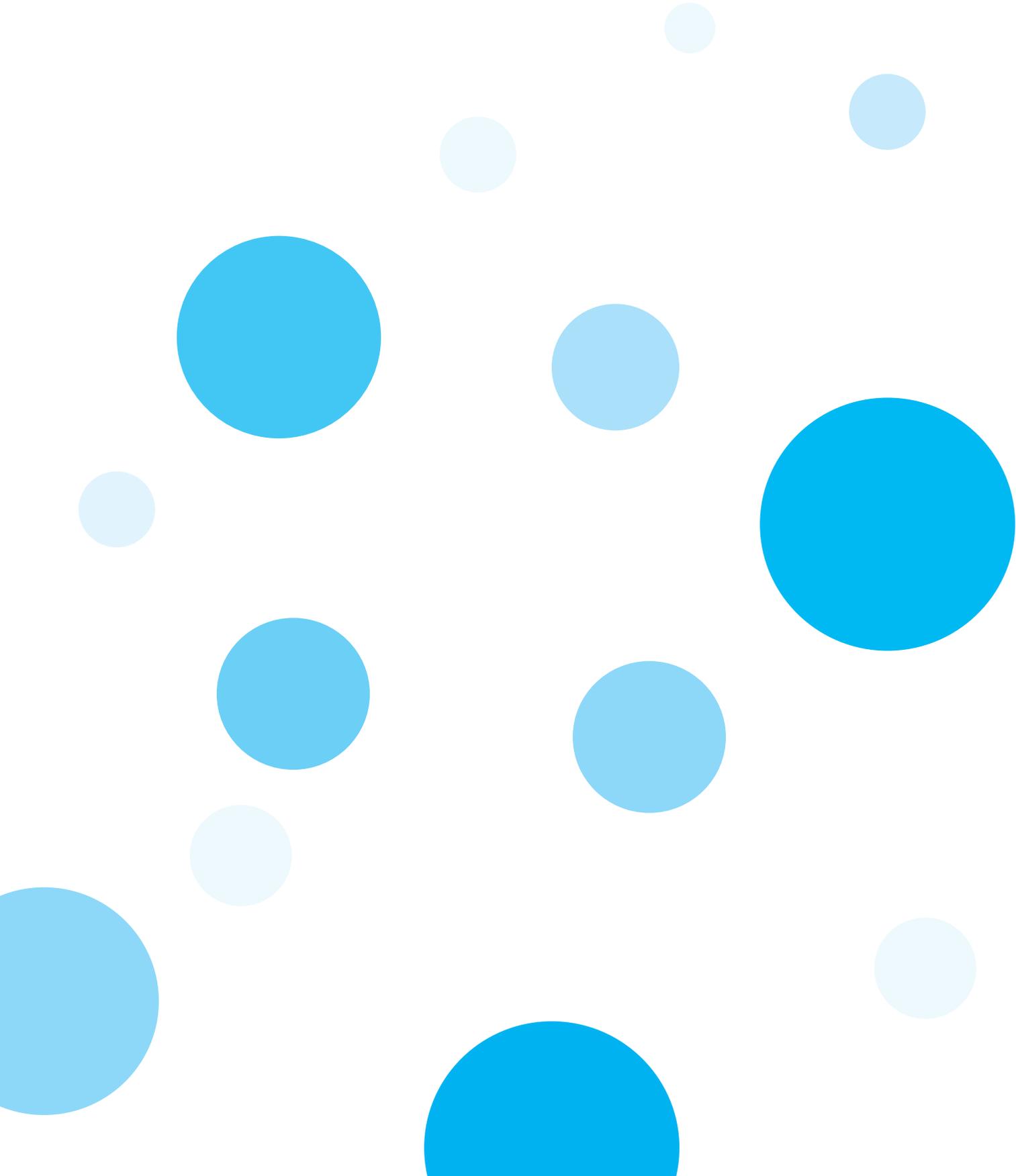


Big Lottery Fund

Consultation
Phase 1 findings



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We care about the environment	The Big Lottery Fund seeks to minimise its negative environmental impact and only uses proper sustainable resources
Our equal opportunities commitment	The Big Lottery Fund is committed to valuing diversity and promoting equality of opportunity, both as a grant maker and employer. The Big Lottery Fund will aim to adopt an inclusive approach to ensure grant applications and recipients, stakeholders, job applicants and employees are treated fairly. It is the responsibility of all staff Board members to uphold and implement our equality policy
	Big Lottery Fund is the joint operating name of the New Opportunities Fund and the National Lottery Charities Board (which made grants under the name of Community Fund).



Big Lottery Fund

Consultation Phase 1 findings

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The Big Lottery Fund was launched on 1 June 2004. We are bringing together the work of two National Lottery distributors: the New Opportunities Fund (NOF) and the Community Fund (CF); we will also take on the Millennium Commission's residuary responsibilities and role in supporting large-scale regeneration projects. We are now responsible for distributing half of all the funding the Lottery raises for good causes (about £500-£600 million a year between 2005-09).

We launched Phase 1 of a major public consultation across the UK on 1 June 2004, which asked for your views on how you want us to work and what you want us to achieve. Phase 1 was a great success, with over 2,900 responses to our questionnaire and approximately 2,000 people attending stakeholder events across the country. Responses were received from a wide range of organisations and individuals, including public bodies, as well as a significant response from the voluntary and community sector. We have been very pleased and excited by the level of interest shown in our work.

This document brings together the views and ideas expressed both in the consultation events held throughout the UK during the summer 2004 and in the questionnaire responses. I have been impressed by the constructive comments and suggestions made. These have proved invaluable in helping to shape the strategic framework that will underpin our work. We have just completed Phase 2 of the consultation in

England, which looked in more detail at priorities for our funding. The information drawn from both consultations will now help us develop our first set of new programmes.

The Phase 1 consultation was the start of a process of talking to our key stakeholders and others who might have an interest in our work, including members of the public. I am very keen that we continue to encourage the involvement of the public in our future work.

I would like to thank everyone who attended the consultation events and meetings as well as those who took the time to complete our questionnaire. Consultation is an important and essential part of our work and I very much hope that people will continue to share their views with us.

Sir Clive Booth

Chair Big Lottery Fund

Introduction

The Big Lottery Fund launched Phase 1 of a major UK wide public consultation on 1 June 2004, which asked for people's views on how we might develop and deliver our new programmes. It covered some big issues, such as how best to reach the hard to reach, how to build strong communities and organisations, and how we might most effectively support the voluntary and community sector. This consultation ended on 30 September 2004, following a formal 12-week consultation period. More than 2,900 responses were received from a range of different sectors including public bodies, voluntary and community organisations, and private sector companies.

We have now read and analysed all those responses and this document summarises what you told us. We will use what you have told us, along with the outcomes of the Phase 2 consultation, to develop all of our new funding programmes and policies. We expect to launch these from mid 2005 onwards. We will report back in April 2005 on Phase 2 of our consultation, outlining how we have used the findings from both consultations to determine our future work.

