

**BIG LOTTERY FUND
MEETING OF BIG LOTTERY FUND ENGLAND COMMITTEE
HELD ON TUESDAY 12 MARCH 2013**

MINUTES

PRESENT:

Nat Sloane	<i>England Chair (in the Chair)</i>
Albert Tucker	<i>England Committee Vice-Chair</i>
Alan Billings	<i>England Committee Member</i>
Geeta Gopalan	<i>England Committee Member</i>
Steve Richards	<i>England Committee Member</i>
Danny Silverstone	<i>England Committee Member</i>
Geoff Wilkinson	<i>England Committee Member</i>
Nalini Varma	<i>England Committee Member</i>

IN ATTENDANCE:

Peter Wanless	<i>Chief Executive</i>
Dharmendra Kanani	<i>Director for England</i>
Maureen McGinn	<i>Scotland Chair</i>
Ceri Doyle	<i>Director, Strategy, Performance and Learning</i>
Linda Quinn	<i>Director of Communications</i>
Tim Davies-Pugh	<i>Deputy Director, England</i>
Andrew Morris	<i>Deputy Director, England</i>
Lyn Cole	<i>Strategic Business Executive</i>
Andrew Hudson	<i>Senior Adviser</i>
Jon Fox	<i>Head of Policy and Learning (Insight)</i>
Alison Rowe	<i>Head of England Communications (Item 7)</i>
Sarah Gibbs	<i>Head of Funding (Item 7)</i>
Graeme Howe	<i>Head of Funding (Investment) (Items 7 & 8)</i>
Paul Jones	<i>Head of Funding (Early Contact) (Item 8)</i>
Dan Paskins	<i>Head of Policy and Learning (Impact and Influence) (Item 8)</i>
Jane Meara	<i>Head of Funding (Investment) (Item 8)</i>
Louise Snelders	<i>Head of Funding (Early Contact) (Item 9)</i>
Lara Foster	<i>Corporate Adviser (Item 9)</i>
Ruth Davis	<i>Corporate Manager (Big Advice) (Item 9)</i>
Mark Beddows	<i>Corporate Officer (Item 9)</i>
Amanda Todd	<i>Corporate Manager (Secretariat)</i>
Morven Wright-Whyte	<i>Corporate Officer (Support)</i>

1. INTRODUCTIONS AND APOLOGIES FOR ABSENCE

- 1.1 The Chair welcomed the members of the England Committee, Maureen McGinn, Scotland Chair, and Officers to the meeting.
- 1.2 Apologies were received from Scott Greenhalgh, England Committee Member and Ambreen Shah, Deputy Director England.

2. DECLARATIONS OF INTEREST

- 2.1 There were no declarations of interest from England Committee members.
- 2.2 It was agreed that Peter Wanless, Chief Executive, would leave the meeting should discussions take place pertaining to items of potential interest to the NSPCC.

3. MINUTES FOR APPROVAL OF ENGLAND COMMITTEE MEETING HELD ON 16-17 JANUARY (EC(13)M01) and 11 FEBRUARY 2013 (EC(13)M02)

- 3.1 The minutes were agreed and signed as a correct record of the meetings.

