

People and Places – Investing in your community

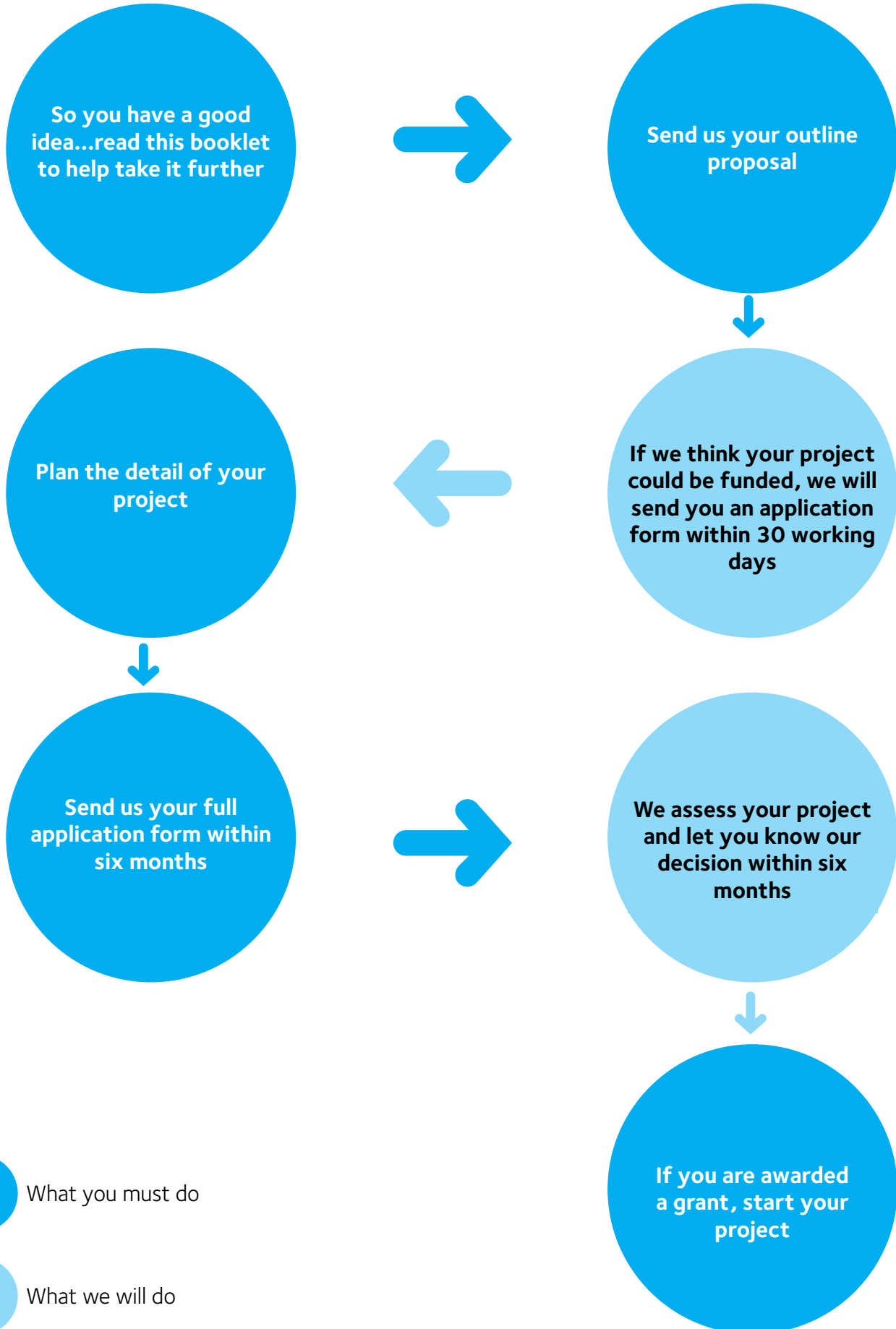
Before you apply programme guidance notes



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Make your big idea a reality



Introduction

This guide is for organisations that are thinking of applying for a grant from People and Places.

The guide will help you decide whether this is the right programme for you. Please read the guidance carefully before you complete the outline proposal.

We review our grant-making regularly to make sure we fund a range of projects to meet all the People and Places programme outcomes.