It was our aim through Phase 1 of the consultation to seek the views of everyone with an interest in our work. We offered a range of opportunities for people, including members of the public, to respond:

- [We produced a formal consultation document, including different versions for England, Scotland, Wales and Northern Ireland.](#)

- [We piloted an interactive questionnaire on our website, which proved to be very successful, with approximately 2,500 questionnaires completed online.](#)
- [We held 33 targeted stakeholder consultation events across the UK.](#)
- [We tried with some success to raise interest in local and regional media.](#)
- [As well as the main consultation events, we held a number of smaller key stakeholder meetings and national stakeholder meetings.](#)
- [We also piloted a number of public involvement initiatives including public workshops, a discussion programme on the Community Channel, and an electronic consultation forum on our website.](#)

Of the 2,980 responses we received, 81 per cent of respondents were from England, 10 per cent were from Scotland, 6 per cent were from Wales and 3 per cent were from Northern Ireland. Some 40 per cent of the overall respondents had previously applied for a Community Fund grant, and 25 per cent for a New Opportunities Fund grant. Of these, 33 per cent had been awarded a Community Fund grant and 25 per cent a New Opportunities Fund grant. Nearly 60 per cent of the responses we received were from voluntary sector organisations, although a range of other types of organisations also expressed their views, including local authorities, non-departmental public bodies and other public bodies, health authorities, schools and interested members of the public.

Executive summary

Key messages

There were a number of key messages that emerged throughout the consultation:

- There was a strong view that we should work more effectively with others to ensure that we delivered our funding in partnership, and with greater co-ordination with other related strategies.
- There was concern about the need to focus on sustainability, both in terms of offering longer term and more flexible grants and in supporting organisations to develop exit strategies.
- Respondents emphasised that our funding should be additional to Government expenditure and should add value to existing programmes.
- There was strong support for a lightly prescribed, demand-led programme or programmes.
- It was widely felt that funding should not just prioritise new projects and exclude existing projects.
- Respondents urged us to be cautious when targeting disadvantage based on geographical area, to ensure that pockets of deprivation and rural areas were not excluded.

The most common positive point about the Community Fund was that funding was accessible, with good support from grants staff. It was also felt that funding was flexible, with some mentioning funding for capital, core costs and 100 per cent of

project costs. Praise for the New Opportunities Fund covered a range of areas, with the education and health programmes particularly popular. Respondents were critical of the complexity of both distributors' application processes, with frequent comments about the length of application forms, long waiting times and confusing communications.

Main questions

Funding for the voluntary and community sector

Most respondents suggested we should use a combination of methods to prioritise funding for the voluntary and community sector, including using themes and geographical areas. There was support for capacity building funding for infrastructure bodies and for enablers and consultants to support organisations. Some thought we should offer a more flexible and accessible funding regime, including funding for core costs, longer term funding and a simpler application process.

Funding for health, education and the environment

There was a lot of support for funding projects which were community-led and community-based. Many respondents strongly supported a focus on prevention, healthy lifestyles, diet and exercise in our health streams. Out of school hours activities and lifelong learning received the most

Executive summary

support among the education streams. It was felt widely that environment streams should focus on education, awareness-raising and improving green spaces.

Transformational funding

There was concern that projects should be community-based, with a preference for a series of themed projects across the UK and with a particular focus on disadvantaged communities. Respondents stressed that projects should be carefully assessed with the emphasis on sustainability to avoid expensive failures.

Specialist programmes

There was considerable support for continuing both the research and international grants programmes. Respondents favoured a research grants programme focused on social research, relevant to communities and with a practical application. Many felt the international programme should focus on the poorest countries and people, and consider more explicitly sustainability issues and long-term impact.

Public involvement

A range of views was expressed, but there was an overriding concern that we should widen the public's knowledge and provide better publicity and promotion of the projects we fund, so that the public could have a more informed view. Many thought we should involve the public through existing local structures rather than set up new processes.

How we reach the hard to reach

Most respondents felt the key to this was a simpler, more accessible and transparent application process. There was strong support for either targeted outreach work or the use of external support agencies to help organisations apply.

Funding long term change

The majority of respondents favoured longer grants, with some suggesting that this could include start-up funding, even if that meant fewer organisations benefiting. They also felt we should broker partnerships between organisations and ensure that funded projects did not duplicate one another.

Country specific issues

Working in England

One of the questions we asked about our work in England was about how we might best use a regional structure to deliver our programmes and work effectively with local partners. The responses showed wide agreement and support for the local knowledge built up by regional offices and the improved communication and support they can offer. Many people also thought regional offices were well placed to form effective partnerships with other key agencies in the region, and ensure greater co-ordination and sensitivity to regional and local priorities.

Working in Northern Ireland

Similar to the main findings, respondents were concerned about the use of geographic targeting which could exclude rural communities and some disadvantaged groups. Many of them were keen that we should have flexible funding programmes cutting across themes, and stressed the need for partnership working. They felt that future health, education and environment programmes should focus on supporting healthier lifestyles, lifelong learning, out of school activities and raising awareness of environmental issues.

On the specific question of working in Northern Ireland, people thought it was important for us to develop our new responsibilities by mapping the distribution of previous funding in communities, encouraging partnership working, and benchmarking good practice.

In their answers to questions on 'how to promote equality of opportunity', many respondents suggested we continue with the work we are already doing in Northern Ireland. Others suggested that we forge greater links with Section 75 designated groups, including having representatives of Section 75 designated groups on boards, committees or panels and working closer with the Equality Coalition, Equality Forum and Equality Commission.

In June 2004, the Northern Ireland Council for Voluntary Action (NICVA) issued a briefing paper entitled Safeguarding National Lottery

Funding for the Good Causes, which proposed seven shared demands for the Big Lottery Fund. NICVA invited its member organisations to submit these seven demands as their response to our consultation. The demands included setting up a Northern Ireland Board and the need to reinforce the additionality principle; these two issues were also raised by other respondents in response to Northern Ireland specific questions on equality and partnership working. Approximately 15 per cent of responses in Northern Ireland related to issues raised in the NICVA paper.

A more detailed analysis and report of our Phase 1 consultation responses in Northern Ireland will be available once the second phase consultation in Northern Ireland on outcomes and priorities has been completed early in 2005.

Working in Scotland

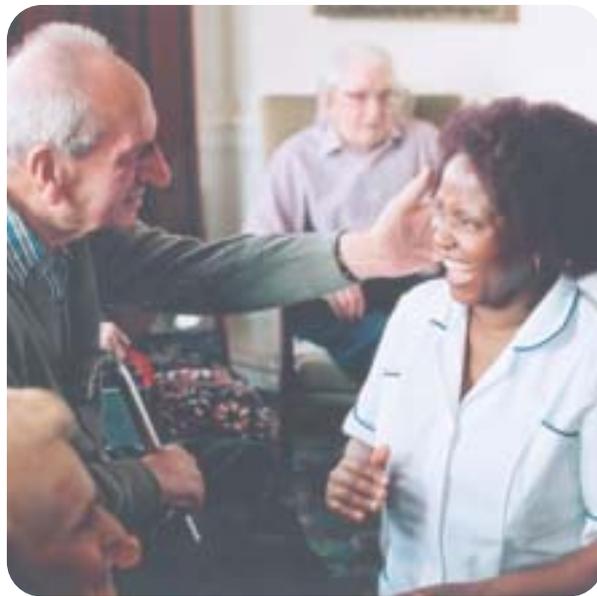
There was strong support for broad, cross-cutting themes. Respondents wanted us to be less prescriptive and offer more flexible, accessible funding, including a wide range of grants over a longer term, and with much simpler application and monitoring processes. Again, in Scotland, similar views were expressed about the focus of our health, education and environment programmes – these should include prevention and promotion, lifelong learning, out of school hours activities and environmental awareness-raising.

Executive summary

In response to specific questions concerning working in Scotland, there was strong support for devolved decision making. Respondents thought that our Scotland office should ensure programmes were appropriate for Scotland by identifying local community needs and priorities, through regular consultation with key partners locally, across a range of sectors. There was a strong view that we should aim to complement Scottish Executive strategies, but maintain our independence (the latter a particular concern of the voluntary sector). There was a strong view from public sector respondents that we should build on the Community Fund's Three Way Agreement with local authorities and the voluntary sector. There were mixed views about working closely with the community planning partnerships. Public sector respondents liked them, but others said that these should not be the only route to access funding, and that we should remain receptive to proposals from groups and organisations not involved in the partnerships.