- 4. MATTERS ARISING FROM MINUTES OF ENGLAND COMMITTEE MEETING HELD ON 16-17 JANUARY 2013 AND 11 FEBRUARY 2013 (NOT COVERED ELSEWHERE IN THE AGENDA)**
- 4.1 (5.3.1) Lyn Cole advised that there is no requirement for reviewers to consider documentation relating to the PQQ process at the same time. This process change has been implemented.
- 4.2 (5.3.3) Dharmendra Kanani and Alan Billings noted the value of the recent Talent Match post award stakeholder event which had allowed partnerships to have early discussions around additionality and how value will be added to existing provision. This will be built into the next stage in the process.
- 4.3 (5.4) The Chair confirmed that the importance of identifying real impact through evaluation had been raised at the January Board meeting. This item will be the focus of the next Board away day. The Chair and England Director will provide a further update following this meeting.
ACTION: Nat Sloane/Dharmendra Kanani
- 4.4 (6.5) Lyn Cole confirmed that a discussion on grant delivery mechanisms will be included in the May England budget discussion.
- 4.5 (7.8) Dharmendra Kanani confirmed that a review of the current allocation of funding to 2015 and the portfolio post 2015 will take place as part of the July planning day.
- 4.6 (4.2) Dharmendra Kanani confirmed that Officers will consider a shorter time frame for the Older People investment and whether £70m was the right quantum for this investment following the assessment process. Committee will receive an update in July/September.
- 4.7 The Chair confirmed that discussions are ongoing with Officers regarding the potential top-up of strategic investments should additional funding be deemed appropriate.
- 5. ENGLAND DIRECTOR'S REPORT**
- 5.1 The Chair framed the day's agenda items in the context of the ambition of the England Committee to operate in a balanced way across the fiduciary, generative, governance elements of their role, and to 'shift the dial' on some significant social challenges. The Chair noted the progress made was testament to the work of the England Committee members, their desire to make more strategic use of their time, experience and skills, providing greater delegation to staff, whilst also working together on areas that are likely to have a greater impact on delivering the Fund's mission. The Chair congratulated the England Strategic Management Team on stepping up to the bar set by the shared aspiration set out in the England Narrative and the portfolio of funding developed in the past two years which has required very different ways of working and thinking.
- 5.2 Dharmendra Kanani noted that papers and presentations for the meeting reflected the culmination of the first two years of a three year strategy. The first wave of the Connecting England structure is now in place and a portfolio which is agile and addressing need has been developed. The next year will continue the formation of the new directorate; ensure business as usual alongside further development of England's strategic investments.
- 5.3 A number of areas of particular interest within the report were highlighted relating to funding decisions; progress in the development of the strategic investment strands and the UK portfolio; England's approach to evaluation and learning; recent stakeholder engagement; activities relevant to the promotion of the portfolio and key business developments.
- 5.3.1 Funding Decisions
- i. £300,000 to Social Stock exchange through Single Awards
 - ii. A further £40m to the Wellbeing programme to address emerging, current and increasing needs around health inequalities.

5.3.2 Strategic Investments

- i. Work is progressing well to identify the focus of the Mental Health and Resilience investment. Committee will receive an update in May 2013.
- ii. Jon Snow will act as an ambassador for the Multiple and Complex Needs initiative with Lyn Cole working with the Comms and Marketing team on the media and promotional work which will follow the decision making Committee (18 March 2013). The value of the external panel members input was noted.
- iii. A number of local authorities (approx 20%) had self excluded from applying to the A Better Start investment
- iv. The meeting with Ted Verity, Associate Editor of the Daily Mail to discuss continued support for our investments in older people will now take place on 19 March 2013.

5.3.3 Evaluation and Learning

- i. The award of the evaluation contracts for Talent Match and Multiple and Complex Needs was noted. Committee stressed the importance of connectivity between the two organisations.
- ii. The Chair advised that leads would meet at the end of May to review learning across the strategic initiatives.
- iii. Officers were requested to come back to Committee with models for building impact for legacy. **ACTION: Andrew Hudson (June 2013)**
- iv. The Chair spoke recently at the launch of the government's What Works Centres. This was considered a good opportunity for involvement in areas of 'thought leadership'. The importance of BIG's independence had been asserted and acknowledged by the Cabinet Office.
- v. The importance of peer reviews when conducting social research alongside the involvement of legislators and effective communications to leverage how money is spent was noted.
- vi. Officers confirmed that the corporate communications team is working closely with evaluators at a local and national level as well as looking for opportunities to broadcast learning for each strategic theme. Officers are also looking for opportunities to work in collaboration with and using our influence in the private sector.

5.3.4 UK portfolio

- i. Members were appraised of a number of key developments on the UK portfolio including the launch of the second round of the Coastal Communities fund.
- ii. The Minister for the Cabinet Office will attend the next UK board meeting.