Before completing your outline proposal please check our website or contact us to make sure you have the most up-to-date information. This information was published in August 2009.

About the Big Lottery Fund

The Big Lottery Fund is responsible for distributing half of the money that the National Lottery raises for good causes. We want to use Lottery money to make big changes for communities, through the fair and open funding of people, projects and programmes, with a particular emphasis on tackling need. See 'Our Mission and Values' booklet for more information (www.biglotteryfund.org.uk).

People and Places is just one of our grant programmes. You can find out about our other programmes by visiting www.biglotteryfund.org.uk or you can phone us on 0300 123 0735, textphone 0845 6 02 16 59 or email enquiries.wales@biglotteryfund.org.uk.

There are other organisations that give Lottery grants as well as the Big Lottery Fund. You can find out about these by visiting www.lotteryfunding.org.uk or you can phone the funding hotline on 0845 275 0000, textphone 0845 275 0022.

Part one

About the People and Places programme

The People and Places programme has an annual budget of £19.8 million to fund capital and revenue projects that support co-ordinated action by people to make their communities better places to live. It will support local projects and projects that operate in more than one geographical area, regionally or throughout Wales.

People and Places aims to:

“Enable people to work together for strong communities, social justice and better rural and urban environments.”

People and Places can fund projects that achieve one of more of the following programme outcomes:

- revitalised communities
- improved community relations
- enhanced local environments, community services and buildings.

Here are some of the things we expect your project to do (please see pages 9-10 for further details):

- meet a proven need and work together to make your community a better place to live
- help people to develop their skills and confidence so that they can become more involved in and lead community projects
- consult the people that will benefit
- tackle problems in new ways, although we will support tried and tested ideas
- bring real improvements to communities and the lives of people most in need.

Who can apply

Under this grant programme we will only make grants to:

- voluntary, community or public sector organisations, working individually or together.

The voluntary and community sector is made up of organisations that are independent of the state and are motivated by values and social purposes rather than the pursuit of profit. They reinvest their profits mainly to achieve these objectives rather than to benefit individuals or shareholders.

The sector includes voluntary and community organisations, charities, social enterprises, cooperatives, community mutuals, faith organisations, community interest companies, and companies limited by guarantee established for public and community benefit.

We encourage organisations to work together. If you decide to work in partnership, you must choose a lead organisation that is eligible to apply for funding. The lead organisation must be the applicant and they will be responsible for managing the funding and the project. Organisations may be involved in more than one application.

We will not give money to individuals or to activities that contribute directly to a private organisation's distributable profits, but private sector organisations and individuals may work with statutory, voluntary or community organisations to deliver a project.

If you are a branch of, or related to, a large organisation that may have some legal responsibility if we make a grant, you need to make sure they are aware of your project and the funding you are applying for.

We may ask you to demonstrate that you have the agreement and support of your parent organisation.

We will accept applications from organisations based anywhere in the UK, but projects must mainly benefit people in Wales. Organisations not currently working in Wales should be able to demonstrate that they are aware of social and policy issues in Wales that are relevant to their project.

We will not normally make grants to organisations that:

- are applying on behalf of another (unless you are a lead in a partnership application)
- are in poor financial health
- do not control their own bank account
- have not satisfactorily managed grants or projects previously funded by BIG or its predecessors; Community Fund, Millennium Commission or the New Opportunities Fund (applies to previous grant holders only)
- do not have at least three people on their management committee (this does not apply to public sector organisations).

We will not accept applications from external professional fundraisers or other consultants acting on behalf of your organisation.

Project outcomes

We call the key changes or difference a project will make 'project outcomes'. We will ask you to describe the outcomes that you expect your project to achieve. Your project outcomes will need to relate to the three wider outcomes of the People and Places programme. Part of our decision to award you a grant is based on our assessment of the quality of your project outcomes.

In developing your project's outcomes, you should consider the following programme outcomes.

- ▶ Key programme outcome one – revitalised communities.
- ▶ Key programme outcome two – improved community relations.
- ▶ Key programme outcome three – enhanced local environments, community services and buildings.

