



Corporate plan 2014/15

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Accessibility

Please contact us to discuss any specific communications needs you may have.

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 seeks to minimise its negative environmental impact and only uses proper sustainable resources.

Our mission

Helping communities and people most in need.

Our values

We have identified three values that underpin our work: being supportive and helpful, making best use of Lottery money and using knowledge and evidence. You can find out more about us, our values and the funding programmes we run by visiting our website www.biglotteryfund.org.uk

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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Big Lottery Fund Corporate Plan 2014/15

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Introduction

Introduction by the Chair and Chief Executive

The Big Lottery Fund is responsible for distributing 40 per cent of all funds raised for good causes by the National Lottery. This is about 11 pence of every pound spent on National Lottery tickets and totals around £700 million each year.

We were established 10 years ago, in June 2004, and since then we have awarded over £6 billion to projects supporting health, education, environment and charitable purposes.

Each year around 90 per cent of our funding is awarded directly to voluntary and community sector organisations. Our mission remains the same. We are committed to helping communities and people most in need.

This year we are developing a new Strategic Framework for 2015 onwards. To help us we are engaging people through our Your Voice Our Vision website and many roundtable discussions and stakeholder events. Once we have the outline of our framework settled we will develop a business plan to deliver it.

This is a year of transition for the Fund as we continue to bed down our new operating system, explore future direction through the Strategic Framework and ensure we are fit for future purpose. As ever it is our excellent staff and supportive partners who stand us in good stead for the challenges ahead.

Dawn Austwick **Peter Ainsworth**
Chief Executive **Chair**

The Big Lottery Fund (the Fund) was established by the National Lottery Act 2006.

Our mission is to help communities and people most in need.

Our funding remit is to support health, education, environment and charitable purposes across the UK. On average we fund around 12,000 projects a year with around £700 million of National Lottery funding. We can also distribute non-Lottery funding on behalf of other organisations.

Further information about the fund including how we are organised can be found on our website at www.biglotteryfund.org.uk/about-big/our-people

The Fund is laying the foundations for a funding strategy to take us beyond 2015. In February we began the Your Voice Our Vision conversation with charities, social enterprises, community groups, stakeholders and members of the public. The findings will inform how we use £4 billion of funding from 2015/21. The Strategic Framework will be published in spring 2015, and during 2014/15 we will be developing a business model and plan to support it.

This extensive planning process will also incorporate our response to the Triennial Review Report published by the Cabinet Office in June 2014, the findings of which we welcome.

This year we round off our existing funding strategy with a range of programmes that offer a blend of responsive and strategic funding across our programme portfolios in England, Wales, Scotland, Northern Ireland and UK-wide.

As well as delivering on this core business we will continue to fine-tune the new funding management system that was introduced in 2013/14 to replace a system that was 13 years old. The new system is now in operation and we plan to close the development project in autumn 2014 with any further improvements to the system being delivered through normal operating channels.

Grant budgets

The table below shows the approved budgets for grant programmes that will be designed during the year. Programmes are announced through our website when they are ready to launch. Note that working titles are used in some cases and the names will be revised when we complete the build of these programmes.

This budget breakdown is produced before the end of the financial year so the figures are subject to further adjustment, with Board approval, to carry forward any under spend that the year-end annual accounts identify in the 2013/14 grant budget.

Additionally, as we develop our funding portfolio, the amounts allocated may be fine-tuned within the overall grant budget total.

	Approved budget 2014/15 £m
UK-wide funding	
British Film Institute	2.00
Basic Online Skills	15.00
Our Environment Our Future	30.00
Heroes Return Round 2	1.47
International Communities	38.60
Learning for Impact	5.00
Rethink Good Health	24.95
Dignity (projects to support older people)	15.00
The People's Millions	3.80
Research for Impact	5.00
Single awards	19.41
Veterans of the World Wars	1.00
	161.23
England funding	
Ageing Better (including Centre for Ageing Better)	119.69
Awards for All	57.00
Capabilities Strategy	13.94
Commissioning Better Outcomes	4.70
Fulfilling Lives: A Better Start	150.59
Investment Contracts Readiness Fund	11.00
HeadStart	7.05
Parks for People	12.60
Power to Change	149.75
Reaching Communities	155.00
Reaching Communities – Buildings	10.14

