

BIG LOTTERY FUND

MEETING OF BIG LOTTERY FUND ENGLAND COMMITTEE HELD ON WEDNESDAY 16 MAY & THURSDAY 17 MAY 2012 PLOUGH PLACE, LONDON, EC4A IDE

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>
Danny Silverstone	<i>England Committee Member</i>
Geeta Gopalan	<i>England Committee Member</i>
Geoff Wilkinson	<i>England Committee Member</i>
Nalini Varma	<i>England Committee Member via telephone link</i>
Scott Greenhalgh	<i>England Committee Member</i>
Steve Richards	<i>England Committee Member</i>

IN ATTENDANCE:

Peter Wanless	<i>Chief Executive (present until 1pm)</i>
Dharmendra Kanani	<i>Director, England</i>
Tim Davies-Pugh	<i>Deputy Director, England</i>
Ambreen Shah	<i>Deputy Director, England</i>
Lyn Cole	<i>Strategic Business Executive</i>
Linda Quinn	<i>Director of Communications</i>
Jon Fox	<i>Head of England Policy</i>
Kevin Ashby	<i>Senior Policy Advisor (present from 1.30pm)</i>
David Jones	<i>Planning and Resources Co-ordinator (present from 11.50 to 1pm)</i>
Amanda Todd	<i>Corporate Manager</i>
Sara Walton	<i>Corporate Officer</i>

1. DAY 1. CHAIR'S OPENING REMARKS

- 1.1 The Chair welcomed the members of the England Committee to the meeting.

2. APOLOGIES FOR ABSENCE

- 2.1 Apologies were received from Andrew Morris Deputy Director, England.

3 DECLARATIONS OF INTEREST

- 3.1 No declarations of interest were received.

4. MINUTES FOR APPROVAL OF ENGLAND COMMITTEE MEETING HELD ON 14 MARCH 2012 (EC(12)M02)

- 4.1 (Item 8.4) This item should be amended to show the wording "keep a watching brief on progress in the future."
- 4.2 (Item 10.1) This item should be amended to show that Albert Tucker undertook to provide a link to the information not a copy of notes. This action is now complete.
- 4.3 Following these amendments the minutes were agreed and would be signed as a correct record of the meeting.

5. MATTERS ARISING FROM MINUTES OF ENGLAND COMMITTEE MEETING HELD ON WEDNESDAY 14 MARCH 2012 (NOT COVERED ELSEWHERE IN THE AGENDA)

- 5.1 All action points from the minutes were complete or had been covered in the papers for the May meeting.

6. ENGLAND DIRECTOR'S REPORT, MAY 2012 (EC(12)P29)

- 6.1 The England Director introduced the paper which provided members with an update on current programmes in England, the development of the refreshed portfolio and key developments across the business. The report showed the substantial amount of work ongoing in England.
- 6.2 Some key areas in relation to current investments were outlined. Silver Dreams showed excellent partnership working with the Daily Mail and some good media coverage. Geoff Wilkinson reflected that his experience as Chair was very positive and that the Daily Mail reader members of the committee were well informed and brought a unique perspective to decision making.
- 6.3 Next Steps in Social Investment, as an intelligent funder BIG was leading the way in learning and scoping how to power social enterprise. Members questioned how the learning and outcomes would be measured and it was agreed that a set of metrics needed to be developed to show the impact of investment here. The Chief Executive noted that work was ongoing with two solicitations, Inspiring Impact led by the New Philanthropy Capital and Alliance for Useful Evidence led by NESTA, which would give useful evidence as to effective social policy in this area.
- 6.4 The England Narrative launched at the nef conference last week and placed the story about England's vision in the context of those who were engaged in early action and commissioning for change. The narrative as a key framing document up to 2015, was well received by the audience and some good media reporting. It was noted that the phrase those "most in need" had been changed to "those in need" and it was agreed that the final printed version should reflect the original phrase.

ACTION: England Director to revise England Narrative to reflect the original vision of those "most in need".