Below are some examples of how project outcomes can relate to the programme outcomes. These are just for information. Your project is likely to have different outcomes to those listed. You should read through our guide 'Getting funding and planning successful projects' on our website www.biglearningzone.org.uk for help in writing project outcomes. It also tells you how to collect information to show that you have achieved them. You can find this booklet on our website: www.biglotteryfund.org.uk In Appendix A, we give you more detailed examples of projects and outcomes.

Key programme outcome one – revitalised communities

This could be achieved through project outcomes that:

- enable people to take part in designing and delivering joined up services for their community
- develop people's confidence and skills in running community projects
- provide assets that generate revenue for the community
- give people access to advice and advocacy services.

Key programme outcome two – improved community relations

This could be achieved through project outcomes that:

- improve communication, understanding, respect and interdependence between people from different age groups, genders, cultural backgrounds, etc
- provide assets or activities that meet the needs of all sectors of the community
- make people feel safer and more secure where they live
- make people feel less isolated by having improved social networks.

Key programme outcome three – enhanced local environments, community services and buildings

This could be achieved through project outcomes that:

- create open spaces or buildings for community activities
- provide opportunities for communities and individuals to understand the environment and maintain and improve it
- provide sustainable transport initiatives linking communities and amenities
- create spaces for wildlife and people
- provide additional services that meet a need in the community.

What we will fund

Funding from BIG should be distinct from statutory funding and add value.

We will fund projects that benefit communities in Wales, whether a community of place or a community

of interest. A community of place means people living or working in a particular area. A community of interest is a group of people who share common interests or disadvantages or people with a shared identity. Projects must aim to achieve identified outcomes that will deliver the key programme outcomes described on pages 7 and 8. We will only fund existing work and activities if they include **new or enhanced elements**.

To see whether your work has new or enhanced elements, ask yourself these questions.

- Will the project work in a new or expanded geographical area?
- Will the project work with new groups of people?
- Will the project deliver a new range of services or activities in addition to current work?

We will fund projects for up to three years. We may fund capital costs, revenue costs and overheads. Think carefully about the amount you ask for. The amount should be appropriate for what you plan to provide.

For example we can fund:

- revenue costs – such as start-up costs, accommodation, salaries or volunteer expenses, or costs for materials and activities
- capital costs – such as buying equipment or vehicles essential to the project, property purchase, and new or refurbished building costs
- overheads – more information on these is provided on page 11
- projects with a mixture of revenue costs, capital costs and overheads.

What we will not fund

- religious activities, though we welcome applications from religious organisations
- political activities
- projects that mainly benefit people living outside Wales
- projects previously funded from other Lottery programmes or other sources of funding (continuation funding), unless they include new or enhanced elements
- activities that contribute directly to a private organisation's distributable profits
- activities that are incompatible with the aims and objectives of your organisation
- projects that are more appropriate to another Lottery distributor.

How much can we fund

There are three levels of grant under People and Places:

- grants between £5,001 and £250,000
- grants between £250,001 and £500,000
- strategic grants between £500,001 and £1 million.

We can pay for all or some of your project costs, but we encourage you to get some of your funding from other sources if you can. If you plan to get money from other sources, we will consider how likely it is that you will be able to raise it.

What we expect your project to do

If you are asking for a grant between **£5,001 and £250,000**, we expect your project to:

- meet at least one of our programme outcomes (see pages 7 and 8)
- meet a proven need that makes your community a better place to live
- consult appropriately and fully involve all the people who will benefit when developing your project
- help people to take part in running your project
- bring real improvements to communities and the lives of people most in need.
- take into account the work of other groups or organisations in your community.

If you are asking for a grant between **£250,001 and £500,000**, we expect your project to meet **all** the above requirements **and**:

- meet all three of our programme outcomes
- involve the community in designing and carrying out the project
- show how the proposal takes into account local priorities and existing services or plans
- evaluate the project and involve the community in the evaluation.

If you are asking for a grant between **£500,001 and £1 million**, we expect your project to meet all of the above requirements **and** challenge you to come up with new ideas. You must also show that:

- your project is the best **strategic*** option to meet your aims and objectives
- you are using **innovative**** ways of working to tackle a complex set of issues
- you are using a co-ordinated approach

- you are an appropriate organisation to carry out the project
- the project meets local, national or regional priorities and plans.

(Complex applications may require more assessment time and we may take more than six months to tell you of our decision.)