5.3.5 Stakeholder Engagement

- i. Meetings have taken place with the Mirror group to discuss possible future collaborations, potentially around the theme of community cohesion, with further meetings planned.
- ii. The recent meeting with Director Generals and government department directors to discuss collaboration on strategic investments has been a good opportunity to build relationships with departments, specifically with the health element in relation to Multiple and Complex Needs. It was noted that engagement with the NHS at a local level was equally important with Officers confirming that details of areas targeted by A Better Start had been passed on to Officials.
- iii. There has been follow up from the Behavioural Insight Team with opportunities to talk in broader terms around the England portfolio identified. It was confirmed that these discussions were with Civil Servants so would continue beyond the current government. The independence of BIG had also been emphasised.
- iv. Peter Wanless updated on his meeting with Jon Cruddas, MP, who had outlined how the Shadow Cabinet was planning to address issues in Britain today, noting the work Jon has commissioned by IPPR 'The Condition of Britain' to better understand these challenges. Peter Wanless will meet with Nick Pearce, IPPR Director and Jon Cruddas to provide more information on England's strategic investments.

5.3.6 Business Developments

- i. A revised BPR implementation plan and budget has been agreed by the Board.
- ii. Regular communications with staff continue to take place as key milestones are reached, with the importance of the change champions and super user network for testing the authenticity of messaging and their relevance to staff noted.

5.4 **The England Committee agreed to note the:**

- i. **Content of the paper, associated updates and discussion**
- ii. **Funding awards to Wellbeing and Social Stock Exchange.**

6. SCOTLAND COMMITTEE

6.1 The England Chair reflected on his visits to the Wales and Scotland Committees and learnings from them. There is a consensus across the Country Chairs of the benefits of connecting across the countries.

6.2 Maureen McGinn provided an insight into the current priorities of the Scotland Committee and gave updates on the third sector context in Scotland, the BIG context in Scotland specifically highlighting the sensitivities around the 2014 referendum and the opportunity for the 2014 Commonwealth Games to build on the 2012 legacy; third party funding and place based interventions.

6.3 **The England Committee agreed to:**

- i. **Note the update from the Scotland Chair**

7. CONNECTING ENGLAND

7.1 Lyn Cole introduced the session highlighting the project's ambition to establish internal and external connections to enable BIG to better achieve its mission; its key challenges and the anticipated benefits. A revised organisation chart was tabled with Lyn Cole emphasising that although individuals will have primary responsibilities, all staff have a responsibility to look across England.

7.2 Sarah Gibbs, Graeme Howe and Alison Rowe illustrated how each of the five functions would work together in practice for strategic interventions, demand led programmes and brokered interventions respectively with Andrew Hudson explaining how this would impact on England's approach to evaluation.

7.3 Jon Fox outlined the implementation plan and details of how the management team envisage these changes will impact on the England Committee.

7.4 Committee were invited to review maps detailing the 15 early contact areas and 25 local officer areas alongside more detail of the five integrated functions.

7.5 In discussion, the following points were noted:

- i. Committee welcomed the project's ambition, the enthusiasm of Officers involved and recognised its ability to enable BIG to work in a more creative and intelligent way.
- ii. Committee were assured that the management team, while not underestimating the cultural change required, are confident that staff are not only willing, but want to engage in these new ways of working.
- iii. The England Management Team appreciated the difficulty for staff who are going through the restructure process and are handling this sensitively. They were pleased to see in the recent staff survey motivation levels maintained and built in certain elements.
- iv. Alison Rowe provided the rationale for the two separate area maps, with the decision not to overlay being taken to ensure an equal workload for staff. It was stressed that the maps would be for internal use only.

- v. The new enquiries service (Big Advice) will act as the entry point to BIG and make the organisational connections for applicants. Local area officers will be present in the field and in contact with local stakeholders.
- vi. It was confirmed that during the transition period the regional offices would be maintained but this is subject to review in the future.
- vii. Committee stressed the importance of recognising potential staff isolation, line management issues and the different working environments of officers dependent on the area they covered.
- viii. Peter Wanless confirmed that BIG's mid term plan provides a cost envelope by 2015 of 5% of lottery income received in 2014/5. For planning purposes this is being based on 2012/13 income. Dharmendra Kanani confirmed that work was ongoing with Finance to quantify the impact of Wave 2 of the Connecting England project and future requirements. Committee will receive more detail at the May 2013 meeting.

