling symptoms.
  - iv) That more interventionist approaches might link into the work of other funders.
  - v) That this should not be just 'test and learn', but rather the scaling up of 'tried and tested'.
  - vi) The need to be clear about the support to grant holders and the challenges of engaging in an appropriate offer

- vii) It would be important to develop a narrative of change to support the development of the portfolio which would include both preventative and responsive (demand led) elements.

The main points raised in discussion following the completion of the group work sessions included:

- i) That the discussion with the Early Action Task Force had been a beneficial addition to the paper and formed part of the process of iteration of the England portfolio which has been developed through the Big insight events and other external contributors to the discussion at the England Committee since the refresh of the England portfolio
- ii) Further opportunities for the England Committee to work with or talk to other task forces or organisations would be considered.

**As a result of the group work sessions the England Committee noted:**

- i) The principles and approach which will inform a review of the current England portfolio.**
- ii) That a further discussion was needed on whether People Powered Change should become a theme that guides and shapes BIG's priorities and approach to funding up to 2015.**
- iii) That BIG will be unable to launch any new programmes that have build implications for the funding management system from October 2011 until March 2012.**

**The England Committee agreed:**

- i) That three sub-groups comprising Committee Members and officers would be formed to further discuss the refresh of the England Portfolio.**

## 6. REACHING COMMUNITIES REVIEW (EC/11/P22)

- 6.1 This paper considered the short-term options for handling the current increased levels of demand of the Reaching Communities programme prior to a wider piece of work including a programme of stakeholder events and external engagement. These will include consultation on BIG's new policy directions and strategic framework refresh.
- 6.2 The England Committee noted:
  - i) The recommendations from paper EC/11/P22.
  - ii) That there will be changes to the regional reports as per point 2.22 of the report and the Committee will have an opportunity to comment on a new style of regional commentary at the Reaching Communities Committee meeting in May, as per point 2.23.
  - iii) It was agreed that Dharmendra Kanani and Linda Quinn would present a branding pitch on the relationship between People Powered Change and the England portfolio to the England Committee at a future Committee meeting.

**ACTION: Dharmendra Kanani and Linda Quinn**
- 6.3 **The England Committee agreed:**
  - i) To Lead Member involvement in a BIG Insight round-table on Reaching Communities in May or June 2011.**
  - ii) To the introduction of a letter for applicants at the Outline Proposal stage of the programme setting out the key messages, including the fact that BIG will only consider making grants of over £300,000 for projects that exhibit examples of excellent practice.**
  - iii) To consult, as part of wider consultation on the England portfolio, on reducing the maximum grant available through the programme and to reinstating the 12 month rule whereby unsuccessful applicants at Committee stage are unable to apply for a further 12 months.**

7. APOLOGIES FOR ABSENCE

7.1 Danny Silverstone and Nalini Varma sent their apologies.

8. DECLARATIONS OF INTEREST

8.1 There were no declarations of interest stated.

9. MINUTES FOR APPROVAL OF ENGLAND COMMITTEE HELD ON TUESDAY 08 MARCH 2011 (EC/11/M02)

9.1 These were agreed as a correct record of the meeting.

10. MATTERS ARISING FROM the ENGLAND COMMITTEE MEETING HELD ON 08 MARCH 2011 (NOT COVERED ELSEWHERE)

10.1 England Committee Learning Day, May 2011 (item 4.1)

The England Committee Learning Day will take place in London on the 10th May 2011 and will be one and a half days in duration. Angie Littleford will confirm details by email.

**ACTION: Angie Littleford**

10.2 Parks for People (item 4.4)

This is to be included on the England Committee agenda twice a year and will be an item on the England Committee agenda for the July 2011 meeting.

10.3 Equalities (item 4.6)

A date is being canvassed for a meeting between the key members.

11. VERBAL PROGRAMME UPDATES

11.1 Volunteering England

Lead members of the England Committee, along with officers, had met with representatives from Volunteering England on 31 March 2011 and subsequently requested further information from them to allow a decision to be made on the solicited bid. The members who participated agreed that they had found it very useful to have an extended discussion.

**The England Committee agreed:**

**i) That the decision on the Volunteering England solicited bid would be taken as a Chair's Action.**

11.2 Improving Financial Confidence

Jon Fox provided the England Committee with an update on the development of the Improving Financial Confidence programme and advised the Committee that the launch would be delayed to the middle of May 2011.

11.3 Community Foundation Network/Evening Standard

The England Director, Dharmendra Kanani, reported that BIG's work with the Community Foundation Network and the Evening Standard was on track and that there was nothing further to report.

12. COMMUNICATIONS UPDATE

12.1 This item was postponed until the England Committee meeting in May 2011.

**ACTION: Angie Littleford**

### 13. PAPERS CIRCULATED BY CORRESPONDENCE

13.1 The following papers had been circulated by correspondence:

Programme Progress Report: Parks for People (EC/11/P23a(C) & EC/11/P23b(C))

Programme Progress Report: BASIS (EC/11/P24a(C) & EC/11/P24b(C))

Programme Progress Report: Healthy Living Centres (EC/11/P25a(C) & EC/11/P25b(C))

Monthly PMD reporting - Feb 2011 (EC/11/P26(C))

### 14. ANY OTHER BUSINESS

#### 14.1 Big Society Bank

The England Director, Dharmendra Kanani, provided the England Committee with an update on the proposals to develop the Big Society Bank, stating that a submission was being made to Ministers on Thursday 14 April, which would shape the future plans for its development. It was noted that the England Chair and the UK Board Chair would contribute to its further development.

**The England Committee agreed:**

**i) To the appointment of a sub-committee of to serve as an Interim Investment Committee**

**ii) That Chair's Actions would be taken on further developments as they become clearer in coming weeks**

#### 14.2 Social Impact Bond Papers

Having recently attended a UK Funding Committee meeting at which Social Impact Bonds were discussed, Geoff Wilkinson enquired as to whether the England Committee would like future updates on Social Impact Bonds in the form of a written paper. The England Director, Dharmendra Kanani, added that wider discussion on this would be added to the England Committee meeting agenda for May 2011.

**ACTION: Angie Littleford**

### 15. DATE, TIME AND VENUE OF NEXT MEETING

15.1 The next England Committee meeting will be an England Committee Learning Day and will be held on Tuesday 10<sup>th</sup> May 2011 in London. The venue and further arrangements will be confirmed by Angie Littleford.

15.2 There being no further business, the Chair thanked the attendees and the meeting closed at 5.15pm.

England Chair