*By **'strategic'** we mean projects that:

- consult with their stakeholders and other service providers
- consider current and planned provision to identify gaps in services
- carry out or use existing research to identify needs and what has been tried in the past
- engage with the people who will benefit and involve them in planning and running the project
- set outcomes that address needs and develop joined up plans to deliver them. Please read our guide Getting funding and planning successful projects. You can find the guide on our website at www.biglearningzone.org.uk
- make sure their proposals complement and contribute to relevant strategic plans and priorities
- work with other local, regional or national organisations, making the best use of the expertise of different partners
- make a significant impact on the problems they address and deliver good value for money.

By **'innovative' we mean projects that:

- demonstrate creative ways of addressing the challenges and problems people face that have not been tried before
- demonstrate creative ways of reaching and engaging people that conventional programmes have failed to do
- identify and address new areas of need that have not been recognised before
- build on their experience and that of others and involve service users in finding new solutions to problems
- evaluate what works and what does not, and use the evidence to influence the development of future policy and practice.

What we will pay for

We will pay for all of the eligible costs of your project. These can include revenue and capital costs and overheads.

The following lists give you an idea of the type of spending we can pay for. These lists are not exhaustive.

Eligible revenue expenditure includes:

- salaries of project workers, including any extra costs, such as pensions and National Insurance.
- salaries of management staff who only supervise project staff, including any extra costs, such as pensions and National Insurance, for the project
- recruitment of staff who will work on the project
- expenses of project staff and volunteers, including travel, accommodation, phone bills and stationery
- rent, heating, lighting, maintenance and insurance for office space and buildings only used for this project
- training of staff and volunteers working on the project
- monitoring and evaluation of the project
- fundraising for continuing the project after our grant is over
- marketing and publicity, outreach and development for the project
- professional and legal fees related to the project.

Eligible capital expenditure includes:

- building and engineering works (new build, extension, refurbishment, modernisation or conversion) required for the delivery of the project
- equipment necessary for running the project

- purchase of land, buildings, equipment or fixtures and fittings that are linked to the land or building required for the delivery of the project
- buying vehicles that are necessary for delivering the project
- professional and legal fees associated with capital spending on the project.

Overheads

By overheads we mean the costs of employees, volunteers, equipment, space and services that partly support the project you want us to fund, but also support your other work.

We may make a contribution towards your overheads. Work out how much support the project you want us to fund needs from the people, equipment and spaces that make up your overheads. Calculate the cost of this support then multiply this figure by the percentage of the total project costs you are asking us to fund. In your full application you will be required to explain how you have worked this out. For help in completing your budget and in working out your overheads, please refer to our guide on 'Full cost recovery' on our website:

www.biglotteryfund.org.uk/full_cost_recovery

Eligible overheads include:

- salaries of human resources, finance, IT and other staff supporting the project (for example, running payroll and servicing computers used by the project)
- salaries of staff, including managers, who will spend only part of their time working on the project
- salaries of senior management overseeing the project
- meetings of the trustees or management committee

- audit and other legal fees associated with running your organisation
- rent, heating, lighting, maintenance and insurance for office space your project requires or shares with other projects
- rent, heating, lighting, maintenance and insurance for office space shared by staff who run your project
- a proportion of the costs of equipment, new or refurbished buildings shared with other projects
- professional fees associated with strategic planning
- fundraising for the organisation
- training staff
- networking and attendance at conferences or partnership work that benefits the project you want us to fund.

What we will not pay for

The following lists give you an idea of the type of expenditure we cannot pay for. These lists are not exhaustive.

Ineligible revenue expenditure includes:

- costs incurred or expenditure committed before we make you a grant
- any costs which someone else is paying for, whether in cash or in kind
- items that only benefit an individual and are not needed to deliver the project outcomes
- travel outside the UK
- funds to build up a reserve or surplus, whether distributable or not
- loan or debt repayments
- contributions to general appeals.

Ineligible capital expenditure includes:

- costs incurred or expenditure committed before we make you a grant
- any costs which someone else is paying for, whether in cash or in kind
- projects whose main focus is to meet the requirements of the Disability Discrimination Act
- routine repairs and maintenance
- general improvements to public areas unless they are essential to the overall project
- personal equipment not essential to delivering the project
- maintenance equipment, fixed or loose equipment or office equipment which is not essential to the project
- for capital grants of less than £50,000, the purchase of an existing lease that has less than five years of the lease period remaining
- for capital grants of between £50,000 and £250,000, the purchase of an existing lease that has less than 10 years of the lease period remaining
- for capital grants of £250,000 and over, the purchase of a leasehold of less than 20 years.