Working in Wales

In Wales there was unanimous support for developing programmes that specifically addressed the needs of Wales. People said it was important that programmes should take into account local needs, as well as those at a countrywide level. There was also a concern that we should give greater support to projects, particularly to help them develop. Views expressed in Wales about how we should focus our funding in health, education



and environment were similar to the rest of the UK, but with a particular wish to see cross-cutting themes.

In response to a specific question regarding how we could be responsive to Welsh needs, there was a general view that, although our work should complement the priorities of the Welsh Assembly Government and there should be a strong relationship between us, our grants programmes should always reflect our independence and the added value our funding brings. There was also some concern about ensuring that we met the needs of Welsh speakers when developing new programmes and when consulting stakeholders.

Executive summary

Using the findings

The findings of this Phase 1 consultation have supported the development of our strategic framework, which sets out a range of outcomes and priorities we will use to develop our first set of programmes. This framework is the subject of our Phase 2 consultation.

The findings have already informed our Board's decisions on the organisation's structural review and the re-defined focus of our regional offices. Responses to the consultation stressed the benefits of having local knowledge and of partnership working with other key stakeholders; we will now strengthen our regional policy development role, and widen our outreach, networking, communications and partnership work in the regions.

The Board is also keen to engage a range of regional stakeholders through a formal mechanism, and has approved the establishment of regional stakeholder advisory panels. These bodies will be important in implementing new programmes, and assessing the needs of a particular region.

These findings and those of our Phase 2 consultation will continue to inform our decision making during the coming months.

Main findings

The Big Lottery Fund launched a major public consultation across the UK on 1 June 2004, which asked for people's views on the activities and approach of the Fund. This consultation ended on 30 September 2004 following a 12-week consultation period, in line with the Compact best practice guidance and the statutory duty in Northern Ireland. The results of the Phase 1 consultation have informed decisions we have made about our structure and what sort of funder we will be. They will also feed into the development of new programmes and priorities, which are the subject of Phase 2 of our consultation.

The consultation offered a range of methods and opportunities for people to express their views:

- We produced a formal consultation document, with different versions for England, Scotland, Northern Ireland and Wales, and made available in large print, Braille and audiotape. These were also available in a community language if requested. The documents were mailed out to a large number of key stakeholders across the UK. In addition we provided information about the consultation to all existing grant-holders from both the Community Fund and New Opportunities Fund.
- We piloted an interactive questionnaire on our website, where all four documents were available. This aimed to provide a simple, quick and easy way to respond, and seems to have been very successful, with the vast majority of responses overall – over 2,500 – completed online (although there were some differences between countries in the rate of online responses as opposed to hard copies and letters).
- We held a total of 33 targeted stakeholder consultation events across the UK, including four each in Northern Ireland and Wales and five in Scotland. The lists of stakeholders were drawn from helper agencies, umbrella organisations and regional bodies, who were invited to represent the views of different groups and communities. They were asked to ensure that they passed on details of the consultation to their service users and beneficiaries. Approximately 2,000 people attended these events, and feedback was very positive. The vast majority of people welcomed the opportunity we gave them to raise questions with senior members of staff and Board members, and importantly felt that we had listened to their concerns and the points they raised.
- We also tried with some success to raise interest in local and regional media about the consultation. Press briefings and interviews were given at many of the events and, in a number of instances, local radio stations held a follow up to these interviews with Big Lottery Fund consultation phone-ins.
- In addition to the main consultation events, we held a number of smaller scale key stakeholder meetings and national stakeholder meetings with a range of organisations, including voluntary sector umbrella organisations such as NCVO, at

Main findings

both corporate level and in each region and country. These were designed to work through some of the questions in more detail. In Yorkshire and the Humber and London, events targeted specifically at BME communities were held – in Yorkshire and the Humber because relatively few BME organisations had attended the main regional events.

- As mentioned previously, we also piloted a series of public involvement initiatives. These were public workshops around priority setting; a MORI survey to test the public's appetite for getting involved in the Lottery; an electronic consultation forum on our website, where people could post comments and debate issues; and two Community Channel programmes which debated a wide range of issues.

By the end of the consultation period on 30 September 2004, we had received a total of 2,980 responses to the questionnaires from across the UK; 81 per cent were from England, 10 per cent from Scotland, 6 per cent from Wales and 3 per cent from Northern Ireland. These have formed the basis of this analysis. Of these responses, nearly 60 per cent were from voluntary and community organisations, and 16 per cent from local authorities. There were some relatively minor differences in views from the different categories of respondent. Where these are significant, they have been highlighted.

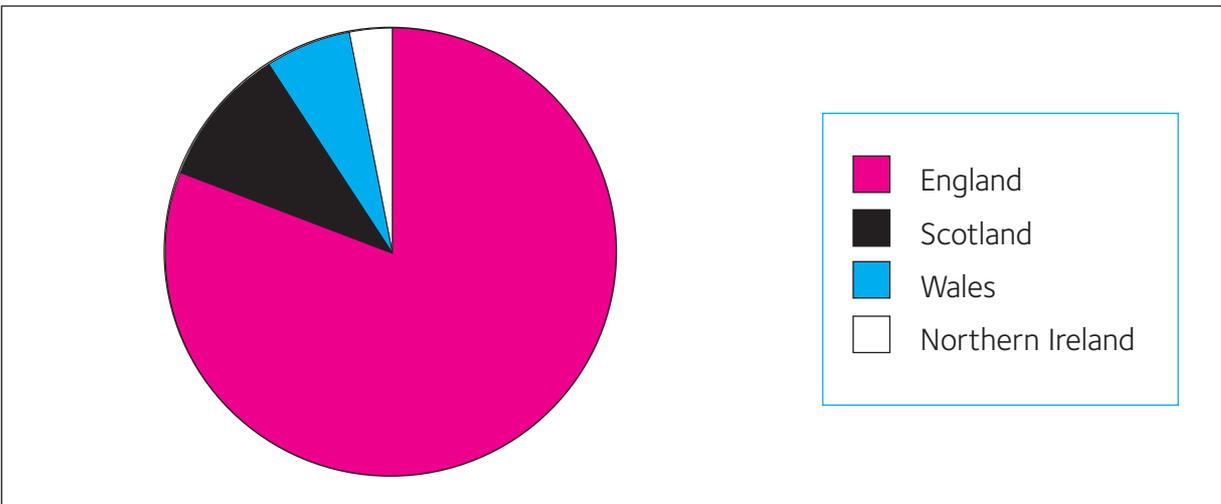
The following tables provide a breakdown of the responses we received

Type of organisation	Number of respondents	Percentage
Voluntary or community organisation	1688	58
Local authority	469	16
Health authority or primary care trust	66	2
School or local education authority	71	2
Other public body	115	4
Research or academic body	49	2
Private sector organisation	49	2
Other ¹	386	13