	Approved budget 2014/15 £m
Single awards	25.00
Social Investment – Growth Fund	24.50
Strategic Investments Top Up Fund	94.00
	834.96
Scotland funding	
2014 Communities	1.14
Awards for All	9.12
Celebrate 2014	0.44
Communities and Families Fund	0.60
Great Ideas – Single awards	1.69
Investing in Communities 2	55.00
Investing in Ideas	1.07
Our Place phase 2	1.37
Environmental Placement phase 2	0.15
Becoming a Survivor	0.36
Sustainable Buildings	0.08
	71.02
Wales funding	
Awards for All	4.00
BIG Innovation	0.09
Looked After Children	5.00
Community Asset Transfer phase 2	0.28
People and Places phase 2	19.80
Building Communities	15.00
	44.17
Northern Ireland funding	
Awards for All	4.00
Investing in Ideas	1.89
Reaching Out – Supporting Families	7.20
Support Contract for Reaching Out – Supporting Families	0.50
Safe and Well	3.70
Live and Learn	3.30
Unallocated budget	10.02
	30.61
TOTAL BUDGET	1,141.99

Operating cost budget

Our key measure of financial efficiency is the share of our Lottery income that we spend on distributing it, and we continue to manage those costs down. We have budgeted to achieve a 5 per cent target on our core costs this year. The necessary savings have been identified in our finance strategy and the Board has set the budget at £51.7 million on this basis.

Our costs relate mainly to processing applications and managing grants once made, including all the support costs. In addition to this the budget of £51.7 million includes expenditure on front line support to grant applicants and recipients and to the public. For example it may be for the provision of advice and assistance to organisations applying for Lottery funding and also for activities to involve the public in Lottery decision-making.

Most of the savings are being achieved through reductions in staffing. As at the end of May 2014 staffing had reduced by 46 from the numbers at 31 March 2014, and further reductions are planned for later in the year.

In addition, savings are being made from reductions in the space we occupy, which came into effect shortly before 31 March 2014.

The Fund is not expecting to achieve as high a level of savings from the new funding management system as was originally planned, however alternative savings identified in the financial strategy are expected to enable us to meet our 5 per cent target for core operating costs this year while we address the issue of improving the system's efficiency.

Our medium term aim for costs is to achieve an operating model based on sustainable savings, which has not yet materialised from implementation of the funding management system.

Corporate objectives for 2014/15

The Big Lottery Fund has three corporate objectives to ensure that it uses National Lottery good cause funding effectively and in line with its mission and Policy Directions from government. Each year the Fund identifies its priorities for driving performance improvement that will further deliver these objectives. Each priority area has a target, and the targets we are committing to for the year ahead are set out here.

These objectives and targets will be reviewed during the course of the year to align them with the ambitions of our Strategic Framework 2015/21.

Efficiency – we are managing public funds efficiently.

Annual target – at least 80 per cent of the total agreed grant budget for 2014/15 is committed.

Annual target – by year end the grants paid out to all our funded projects is within 20 per cent of the payments total we forecast.

Annual target – operating cost expenditure (core and front-line costs) is within the set budget £51.7 million.

Customer focus – those who enquired about, applied for or received our funding said we provide an excellent service to them. We have strong, positive relationships with key stakeholders, and with the public at large.

Annual target – at least 77 per cent of customers are satisfied with our service.

Satisfaction will be determined from surveys across the UK carried out for us by IPSOS MORI. Samples will be drawn from pre-application enquirers, successful applicants, unsuccessful applicants and grant holders.

Effectiveness – our funding programmes bring real improvements to the lives of our beneficiaries.

Annual target – at least 92 per cent of grant programmes achieve their agreed effectiveness rating.

Programmes will be assessed across three key areas: how well we are managing them, learning being captured, and impact.