Ineligible overheads include:

- costs incurred or expenditure committed before we make you a grant
- any costs which someone else is paying for, whether in cash or in kind
- the day-to-day activities of existing organisations or contributions to general appeals.

Part two

Applying for funding from People and Places

The application process

Please see the flow diagram on page 4.

If you decide to apply for a grant, please complete and send us an outline proposal.

On receiving your outline proposal, we will review it and let you know within 30 working days if we think we might fund your project. If we are unlikely to fund your project we want to tell you this early so you do not spend time filling in a full application form.

We will not accept a full application form unless we have reviewed your outline proposal

Before you fill in the outline proposal

Before you fill in the outline proposal you need to have done some early planning and have some information about the project you want us to fund.

You will need to have thought about:

- what you plan to do
- where the project will be located
- what difference you want your project to make and how this relates to our programme outcomes – see pages 7 and 8 and Appendix A
- how you will show the need for your project and how the project outcomes will address the identified need
- how you will deliver your project. This will include the key activities that you will deliver as part of your project and the key indicators and level of change that you expect to see at different points in the project to help check progress towards each outcome
- what will you spend the grant on
- roughly how much it will cost and how much money you want from us – see pages 11 to 12

- how you will consult appropriately and fully involve all the people who will benefit from the project
- how your project might be affected by the work and plans of other groups or organisations working in your community
- how your project will be open and accessible to all the people in your community (a guide on accessibility – Equality Matters, a good practice guide that can be used when planning your project, is available on our website www.biglotteryfund.org.uk)
- how your project will meet the language needs of your community
- how your project will take into account sustainable development. We want the organisations we fund to help people enjoy a better quality of life now, without compromising the quality of life of future generations. We call this idea sustainable development and it covers three linked key areas:
 - Environmental – for example, a project running activities for young people could promote recycling in a youth club
 - Economic – for example, rural projects that employ local people could help to sustain local services such as a village Post Office
 - Social – for example, a project that links older and younger people in a community might help sustain more traditional activities such as knitting
- how you will conduct your self-evaluation of the project. This is something that you are in charge of and can carry out in a variety of ways. You should work with people involved in your project (including beneficiaries) to identify the key questions you'd like to explore during the life of your project, how to investigate them, and what to do with the findings. You should fully develop and implement

your evaluation plans at the start of the project. For further information about approaches to self-evaluation, please see our 'Understanding self-evaluation' guidance which is available on our website www.biglotteryfund.org.uk/self-evaluation_monitoring.htm

Once you have planned your project, fill in an outline proposal form and return it to us. You can:

- download a form from our website www.biglotteryfund.org.uk and email it to us
- complete a paper copy of the form and send it back to us at:
Big Lottery Fund
Floor 10
Helmont House
Churchill Way
Cardiff
CF10 2NB

If you have any questions or need advice about completing the outline proposal form or planning your project please contact us on 0300 123 0735, textphone 0845 6 02 16 59.

How we will use your outline proposal

We will use the information on your outline proposal to:

- check that your organisation is eligible to be considered for Lottery funding
- check that your project will achieve the People and Places outcomes (see pages 7 and 8)
- check that your project is something we can fund (see pages 8 and 9)
- check that your project will meet the requirements for the level of funding requested (see pages 9 to 10)
- highlight concerns or suggest where you can get help, advice or support.

We will write to you and tell you the result of our review. This is not a decision on whether you will get a grant. If we think we are unlikely to fund your project, we will explain why.

What happens next

If we think that we could support your project, we will provide you with an application form, which will have some of the questions already completed with the information you have given us. We might also ask you to do extra work on planning or consultation or to send in extra information with your application form. If you decide to apply you will have up to six months to send us your completed application along with any extra information we asked for. Please keep a copy of this guidance to help you complete the application form. If your project includes land and buildings that you want us to fund we will also send you our Land and Building guidance.