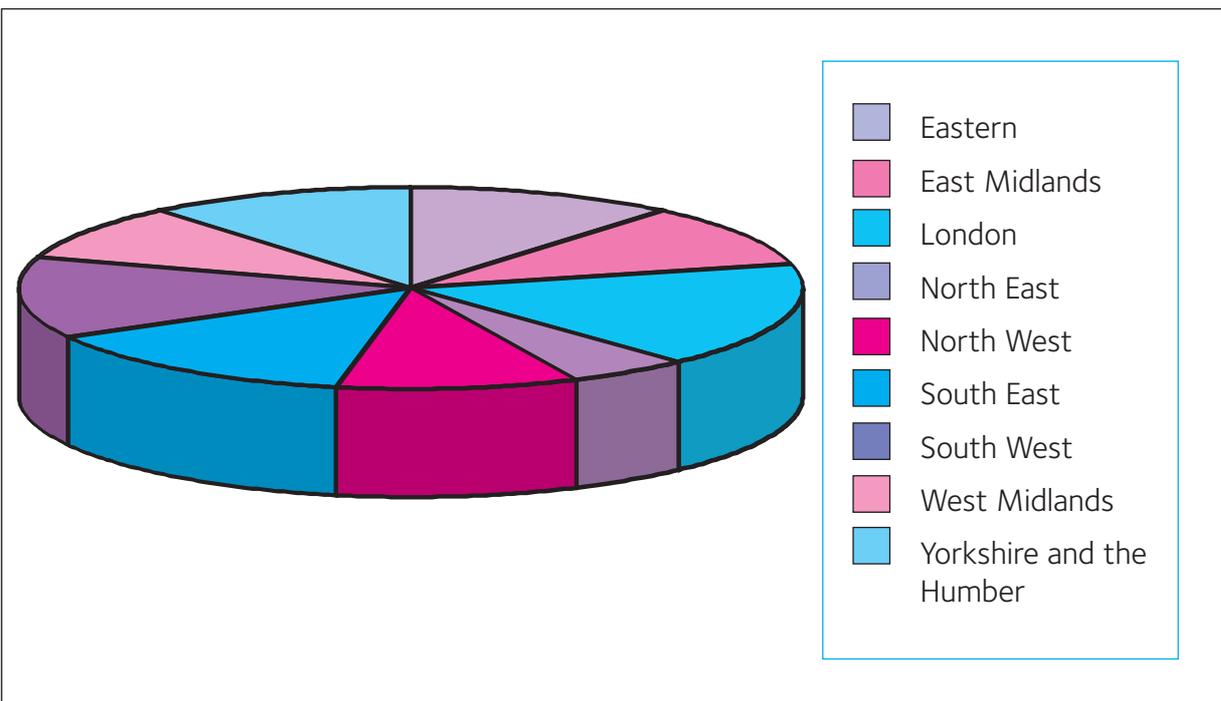
¹ Examples from the 'other' category include; private individuals, churches, consultancy organisations, further education colleges, universities, grant-making trusts, social enterprises, NGOs.

Main findings

Country breakdown



England regional breakdown



Responses to main questions

Of the questionnaire responses received, 2,566 were received online and 414 were on paper. Improvements to the process have been made for the Phase 2 consultation, in response to feedback. Although this has clearly been a successful method for people to respond, we recognise that not everyone wishes or is able to use this option and we will obviously continue to provide printed documents and questionnaires for future consultations.

Some 40 per cent of respondents had applied for Community Fund grants, and around a quarter for New Opportunities Fund grants. Of these 33 per cent had been successful in receiving a Community Fund grant and 25 per cent in receiving a New Opportunities Fund grant.

Responses to main questions

General comments

Respondents to the written consultation were asked for their views on what had been good and not so good about the work of the Community Fund and the New Opportunities Fund. They were also asked for any general comments about the Big Lottery Fund.

The most frequent positive points made about the Community Fund were that funding was accessible, with good support from grants staff, and flexible, with some mentioning funding for capital and core costs and 100 per cent of project costs. Praise for

the New Opportunities Fund covered a range of areas, with the education and health programmes particularly popular. Respondents were critical of the complexity of both distributors' application processes, with frequent complaints about long forms, long waiting times and confusing communications. Both distributors were also criticised for failing to address the issue of sustainability adequately. Some respondents questioned the extent to which New Opportunities Fund programmes are additional to Government expenditure.

The issue of additionality was also the most frequently cited general comment, with many respondents stressing that we should remain as independent from Government as possible. However, respondents from local authorities and health authorities were less likely to comment on the additionality issue. Instead, their overriding concern was that we should work in a strategic way, forming partnerships with other funders and ensuring that funding did not duplicate other sources.

[Please note – Tables that relate to open questions show the four most frequent responses to that particular question only.](#)

Responses to main questions

QUESTION 1A1 What have been the best things about the work of the Community Fund?

Response	Percentage of total respondents
Accessible funding: simple application and monitoring process, support to applicants	15
Generally positive about Community Fund	15
Wide variety of projects funded, broad application criteria	12
Flexible funding – range of grant sizes, 100% funding, core costs	11

QUESTION 1A2 What have been the best things about the work of the New Opportunities Fund?

Response	Percentage of total respondents
Generally positive about New Opportunities Fund	20
Funded education work (in general or specific programmes)	13
Funded health work (in general or specific programmes)	9
Accessible funding: simple application and monitoring process, support to applicants	7

Responses to main questions

QUESTION 1B1 What did you think was less successful about the work of the Community Fund?

Response	Percentage of total respondents
Application and monitoring process too long, difficult, expensive; lack of support for applicants	31
Not enough attention to sustainability: short term funding, no exit strategies	13
Inflexible funding – did not fund running costs, 100% of costs, ongoing projects	12
Poor communication with applicants, grantholders and the wider public	9

QUESTION 1B2 What did you think was less successful about the work of the New Opportunities Fund?

Response	Percentage of total respondents
Application and monitoring process too long, difficult, timescales too tight	31
Inflexible funding – aims too specific, did not fund ongoing projects	15
Not additional to Government	12
Not enough attention to sustainability: short-term funding, no exit strategies	10

Responses to main questions

What we fund

Funding for the voluntary and community sector

At the regional events there was a prevailing view that voluntary sector funding should be allocated on merit, under very broad criteria. The only form of prioritisation that received a reasonable level of support was by theme. Many delegates expressed concern about geographical targeting, especially using the Index of Multiple Deprivation, since people felt that pockets of deprivation and rural areas could be missed. This concern was also reflected in the stakeholder meetings, although in these sessions there was stronger support for prioritisation by theme.

Most respondents to the written consultation suggested a combination of different techniques about how funding to the voluntary and community sector should be prioritised, though there was some support for using themes or geographical areas. In terms of grant size, medium grants (£5,000 to £100,000) were the most popular.

More generally, respondents stressed the need for simpler application processes for the voluntary and community sector. They felt there should be more support to applicants (especially small organisations) and possibly the wider use of pre-application processes. Many also supported a more flexible funding regime, including funding for core costs and a range of grant sizes. There was also concern about sustainability, which for some meant offering longer grants and



for others more emphasis on exit strategies and more support to organisations in sourcing alternative funding.

Some commented that there should not be any prioritisation at all; ACEVO suggested that the Fund make any 'open' programme 'genuinely demand-led' and should therefore 'question the need for specifying any priority themes or outcomes'. In their response, NCVO stressed the needs of small and medium sized organisations, suggesting that 'access for this group should be considered at every stage in the merger process, and beyond'. That could mean, for example, expanding Awards for All, and offering a range of different funding programmes 'to meet the needs of the diverse sector'.

Responses to main questions

What we fund

QUESTION 2A How should we prioritise funding for the voluntary and community sector?

Response	Percentage of total respondents
By prioritising certain groups or communities (for example, older people, minority ethnic communities)	7
By prioritising geographical areas (for example, areas that are particularly economically deprived, rural communities)	9
By theme/issue (for example, mental health, community learning)	16
Combining the above	51
Other	18

QUESTION 2B What size of grants do you think we should award? ²

Response	Overall rank
Grants between £25,000 – £100,000	1
Grants between £5,000 – £25,000	2
Grants between £100,000 – £500,000	3
Grants less than £5,000	4
Grants over £500,000	5

² Throughout this document ranked questions were analysed by awarding points to each choice according to its preference. All the points for each of the choices were then totalled to produce a list in order of overall rank.