- 6.5 The work with the Young People Investment Team (YPIT) was welcomed and it was noted that a similar initiative aimed at engaging older people would be widened out from the work done with Silver Dreams. One of the key gains from the YPIT work was the reach via social networking that has occurred as a result, and it was generally agreed that further co-design work of this nature was a positive step for BIG.
- 6.6 Supporting Great Ideas, a programme intended to create the capability to respond to great ideas that may not fit with a current programme but nevertheless offer an opportunity to make a difference. This was to be used sparingly with a light touch approach to give flexibility in investing. Questions were asked about the relationship with solicitations and the operational challenge of using this approach. It was agreed that thinking was at an early stage but that this would allow some conversations and approaches that would otherwise be missed.
- 6.7 People Powered Change, the Chair and Steve Richards had met with Linda Quinn, Director of Communications and Marketing, Dharmendra Kanani, England Director and Shaun Walsh, Deputy Director of Communications and Marketing to work out how to embed this theme throughout the England Portfolio. A communications strategy will be an item on the July England Committee agenda and this will incorporate views expressed and how PPC will be developed further.

- 6.8 The England Director praised the concerted effort that the England team and stakeholders had put into the design of the targeted strands on NEETS and Complex Needs. The Chair has been closely involved with both proposals which if approved, will be under Chair's Action. Members noted that the BITC connectors network should be used to support both strands.
- 6.9 Supporting Change and Impact, some early learning will come back in September and this was welcomed as a good opportunity to get learning at an early stage rather than waiting to the end of the programme.
- 6.10 Members requested some feedback on the Transition Fund and it was agreed work would be done on this for a future meeting.
- 6.11 The England Committee agreed to:**
- i) **Note the paper**
 - ii) **Feed in their reflections on the new performance report**

7. ENGLAND PORTFOLIO AND INVESTMENT in 2012/2015 part 1.

- 7.1 The Chair set out the context of the work done in the past 5 months to develop the portfolio for the next few years and explained that today was to agree the shape at a high level not to discuss potential programmes. The team were thanked for putting together background papers.
- 7.2 Ambreen Shah led the presentation with Jon Fox and Lyn Cole assisted by David Jones. Via a presentation, officers outlined the journey to date, the proposed portfolio structure, the financial picture and the proposed focus of investments to 2015. Ambreen Shah invited members to consider this as a ten year strategy with the focussed interventions of NEETS and Complex Needs strands for 2012/13 acting as a bridging element to the main themes of the portfolio.
- 7.3 Members were invited to note the context of the social and public sector funding changes since the last portfolio was established and the need to apply an agreed set of scrutiny and reflective lenses to design of the balance of investments. The whole picture is underscored by the England Narrative putting Fresh Thinking into action.
- 7.4 Jon Fox proposed a portfolio structure that included a mix of strategic, demand led and brokered interventions. This would be supported by a number of funding essentials such as building capabilities, supporting learning and building evidence.
- 7.5 Lyn Cole presented the current income and the current level of commitment and funds earmarked for distribution. The balance of the portfolio is the key decision for the Committee with a split between demand led and strategic with some flexibility being the suggested approach.
- 7.6 The Committee agreed the portfolio structure for investment 2012/2015 as set out below:

Portfolio Structure

Demand Led investments	40%
Strategic Investments	50%
Brokered interventions	10%

Focus of Strategic Investments to 2015

Older People
 Young People
 Community Led Services

- 7.7 **The England Committee agreed to:**
 i. **The proposed portfolio structure, focus of investments to 2015 and high level budget allocations.**

Lunch break from 1 – 1.30pm

8. **ENGLAND PORTFOLIO AND INVESTMENT in 2012/2015 part 2.**

Kevin Ashby joined the session.

- 8.1 The earmarked funds (identified for spend in the 2012/15 period on existing programmes) were considered. In discussion, members queried the requirement for a separate capital strand for Reaching Communities (RC) as this did not seem to fit into the profile of an intelligent funder. It was agreed to keep the earmarked funds as set with the exception that work would be done to integrate the capital strand into the England Portfolio to ensure it becomes part of the offer of funding and opportunity rather than a separate strand of funding.

ACTION: Tim Davies-Pugh would report back on this to July EC

- 8.2 Ambreen Shah led a session on the evaluative criteria and how they should be applied across the portfolio to inform decision making. The various strands from the watchlist were then scored against the criteria to show where there was a strong fit. Jon Fox presented each strand in detail and invited comments. There was strong consensus that the themes were scored correctly and there was discussion about supporting some of the themes that did not score strongly through Reaching Communities. This was particularly true of rural transport.

ACTION: Tim Davies-Pugh to explore a pilot within Reaching Communities on rural transport.

- 8.3 Members discussed additionality in context of the early years strand as this was an area that previous governments had targeted. Staff commented that this would be taken into account in any such consideration and that aim was to think through the evaluative criteria against the background to changes currently taking place. Furthermore, this area had arguably the most evidenced based learning and impact analysis in order to draw from in order to make a significant investment. This analysis and further development of thinking would continue and seek to ensure that models from other Countries would be incorporated wherever appropriate and where evidence based learning was available.