How decisions are made on your application

When we receive your application, we will check to make sure you have sent us everything we asked for. If you have not, we will write to you and give you 10 working days from the date of the letter to send us any missing information. If you do not meet this deadline, we will not assess your application.

We will also look again at your outline proposal to see if there have been any major changes. If there are, you will need to tell us how they came about, including any changes to the project budget. We expect you to take on board our feedback when developing your project. We may request additional information to support any major changes in your project or your organisation that take place between the outline proposal stage and the submission of a full application form.

In your application, you will need to show that your project will meet all the relevant legal requirements such as health and safety. If your project will involve children or other vulnerable people you must be able to show that you have an appropriate protection policy.

Applicants asking for a capital or revenue grant of £250,000 and over will be required to provide substantially more information about what they are planning to do and how they are planning to do it. We may ask any applicant for more information depending on the complexity of the project.

Applicants whose project relates to land purchase or building works can apply to us for a grant to help with the development costs of the project.

If appropriate, our staff will contact you to discuss your project.

We will assess your application against the following criteria:

- ▶ The proposed project outcomes meet an identified need and help to achieve the People and Places outcomes (see pages 7 and 8).
- ▶ The organisation can deliver the project well and achieve the proposed project outcomes.

It will usually take us six months to make a decision from receiving your application. If we decide not to give you a grant we will tell you why.

Advice and support

You may have questions about how to apply or plan your project. There are many sources of advice and help. BIG also runs information sessions and produces updates on our current programmes.

If you have any questions visit our website at: www.biglotteryfund.org.uk or call your local Big Lottery Fund office on 0300 123 0735, textphone 0845 6 02 16 59 or email enquiries.wales@biglotteryfund.org.uk

We may direct you to other sources of help and advice.

Part three

Our commitment to you

Our code of practice

Our aim is to deliver high standards of service. We will therefore:

- acknowledge applications and correspondence within 10 working days
- assess applications against published criteria
- advise applicants of Board decisions within 10 working days of the Board or committee meeting at which the decision is taken
- provide clear and accessible application materials
- provide advice and information lines to help applicants
- provide feedback for unsuccessful applicants
- pay all properly documented grants claims within 28 days of receipt
- ensure that our staff are well trained and courteous.

Information and openness

We are committed to working as an open organisation and will offer applicants feedback on their applications. We will publish details of the projects that we have funded.

Your comments and questions

We are committed to giving you the information you need in the best way possible. If you would like to make comments or suggestions for improving our publications or procedures, please let us know. We will listen to all feedback and act upon identified improvements and best practice.

Comments about the assessment process

We welcome comments, suggestions and complaints, as these can help us improve our services for everyone. If you think we have failed to provide a satisfactory standard of service, please let us know.

For full details about our complaints procedures, please refer to our leaflet called 'Making a complaint' which can be found on our website at: www.biglotteryfund.org.uk

Appendix A

Examples of project outcomes ¹

Listed below are some examples of the types of project we might fund under People and Places showing how they meet the programme's outcomes.

Debt advice service in a local community hall

The project aims to improve the debt advice service and facilities in a small community in mid-Wales. It involves some building work to refurbish an office to create space for confidential discussions and revenue to support the cost of providing a part-time advice worker. The worker will provide debt advice, direct people to other sources of advice and train volunteers to be advisers.

The building work will include some additional insulation and low energy light bulbs to improve energy conservation and running costs. The local GP has said he would also like to use the space to provide a well-being clinic for older people once a month. The room will be available for use by other groups when it is not needed for debt advice or by the GP.

Project outcomes

- ▶ Revitalise the community:
 - people are better able to manage their resources
 - people take part in voluntary activities.
- ▶ Improve community relations:
 - reduced dependency and stress levels leading to better family relationships.
- ▶ Enhance local environments, community services and buildings:
 - creating a new space within a building
 - reduced environmental impacts through the reduced need to travel and energy conservation.

Improving access to and understanding of a wildlife area

The project will build a new environmental centre on a wetland area close to a large town and employ a ranger to train local volunteers to work with the local community to promote their knowledge and enjoyment of wildlife. The centre will be built using recycled and renewable materials sourced locally.

The new centre will include information to explain the wildlife on the site, in a wide range of formats for use by people of all age groups and backgrounds. There will be opportunities to experience wildlife first hand – for example pond dipping and bird watching.