Responses to main questions

What we fund

QUESTION 2C Do you have any other suggestions about the Big Lottery Fund's grant-making for voluntary and community groups?

Response	Percentage of total respondents
Accessible funding: simple application and monitoring process, support to applicants	21
Flexible funding – range of grant sizes, 100% funding, core costs, capital	19
Pay attention to sustainability: longer term funding, exit strategies	13
Be strategic – ensure projects do not duplicate, build links with other strategies and funders	9

Responses to main questions

Funding for health, education and the environment

The two key messages from regional events were that funding in these areas should be additional and that it should be delivered through partnership with other key agencies to ensure co-ordination with existing strategies. Delegates were aware that a balance needed to be struck between these two principles.

The results of the written consultation showed strong support for health funding focused on prevention, healthy lifestyles, diet and exercise, rather than treatments. Out of school hours activities and lifelong learning received the most support among education programmes, with various specific

suggestions such as support for disadvantaged and excluded school pupils. Under environment, respondents favoured projects focusing on environmental education and on improving green spaces. Throughout all three themes, respondents wanted to see funding for community-based and community-led projects; projects that cut across themes; and those developed in partnership with other key agencies. For example, the Greater London Authority suggested that our priorities should be 'set against (the Mayor's) strategic priorities for London' to maximise impact. This issue was of particular concern to respondents from local authorities and health authorities.

QUESTION 3A How might we focus funding in health to have the most impact?

Response	Percentage of total respondents
Healthy lifestyles/prevention, including physical activity, diet, drug/alcohol reduction, sexual health	28
Fund disadvantaged and excluded groups	10
Fund community-based and community-led projects	9
Be strategic – ensure projects do not duplicate, build links with other strategies and funders	8

Responses to main questions

Funding for health, education and the environment

QUESTION 3B How might we focus funding in education to have the most impact?

Response	Percentage of total respondents
Out of school activities	16
Lifelong learning	12
Fund community-based and community-led projects	11
Fund disadvantaged and excluded groups	11

QUESTION 3C How might we focus funding in environmental activity to have the most impact?

Response	Percentage of total respondents
Fund community-based and community-led projects	18
Environmental education, awareness and changing behaviour	17
Improve open spaces for community use	14
Biodiversity, sustainable food and energy	11

Responses to main questions

Funding for health, education and the environment

QUESTION 3D Do you have any other suggestions about the Big Lottery Fund's grant making for health, education and the environment?

Response	Percentage of total respondents
Fund projects that cut across themes	22
Fund community-based and community-led projects	15
Be strategic – ensure projects do not duplicate, build links with other strategies and funders	12
Accessible funding: simple application and monitoring process, support to applicants	8

Responses to main questions

Transformational funding

This subject was not specifically addressed in the events, but respondents to the written consultation were asked to comment on how transformational programmes should be delivered. The main suggestion was that projects should be community-based, perhaps with a focus on a series of themed, smaller projects around the country, rather than a single large grant that would benefit only one area.

Many respondents felt that projects should be very carefully assessed, with a particular emphasis on sustainability, to avoid

expensive failures. There was a general concern with 'fairness', and ensuring that all areas have the chance to benefit. Many felt transformational funding should still retain our focus on the most disadvantaged communities. For example, the National Cycle Network Centre commented that transformational projects should be 'those that will have a long term impact on improving the quality of life, rather than showcase projects'. A few respondents (one per cent) felt that there should not be a transformational programme.

Responses to main questions

Transformational funding

QUESTION 4A How might we prioritise the funding available under the transformational programmes?

Response	Percentage of total respondents
Fund community-based and community-led projects	22
Ensure very careful assessment to ensure quality, sustainable projects	16
Target the most disadvantaged communities	10
Ensure fair geographic distribution – not just big cities	10

QUESTION 4B Do you have any other suggestions about the Big Lottery Fund's transformational programmes?

Response	Percentage of total respondents
Fund community-based and community-led projects	17
Ensure very careful assessment to ensure quality, sustainable projects	14
Public spaces, facilities, services	11
Fund a series of themed, smaller projects across the country rather than one big one	10

Specialist programmes

Special consultation events were held for organisations that used these programmes. At the international event, there was strong support for the existing programme and its priorities, with a suggestion that one further priority (economic empowerment) could be added. Participants particularly appreciated the flexibility of the current programme, which meant applications could cut across priorities. Participants at the research event were particularly concerned that the proposed themes and outcomes were not appropriate for research funding. Some favoured a focus on building research capacity in the voluntary sector, and were keen to see beneficiaries involved in research. There was also a view that we should support research in areas that normally have difficulty in getting funding.

In response to the written consultation, there was significant support for the continuation of both the international and research grants

programmes, with praise for the way the programmes have worked. Under research grants, most respondents favoured a focus on social research (though there was also support for medical and health-based research), particularly that which would be relevant to communities and would have a practical application.

Under international grants, many felt that the focus should be on the poorest countries and people, with some suggesting specific areas of conflict or unrest, and some favouring projects with clear links to the UK. It was also considered vital to focus on sustainability and long-term impact. A sizeable minority (around 10 per cent of responses to the question) felt that there should not be an international grants programme, but they were considerably outweighed by respondents who were in favour of the programme (at least 75 per cent of responses to the question).

Responses to main questions

Specialist programmes

QUESTION 5A How could we prioritise our research funding in future?

Response	Percentage of total respondents
Research that is relevant to communities and that has their involvement	19
Continue as it is now	12
Focus on social research	11
Be strategic – ensure projects do not duplicate, build links with other strategies and funders	10

QUESTION 5B How could we prioritise international funding in future?

Response	Percentage of total respondents
Focus on sustainability and long-term change	18
Continue as it is now	14
Countries most in need and the poorest people	13
Projects that link to work in the UK	13

Responses to main questions

How we fund

How we involve the public in our work

There was a range of views on this subject at regional events, with little consensus. The strongest theme was that public involvement should focus on better publicity and promotion of grants. Many delegates felt that people would feel more involved, and have a more positive view of the Lottery, if they understood what had been funded in their area. Another strong view was that public involvement should be delivered through existing structures, rather than spending time and money on building up new arrangements. The stakeholder events provided a similarly broad range of ideas, though delegates were more concerned about the risk to funding for less popular causes that could arise if public involvement was not carefully managed. For example, in their written response, Shelter observed that 'public involvement should not be at the expense of unpopular causes or the overall

aim of improving the lives of the disadvantaged'. These views were strongly echoed in the written consultation. There were mixed views about public involvement, but a large number of people agreed that better publicity and promotion was the best way forward. Some also suggested the use of questionnaires and promotional material at Lottery sales outlets and other public places, such as libraries. When asked about specific methods, the most popular options were advisory panels, including local people/ stakeholders and citizens' forums. Respondents were also concerned that decision-making panels should involve a wide range of people, and appropriate recruitment methods should be used to achieve this.

It is worth noting that the results of separate public involvement work indicated that there is general support among members of the public for increasing their involvement, though, as with the consultation, mixed views on how this should be achieved.

Responses to main questions

How we fund

QUESTION 7A This question asked the respondents to rank the methods they thought would be the most effective in getting the public involved in setting our funding priorities.

Response	Overall rank
Panels of local people to advise the Fund	1
Local stakeholder groups and panels (made up of Lottery players and other interested individuals)	2
Citizens' forums or juries (where a group of people come together to discuss an issue in detail over one or more days)	3
Electronic consultation (web, email)	4
Road shows	5
Interactive TV or radio	6
Questionnaires at Lotto ticket outlets	7

QUESTION 7B Do you have any other ideas about how we might involve the public?