7.6 Peter Wanless reflected on the project, noting its authenticity with staff due to the 'bottom up' approach taken while acknowledging that the England Directorate and Committee need to continue to work with other directorates and staff across the organisation.

7.7 The England Committee agreed to:

- i. **Note the content of the paper, presentation and discussion**
- ii. **Receive updates on key milestones/risks as appropriate** **ACTION: Lyn Cole**

8. DECISION-MAKING DELEGATION FOR OUR DEMAND LED OFFER

8.1 The Chair introduced the discussion acknowledging the range of views across members, emphasising how concerns would be mitigated within the process and how the proposal reflected the England Director's vision of judgement alongside robust verification.

8.2 Graeme Howe introduced the paper, thanking Committee for their input and summarising how Officers would address the equalities, presentational and connectivity issues raised previously by members. The benefits to staff who will experience a more judgement led, engaged way of working within a process which is simple and effective and significant reductions in turnaround times for the majority of applicants were highlighted.

8.3 In discussion, Committee:

- i. Welcomed and were supportive of the constructive response to their concerns
- ii. Recognised the learning opportunities which will arise and requested Officers to consider how this would be utilised and presented. **ACTION: Graeme Howe**
- iii. Stressed the importance of staff being given the right training to develop the expertise to make decisions
- iv. Suggested Officers review applicants, not just the organisations when considering applications. Officers confirmed that this could be considered at overview meetings.
- v. Stressed the importance of staff being aware of reputational risk when making decisions, an area where the non-executives currently add value to the process. Committee were advised Tim Davies-Pugh would attend all officer panels up to the six month review, of the role of the 'Heads of' who would also sit on the panel and the continued involvement of the press team. It was agreed that this would be included in the panel's Terms of Reference. **ACTION: Graeme Howe**
- vi. It was agreed that Officers would develop a framework for projects requiring escalation to committee alongside a list of referral triggers. **ACTION: Graeme Howe**
- vii. Peter Wanless reflected on the Board's discussion on reputational impact with regards delegations, where it had been noted that BIG would often fund areas other funders would not consider and that this willingness should not be lost.
- viii. It was agreed that Section 2.9 should clarify that the final decision for deferred projects will be made by the full England Committee. **ACTION: Graeme Howe**
- ix. It was agreed that two Committee Members will join the panel on a quarterly basis. Committee Members should note their interest to the Chair. **ACTION: England Chair/Committee**
- x. Maureen McGinn reflected on experience in Scotland noting the opportunity to spend time with the management team and identify outcomes becomes a virtuous cycle.

8.4 The England Committee agreed to:

- i. **The proposal that an officer panel will review all stage 2 applications on Reaching Communities and make decisions on projects to be funded or rejected and seek Committee views on projects that require further discussion.**
- ii. **The proposed restructuring of the Reaching Communities meeting to incorporate greater strategic discussion and analysis alongside the decision making where needed.**
- iii. **Note the terms of reference for the Officer panel, subject to the amendment requested**
- iv. **Note the 6 month review to evaluate the impact of these changes.**

9. CUSTOMER INSIGHT – THE CUSTOMER EXPERIENCE

- 9.1 The Committee had the opportunity for an informal overview of the Customer Insight function in three key areas: the new enquiries team, 'Big Advice', the role of the Customer Insight Unit, and the customer journey. Louise Snelders, Head of Funding (Early Contact), introduced the session which built on the periodic communications issued to Committee by correspondence.
- 9.2 Committee were invited to raise any additional questions with the team outside the meeting.