Rooms in the centre will also be made available to the community for youth activities and an older people's luncheon club to attract members of the community who would not normally visit such a centre. Local children, representatives from the tenants' association and members of the Local Biodiversity Plan group have been involved in helping to design the centre and will receive training to become members of the management committee.

Project outcomes

- ▶ Revitalise the community:
 - people have increased confidence and skills through taking part in the design of a new amenity in their community
 - people take part in community activities
 - increased community capacity through people from the local area becoming members of the centre's management committee
 - supports local employment opportunities.

¹ BIG would like to thank the participants at the WCVA Funding Conference workshop, Llandrindod Wells, in September 2005, who contributed to the development of this appendix.

- ▶ Improve community relations:
 - improved communication between different sectors in the community through volunteers making links with the local community
 - different sections of the community working together
 - older people feel less isolated from the rest of the community.
- ▶ Enhance the local environments, community services and buildings:
 - creating open spaces and buildings for community use
 - reduced environmental impacts through best use of natural resources.

Extending the services at a family centre

The project will develop the services at a family centre in a town in North Wales. It will increase pre-school play provision for young children and provide practical support and advice for parents, including good parenting, healthy eating on a budget, heating your home on budget, minimising waste and home insulation grants. Parents will also be able to receive information and advice on vocational training.

The grant will be used to employ a co-ordinator and sessional workers and to pay for equipment and running costs, including energy saving devices and equipment.

Project outcomes

- ▶ Revitalise the community:
 - children are given a good start for school
 - parents can manage their resources
 - parents think about training for future employment
 - creating local employment opportunities and access to vocational training.
- ▶ Improve community relations:
 - families feel less isolated because they get practical support and become involved in social networks
 - improved parenting skills and family relations.
- ▶ Enhance the local environments, community services and buildings:
 - more people use the family centre
 - people better understand how they can reduce waste, use less energy and save money.

Disability rights initiative

This project is a strategic development by a consortium of disability organisations in response to the new disability rights legislation. It will employ four new full-time access auditors and one new project manager, to work with disabled volunteers, across Wales to provide:

- disability access audits and advice for public and commercial properties
- awareness raising in schools and workplaces on the issues faced by those living with a disability
- advice to disabled people on their rights under the new legislation.

The project will provide advice, training and support for disabled people to become trained access auditors, advice workers and public speakers.

In its second phase the project will work with environmental organisations, local authorities and wildlife groups to improve disabled access to the countryside and to create open spaces that can be more easily enjoyed by disabled people. It will also work with tourist organisations and chambers of commerce to improve access to tourist venues.

Project outcomes

- ▶ Revitalise the community:
 - disabled people are more confident and have gained practical skills for volunteering and paid employment
 - disabled people are aware of their rights and are better able to access benefits and services
 - increased capacity among disability groups to respond effectively to the new legislation and provide a service to the wider community.
- ▶ Improve community relations:
 - raised awareness and understanding of disability issues.
- ▶ Enhance the local environments, community services and buildings:
 - increased access for disabled people to community and commercial facilities and environmental amenities.

Wales People and places programme

Stock code BIG-PeoplePlacesB4Uapply

Further copies available from:

Email enquiries.wales@biglotteryfund.org.uk
Phone 0300 123 0735
Textphone 0845 6 02 16 59
Our website www.biglotteryfund.org.uk

Accessibility

Also available upon request in other formats including large print.

Our equality principles

Promoting accessibility; valuing cultural diversity; promoting participation; promoting equality of opportunity; promoting inclusive communities; reducing disadvantage and exclusion. Please visit our website for more information.

We care about the environment

The Big Lottery Fund in Wales is working towards sustainable development and the use of sustainable resources

Our mission

We are committed to bringing real improvements to communities and the lives of people most in need.

Our values

We have identified seven values that underpin our work: fairness; accessibility; strategic focus; involving people; innovation; enabling; additional to government.

The Big Lottery Fund is committed to valuing diversity and promoting equality of opportunity, both as a grantmaker and employer. The Big Lottery Fund will aim to adopt an inclusive approach to ensure grant applicants and recipients, stakeholders, job applicants and employees are treated fairly.

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Y Loteri Genedlaethol

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