Response	Percentage of responses
Better publicity and awareness raising – use local media, schools, libraries	36
Use existing structures and local networks for public involvement	25
Consult voluntary sector and professionals, not general public	7
Ensure real involvement of the most marginalised, and children and young people	7

Responses to main questions

How we fund

QUESTION 7C How could we ensure that our grant-making committees have credibility in the communities they serve?

Response	Overall rank
Making sure we recruit a wide range of people (including non-experts)	1
Panels of local people to advise the Fund	2
Random selection of some committee members from the general public	3
Other	4

QUESTION 7D Apart from committees, are there other ways we could get the public involved in making decisions on grants, especially small, local awards?

Response	Percentage of responses
Advisory panels including local people	28
Use existing structures and local networks for public involvement	27
Questionnaires at Lotto outlets, in libraries, etc	14
Delegate funding to local organisations	11

Responses to main questions

How we reach the hard to reach

Participants at both regional and stakeholder events felt that a simpler application process was the key to increasing access to funding. Support for infrastructure organisations was also commonly identified. Some suggested quick access to small grants to help organisations get started.

The written consultation provided broadly similar results, with a simpler application process the most common suggestion. Some wanted a pre-application process; for example, the NSPCC praised the use of pre-application in the strategic grants programme and the Young People's Fund. Respondents also felt that funding opportunities should be better publicised, and that the process should be made as transparent as possible. Some felt that there should be more capacity building activity, while others focused on the need for appropriate equal opportunities measures within the application process, such as the



use of different formats. When asked about specific approaches in this area, most favoured either targeted outreach work with disadvantaged groups or the use of external support agencies to help people complete the application process.

Responses to main questions

How we reach the hard to reach

QUESTION 8A Which approaches do you think would be most effective in helping groups to overcome obstacles they may face in seeking funding and to ensure they have a fair chance of getting a grant?

Response	Overall rank
Working locally with disadvantaged groups or individuals	1
Funding external support agencies who can help organisations with the application process	2
Give priority to under-represented groups for funding	3
Other	4

QUESTION 8B Do you have any other suggestions about how we could promote equality of opportunity and equalities in grant-making?

Response	Percentage of responses
Simplify application process and provide more support to applicants	30
Better promotion and publicity, and more transparent grant making	15
Capacity building and support to infrastructure bodies	14
Ensure funding is awarded across a diverse range of beneficiaries, areas, themes	14

Responses to main questions

Funding long-term change

Very few people at regional events thought that shorter grants were a good idea. The majority supported longer grants (even if that meant fewer organisations benefiting), or a mixture of lengths according to need. Some thought tapering could be effective in reducing dependency. A number commented that funding should include a start-up period, to help groups plan and establish their project effectively. There was otherwise a very mixed response to this question, with fairly equal numbers supporting and opposing the use of loans, and a range of other suggestions, including the provision of core funding and support for social enterprise. Stakeholder meetings raised similar themes, although there was particularly strong support for core funding and full cost recovery.

Similarly, most respondents to the written consultation favoured longer grants. They

also felt that we should facilitate partnerships between organisations. Few expressed a preference either for or against loans. More generally, most respondents felt that there should be a strategic approach to achieving a long-term impact. This could include ensuring that funded projects did not duplicate one another, and building partnerships with other key agencies. For example, the Youth Justice Board commented that 'it is essential for applicants to get local stakeholders on board in the application stage and applications should evidence that this has been done'.

Respondents also favoured greater emphasis on sustainability, including direct funding for fundraising costs and stricter requirements for exit strategies. A point repeated under a number of questions, including this one, was that funding should be provided for ongoing work, not just new projects.

Responses to main questions

Funding long-term change

QUESTION 9A What length of funding do you believe would be most likely to lead to long-term change?

Response	Overall rank
Longer grants (five to seven years) – for fewer organisations	1
Shorter grants (one to three years) – for more organisations	2
Other	3

QUESTION 9B What other approaches could help promote long-term change?

Response	Overall rank
Funding that supports partnerships that bring different types of organisations together	1
Funding groups to innovate or experiment	2
Providing support for organisations to develop other sources of income, such as through trading	3
Funding loans as well as grants	4

QUESTION 9C Do you have any other suggestions about how we can promote long-term change?

Response	Percentage of responses
Fund costs of sustainability eg. fundraising	17
Be strategic – ensure projects do not duplicate, build links with other strategies and funders	15
Fund ongoing work, not always innovation	12
Offer longer term funding	12

Responses to main questions

Helping organisations and communities develop

Again, both regional and stakeholder events raised a range of themes and suggestions, with little clear consensus. Easy access and small grants to help organisations develop were strongly supported. Many delegates suggested better signposting to other funders, and there was support for more capacity building activities, both provided directly and through infrastructure bodies.

Respondents to the written consultation were asked to list the types of support they thought should be prioritised. Training in fundraising, marketing and communications was the most popular category, with support for networking and staffing also favoured. Some respondents felt that general capacity building which covered all areas was the best

approach. When asked about specific approaches, there was support both for funding the development of organisations directly, and for funding external infrastructure bodies to provide support. Respondents were also asked for their more general views on this subject. These were similar to views expressed at the events, with support for funding to infrastructure bodies and to consultants and enablers to provide training and advice and also support for sustainability. Some respondents also suggested that we could facilitate networking and partnership between grant-holders. For example, Groundwork commented that we could 'put groups in touch with a champion in that field, to promote effective partnership working in the voluntary sector'.

QUESTION 10A What approaches would be most effective in helping organisations to develop?

Response	Overall rank
Funding organisations who can give support, training and advice to smaller groups	1
Setting aside money to fund development of organisations (meaning fewer projects will be funded)	2
Other	3

Responses to main questions

Helping organisations and communities develop

QUESTION 10B There is a wide range of types of support that we could fund, including help with fundraising, developing new groups, IT, staffing, communications, training for trustees and networking. Which types of support do you think we should prioritise for funding?

Response	Percentage of responses
Fundraising, marketing and communications	21
General training and capacity building	13
Staffing	10
Networking and exchanges	9

QUESTION 10C How do you think we could best support the development of new and existing community groups and voluntary organisations?

Response	Percentage of responses
Fund infrastructure bodies and/or consultants and expert advisers to support groups	20
Capacity building and empowering organisations	14
Emphasis on sustainability – longer term funding, sustainability plans	11
Encourage networking and partnership among grantholders	10

Responses to main questions

Helping organisations and communities develop

QUESTION 10D What else should we do to help organisations and communities develop?

Response	Percentage of responses
Encourage networking and partnership among grantholders	13
Quicker, simpler application process and more support for applicants	13
Capacity building and empowering organisations	12
Fund infrastructure bodies and/or consultants and expert advisers to support groups	10

Country specific questions

Working in England

Not surprisingly, regional events strongly supported regional working. Delegates particularly appreciated the local knowledge of regional offices, and the closer communication with staff. They also said that regional offices could form good relationships with key agencies in the region. The national office's role was generally seen as setting overall policy, leading on publicity and marketing, and disseminating learning and best practice. Participants at stakeholder meetings expressed similar views, with support for the 'Community Fund model'.

As in the events, the written consultation showed enthusiasm for the local knowledge built up by regional offices, and for the improved communication and support they can offer. Also echoing the regional events, it was suggested that regional offices could form more effective partnerships with other key agencies in the region, and potentially have more influence over them. The Government's Regional Coordination Unit commented that regional working was an 'opportunity to ensure that the Fund's priorities are joined up with the main regional strategies'.