10. EU FUNDING

- 10.1 Tim Davies-Pugh introduced the paper highlighting the potential scale of funding and the opportunity to align this with BIG (England)'s policy and operational framework, which will be the focus of any future negotiations. The political and reputational risk should BIG decide not to be involved alongside the opportunity of leveraging extra funding into the sector were emphasised.
- 10.2 In discussion, Committee:
- i. Expressed interest in being a match funder rather than a co-funder.
 - ii. Advised that BIG should not under estimate the bureaucracy associated with European funding. It was recommended that Officers learn from the experience of the Wales Committee and staff and engage with the Department for Business Innovation and Skills on opportunities to reduce the impact of bureaucracy. Committee were advised of discussions with the Director of Wales and the opportunity to second a member of staff from Wales should England decide to progress with this work.
 - iii. Requested that the focus on any investment should be around social inclusion and poverty
 - iv. Advised of the local sensitivities that may arise where historically the regional development agencies had been the mechanisms of distributing European funding.
 - v. Were advised that, if agreed, the work is likely to be 'fast paced' with guides to applicants being issued around Easter. It was agreed that the England Chair would consider potential leads for this work. **ACTION: Nat Sloane**

10.3 The England Committee agreed to:

- i. **Note the risks and opportunities EU funding presents to our work in England**
- ii. **Officers exploring in more detail the role BIG (England) could play, which would include publically signalling our potential role**
- iii. **Note the three tests (additionality, alignment and cost) officers will use in exploring BIG's potential role, with clarity requested around alignment and costs.** **ACTION: Tim Davies-Pugh**

11. COMMUNICATIONS UPDATE

- 11.1 Linda Quinn presented Committee with an update on the:

- i. Development of and opportunities identified for the Communications and Marketing strategy building on the recent SWOT activity. Committee were advised that an update will be presented to the March Board meeting.
- ii. The Brand Review carried out amongst staff, customers and stakeholders, with some of the inconsistencies identified being addressed through the set up of a project team and identification of brand champions, both of which will provide an opportunity to refresh the brand in an innovative way.
- iii. Complexity and volume of messages being handled by the corporate team alongside the need to develop new ways of working with the new communications teams established via the Connecting England project.

11.2 In discussion, Committee:

- i. Noted the value of the communications and marketing budget. Members and Officers considered whether this was sufficient given the ambition and quantum of England's investments.
- ii. Recognised that a measure of BIG's communications strategy's success was a change in policy and practice which was potentially expensive and had a long lead time.
- iii. Noted the importance of building a communications element into programmes at the outset and ensuring that funding allocated to evaluation of strategic investments is used in the best way to disseminate learning.
- iv. Requested Officers to consider dissemination as a tool to influence policy change.
- v. Recognised the gap between our aspirations and current perceptions of BIG but anticipated that the amount of funding and increasing knowledge and evidence base will give BIG a legitimate voice across a wider audience.

11.3 The England Committee agreed to:

- i. **Note the presentation and associated discussion**

12. ANY OTHER BUSINESS

- 12.1 Tim Davies-Pugh tabled an update on the community based investment initiative (Enriching Places). Committee were invited to have follow up discussions with Tim Davies-Pugh or Lyn Cole outside the meeting.
- 12.2 Nalini Varma provided details of a recent discussion where the Home Secretary had highlighted domestic violence as a priority of government at a domestic and international level. As this is a subject on the watch list, Committee requested Officers produce a scoping study on domestic violence/violence against women for presentation at the next England Committee meeting **ACTION: Jon Fox**. Dharmendra Kanani confirmed that Ambreen Shah was doing some exploratory work in this field with another funder. Ceri Doyle advised that domestic violence had also been identified as a potential investment theme in the UK portfolio; funding has been given to CAADA (Co-ordinated action against domestic abuse) and the International programme is looking to take forward a strategic partnership looking at resilience in families. It was also noted that the A Better Start team anticipate a number of projects will include a domestic violence element.
- 12.3 The Chair noted the key decision making items for the May 2013 England Committee meeting.
- 12.4 Maureen McGinn thanked the England Committee for the opportunity to observe the meeting.

The meeting closed at 15.00

13. CLOSED SESSION

13.1 The Chair held an in camera session with Committee Members and the England Director.

DATE, TIME AND VENUE OF NEXT MEETING

The next England Committee meeting will be held on 15 May 2013 in Plough Place.

**MINUTES AGREED
ENGLAND CHAIR**

DATE 15 May 2013