- 8.4 It was noted that the ambition was to review the portfolio on an annual basis to build in learning, see what was working and what may need to be changed. The RC mechanism would also be used increasingly as a way of developing future strands for the portfolio as a whole.

- 8.5 It was further agreed that a discussion on building capabilities would come to the July meeting, flexible investment was to be given a new title and further work would be done on social investment to split out the various strands of work.

- 8.6 The team presented a high level plan showing potential launch and decision dates for the different initiatives. There was a question raised as to whether some work could be started earlier for the different initiatives.

ACTION: England Director would address this at the July meeting

- 8.7 The Chair and the members reflected on the balance of their time and involvement in developing funding strategy with decision making on funding applications; whilst the both elements are key and important there was a view that there needed to be a greater focus

on the strategy and involvement in understanding the learning and impact of high value investments targeted at making measurable impact. It was acknowledged that work is underway to consider how members would be involved in different stages of the journey and lifecycle of the investment in the England Portfolio and not just at the decision making stage.

- 8.8 The key role of Reaching Communities in the sector and its importance as an image and reputation maker was also noted. Members congratulated staff on the work undertaken to reach this point; that the analysis and presentation had made quite a complex and stretching piece of work easy to comprehend and engage with.

9. ANY OTHER BUSINESS

- 9.1 The business of the following day was re-arranged to allow for the Reaching Communities Committee to take place in the morning.

10. DAY 2 - A PRESENTATION AT 12.00 BY THE YOUNG PEOPLE'S INVESTMENT TEAM

- 10.1 Albert Tucker & Nalini Varma joined John Taylor and Oliver Sian-Davis in presenting a team of 5 young people who had worked with them and others in BIG to co-design programmes aimed at young people in the 10-25 bracket. The team outlined their work to date, specifically the consultation process used during the programme design and the development of social media.

- 10.2 The Question and Answer session allowed the England Committee members to gain some further insight into some of the themes that had arisen during the work including gender bias, rural isolation, wellbeing and mental health.

10.3 The England Committee:

- i) Agreed to note the presentation**
- ii) Receive a proposal for the YPIT investment blueprint at the September England Committee**

Lunch 1.00 – 1.30pm with the YPIT
ENGLAND COMMITTEE RECONVENED AT 1.30PM

11. CHAIR'S OPENING REMARKS

- 11.1 The Chair commented on how successful the YPIT had been in recruiting and building a vibrant team of young people to co-design the Young People strands.

12. APOLOGIES FOR ABSENCE

- 12.1 Apologies were received from Nalini Varma, Revd Alan Billings, Steve Richards and Andrew Morris.

13. UPDATE ON SOCIAL INVESTMENT

- 13.1 Tim Davies-Pugh presented an update on progress with development of programmes and initiatives in this area of work. A fuller update would be presented at the July meeting. A wide variety of initiatives were underway on social investment work, this included co-commissioning, working with the OCS on investment readiness and working with social enterprises such as the School for Social Entrepreneurs, BITC and Unltd (Big Venture Challenge).
- 13.2 Tim Davies-Pugh highlighted the positive work that was going on with OCS and Big Society Capital and anticipated that future work would continue to build these positive relationships. Tim Davies-Pugh underlined that the social investment work was not a programme area in

itself but an approach that underlined work already planned in areas such as the NEET development and Complex Needs strands.

- 13.3 The Next Steps programme was progressing well with the first awards made and capacity building and investment readiness work ongoing with other applicants. There was some discussion about the type of work that capacity building might encompass. Outcomes payment was still an area of uncertainty and a lot of work in the sector was focussing on how to measure and record outcomes, whilst avoiding adopting an approach that could lead to operating difficulties for grant holders in the long run, for example 'payment by results'.
- 13.4 The investment potential of the sector was noted and discussion considered the role of Big Society Capital and other operators in the sector to scale up the size of investments.

14. FEEDBACK AND REVIEW OF THE MEETING

- 14.1 The Chair held an in camera session with Committee Members and The England Director.

15. DATE, TIME AND VENUE OF NEXT MEETING

- 15.1 The next England Committee meeting will be held on 11 and 12 of July 2012, at St James' Gate Newcastle office.

**MINUTES AGREED
ENGLAND CHAIR**

DATE 11 July 2012