Country specific questions

Working in England

QUESTION 6A What are the benefits to the Big Lottery Fund communities and stakeholders of having a regional structure?

Response	Percentage of responses
Better local knowledge and expertise	36
More flexible, accessible grant making, including better and more personal communication	15
Best way of ensuring fair geographical distribution of funds, including to rural areas	12
Best way of getting money to small grassroots groups and those in real need	9

QUESTION 6B Do you have any other suggestions about how the Big Lottery Fund could work in the regions and at local level?

Response	Percentage of responses
Increased access to local agencies and greater influence with them	20
More flexible, accessible grant making, including better and more personal communication	16
Need for further devolution in large regions / sub regions, and recognition of regional diversity	10
Better local knowledge and expertise	9

Country specific questions

Working in Northern Ireland

Analysis of responses in Northern Ireland illustrates a number of key issues. This analysis includes reference to the outcomes from the four public consultation events and a series of stakeholder meetings held across Northern Ireland. Reflecting the main findings, there was concern that pockets of disadvantage and rural areas could be overlooked if prioritisation was based on geographical targeting. Respondents wanted greater flexibility in funding and across themes, and there was support for a partnership approach to dealing with issues such as inclusion. Again responses on the question of 'funding for health, education and the environment' reflected the main findings, with responses highlighting issues of healthier lifestyles; lifelong learning and after schools provision; education and awareness issues and open spaces for community use.

Northern Ireland responses mentioned the need for support and development work, not only in developing applications but also in assisting grant recipients throughout the lifetime of their projects. This principle was also supported in responses to questions on 'helping organisations and communities develop'. Respondents also identified that, while there was a need to work with existing partnerships and organisations, additional development work was needed to address the issue of funding 'the same old local busy bees'. While some respondents wanted to fund new groups, other respondents cautioned against always funding innovation,

which led to projects constantly re-inventing the wheel instead of simply funding proven good work and practice. A number of organisations felt that we could best develop our new responsibilities in Northern Ireland by mapping the distribution of previous funding in communities, encouraging partnership working, and benchmarking good practice.

In response to the Northern Ireland specific question on 'how to promote equality of opportunity', many respondents suggested we continue with the work we are already doing. Others suggested greater links with Section 75 designated groups, including having representatives of Section 75 designated groups on boards, committees or panels and working closer with the Equality Coalition, Equality Forum and Equality Commission.

In June 2004, Northern Ireland Council for Voluntary Action (NICVA), issued a briefing paper entitled Safeguarding National Lottery Funding for the Good Causes, which proposed seven shared demands for the Big Lottery Fund. NICVA invited its member organisations to submit these seven demands as their response to the consultation. The demands included establishing a Northern Ireland Board and the need to reinforce the additionality principle. These two issues were also raised by other respondents in response to Northern Ireland specific questions on equality and partnership working. Approximately 15 per cent of responses in

Country specific questions

Working in Northern Ireland

Northern Ireland related to issues raised in the NICVA paper.

A more detailed analysis and report of our Phase 1 consultation responses in Northern

Ireland will be available once the second phase consultation in Northern Ireland on outcomes and priorities has been completed early in 2005.

QUESTION 6A How best can the Big Lottery Fund work in partnership with organisations in Northern Ireland and take account of local need?

Response	Percentage of responses
Work with local people	35
Work with community groups	20
Be aware of rural groups/issues	15
Work with existing partnerships	10

QUESTION 6B How should the Big Lottery Fund develop its new responsibilities in Northern Ireland?

Response	Percentage of responses
Work with community groups	30
Work with local people	30
Have local people on committees/Board	20
Be aware of rural groups/issues	10

Country specific questions

Working in Northern Ireland

QUESTION 8A How can we ensure that the Big Lottery Fund promotes equality of opportunity?

Response	Percentage of responses
Continue with current work	45
Setting and achieving targets	18
Work with existing equality groups	18
More local involvement	9

QUESTION 8B How can we ensure that the proposals for the Big Lottery Fund will not have an adverse impact on the nine designated groups under Section 75 of the Northern Ireland Act?

Only two people responded to this question. The responses were – better promotion and publicity and more transparent grant making, and prioritise areas and groups that have had the least Lottery funding.

QUESTION 8C From the list below number the approaches you think are most effective in promoting equality of opportunity.

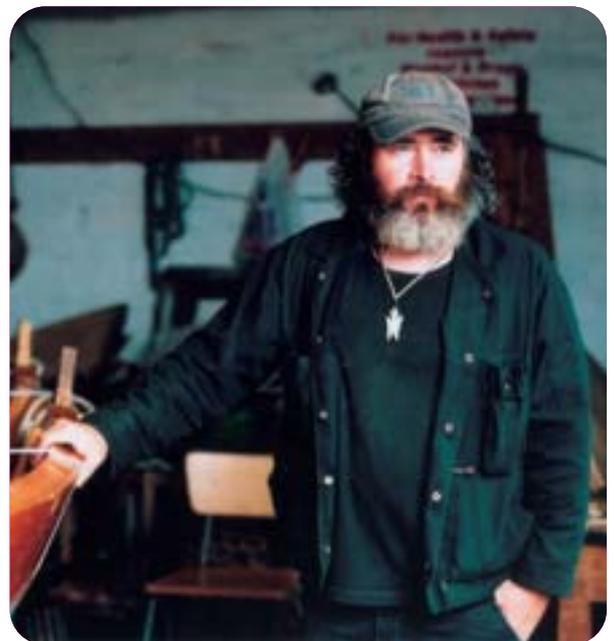
Response	Overall rank
Working locally with disadvantaged groups or individuals	1
Funding external support agencies who can help organisations with the application process	2
Give priority to under-represented groups for funding	3
Other	4

Country specific questions

Working in Scotland

The strongest message coming from the Scottish consultation events was that our programmes should have broad, cross-cutting themes, be less prescriptive and address demonstrable need. Responses received at these events and to the consultation document demanded flexible and accessible funding programmes, offering a wide range of grant sizes for longer periods and using simple application and grant monitoring processes. We were urged to be strategic in our grant making, when appropriate, and support sustainability by being prepared to provide continuation funding for existing, successful projects, rather than constantly insisting on innovation. The Scottish Council for Voluntary Organisations (SCVO) wanted our programmes to contain a significant element of 'open' funding to enable organisations to develop proposals which addressed their own priorities.

There was strong support for devolved decision making in Scotland and respondents to the consultation document thought that our Scotland office should ensure programmes were appropriate for Scotland by identifying local community needs and priorities. This should be achieved through regular consultation with local partnerships and forums, which were also seen as a key means of involving the public in our work. Voluntary sector respondents, in particular, felt that we should carry out wider consultation with the various sectors so that funding themes and the programmes flowing from them were genuinely set in partnership.



Although many respondents to the consultation document also thought that Scottish Executive strategies should be taken into account when programme priorities were being determined, participants in the consultation events worried that our independence would be compromised if we aligned ourselves too closely to the Executive. The SCVO considered that we should only be directed by Scottish Ministers on general, overarching principles. It also wanted to see our work in Scotland governed and managed by a Scotland Committee, established in accordance with public appointment good practice.

There was a strong feeling that the Community Fund's Three Way Agreement should be built upon, though this was expressed more forcibly by public sector

Country specific questions

Working in Scotland

respondents than by their voluntary sector counterparts. Public sector respondents to the consultation document also reinforced the view put forward at the consultation events that we should work closely with community planning partnerships. However, others argued that we should not attach undue importance to community plans, but remain receptive to proposals from groups and organisations operating outside the partnerships.

We asked whether we should prioritise funding for the voluntary and community sector in Scotland by certain groups or communities, by geographical area or by themes or issues. A clear majority of respondents to the consultation document thought that we should combine these approaches. Consultation event participants thought that this funding should be employed to tackle poverty and inequalities, and to promote independent living and public involvement. The SCVO expected us to distribute at least one third of our available resources in the form of small grants, but also to core fund relevant voluntary organisations in line with the Scottish Executive's Partnership Agreement. It wanted to see priority funding awarded to activities that foster co-operation, partnership and joint working.

A clear view emerged in Scotland that we should focus our health funding on prevention and health promotion programmes. There was also backing for more support to

be given to HLCs to further their development. Conversely, there was very little support for us to grant aid healthcare services, treatment or equipment, nor to fund research into health issues. Lifelong learning was identified by every category of respondent to the consultation document as the top priority to benefit from our education funding, closely followed by out of school hour activities. Consultation event participants wanted education programmes to promote better and wider access to a broad range of educational opportunities, not just vocational subjects.

Respondents to the consultation document thought that our environment funding should, to have most impact, support education programmes that raise people's awareness of environmental issues and try to change behaviour. It was also considered important that funding priorities should be set locally so that community-based and community-led projects would benefit. Event participants, on the other hand, attached greater priority to projects concerned with the physical environment, geared to stimulating regeneration. They also identified village halls as being worthy of receiving priority treatment, a view shared by the SCVO. Respondents to the question concerning transformational grants were mainly concerned that grants from these programmes should be distributed on a fair geographical basis across the whole country to support a series of themed, smaller, local projects, rather than one big national project.

Country specific questions

Working in Scotland

QUESTION 6A How best can the Scotland office ensure programmes are appropriate for Scotland?

Response	Percentage of responses
Devolved decision making	22
Identify local community needs and priorities	22
Work with Scottish Executive strategies to determine priorities	14
Wider consultation within sectors	14

QUESTION 6B How best can the Big Lottery Fund work in Scotland to take account of Scotland's needs?

Response	Percentage of responses
Consult local partnerships and forums	26
Tailor funding to local needs	21
Decision making structure based in Scotland	16
Build on Three-Way Agreement	12

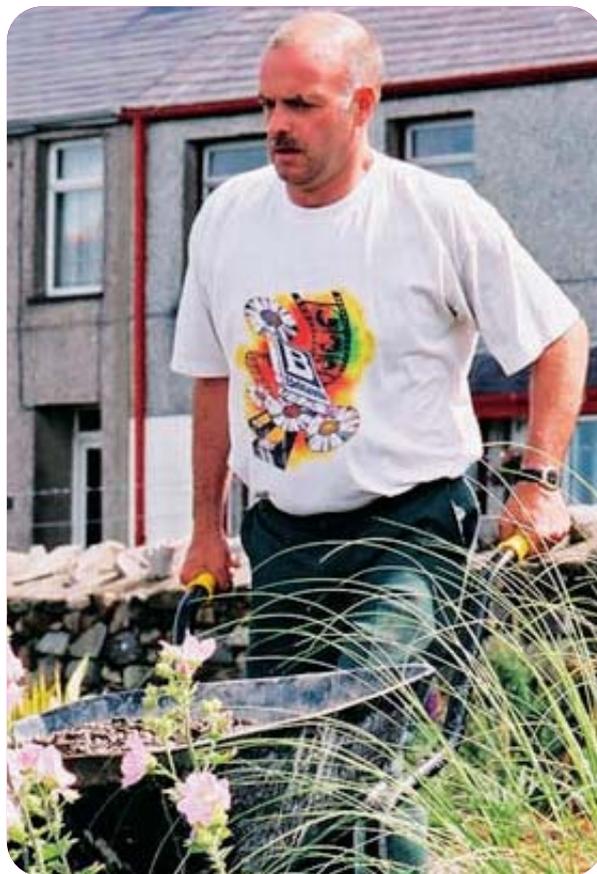
Country specific questions

Working in Wales

Responses in Wales following general consultation events and meetings with key stakeholders unsurprisingly highlight some conflicting views as to how we should develop our responsibilities in the country. There was, however, unanimous support to develop devolved programmes that specifically address the needs of Wales. One proposal was to develop an overall countrywide theme but allow designated local partnerships to develop specific priorities relevant to their area.

In response to the questions regarding health, education and environment, “health centres, out of school activities and educational projects” were highlighted but it was also stressed that we should adopt good practice from other funding schemes such as Communities First, and not duplicate work already being done or repeat previous mistakes. There was also a strong feeling that our programmes should have cross cutting themes and address health, education and environment in all programmes rather than be too specific with themes.

In response to a specific question about how we can be responsive to Welsh needs, there was a general view that, although our work should complement priorities of the Welsh Assembly Government and there should be a strong relationship between both parties, our grant programmes should always reflect additionality and we should work independently of government. There were mixed feelings concerning how localised the



decision making should be, some arguing that local politics could be a divisive factor in decision making and others suggesting local knowledge could be useful in determining funding priorities. The Welsh language issue was also raised and it was stressed that we should be aware of this issue and address it accordingly when developing new programmes and when consulting stakeholders.

Different views were expressed regarding the issue of core funding versus innovative projects, with some feeling constrained by a

Country specific questions

Working in Wales

three year funding period, and others proposing more support during the term of the grant to consider sustainability issues. Respondents also felt that we should be more flexible with management costs.

There was some concern about us developing new responsibilities, especially concerning the proposal to distribute non-Lottery funds. It was hoped that the proposal to distribute non-Lottery funds would add value rather than detract from other funders. There was support however for us to become more

supportive in helping groups to identify other sources of funding when their present Lottery funding comes to an end or identifying sources of match funding. It was widely felt that we should ensure that the transformational grants programme achieved a fair geographical distribution, so that Wales does not lose out on these kind of large-scale projects. However there was unanimous feeling that only projects with a solid business plan, proving there could be a financial impact on the whole of Wales, should be considered.

QUESTION 6A How can the Big Lottery Fund be responsive to Welsh needs and work in partnership with Welsh organisations?

Response	Overall rank
Engage with stakeholders when developing programmes	1
Engage with representative organisations on a regular basis	2
Involve stakeholders in decision making committees	3
Consult widely on our policies and priorities	4
Set-up advisory groups to inform our work	5
Contract with organisations to help deliver programmes	6
Participate in other organisations' events and initiatives	7

Country specific questions

Working in Wales

QUESTION 6B Do you have any other suggestions about how the Big Lottery Fund could work in Wales?

Response	Percentage of responses
Understand uniqueness of Wales – different programmes	19
Align Wales schemes with England schemes	13
Work with other funders – match fund and one application	13
Bilingual staff and documentation	13

QUESTION 6C Do you have any suggestions on how the Big Lottery Fund should develop its new responsibilities in Wales?

Response	Percentage of responses
Consultation	21
Use/link to existing local partnerships	21
Set-up panels to include diverse members from local communities	14
Get closer to voluntary and community sector	14

Using the findings

The findings of this Phase 1 consultation have supported the development of our strategic framework, which sets out a range of outcomes and priorities we will be using to develop our first set of programmes. This framework is the subject of our Phase 2 consultation.

In addition, they have already informed our Board's decisions on our structural review and the re-defined focus of our regional offices. Responses to the consultation stressed the benefits of having local knowledge and partnership working with other key stakeholders, and we will now strengthen our regional policy development role, and widen our outreach, networking, communications and partnership work in the regions.

The Board is also keen to engage a range of regional stakeholders through a formal mechanism, and has approved setting up regional stakeholder advisory panels. These bodies will be important in implementing new programmes, and gauging the needs of a particular region.

These findings and those of our Phase 2 consultations will continue to inform our decision making during the coming months.

