



**BIG
LOTTERY
FUND**

**CORPORATE PLAN
2015/16**

**Cover: Community Association
for West Hampstead**

The community hub runs activities for those living and working in West Hampstead. These range from street dance to social groups to art classes, for people of all ages.

Introduction

We believe people should be in the lead in improving their lives and communities, focusing on their skills, assets and energy and the potential in their ideas. An ambitious vision – but how to put it into practice?

This Corporate Plan is our first since we published our Strategic Framework earlier this year, which articulated this bold vision. As such it's a really important touch-point, setting out what we need to achieve in year one to be able to accelerate our progress over the lifetime of the framework. It's also vital to understanding the progress we're making in becoming a better grant-maker – setting out a range of measures by which we can assess our effectiveness.

So what are our priorities this year? Firstly, we need to embed our new framework. We've been ambitious

– our People in the Lead vision touches on everything we do as a funder – so strong foundations are essential. And secondly, we need to continue making great grants to great projects – keeping our costs down and maximising the National Lottery money available to people and communities. This plan sets our targets and measures for these priorities over the next year. It sits alongside our Strategic Framework which sets our direction for the next six years of our work and our Annual Report which details what we've achieved over the past year.

Dawn Austwick
Chief Executive

Peter Ainsworth
Chair



Older and Active

The project promotes healthy and active lives for older people in Leeds, by providing opportunities to join walking groups, exercise classes and other group activities.

About us

We are a non-departmental public body, at arms-length from the government and working across all four countries of the UK. We are responsible for distributing 40 per cent of all funds raised for good causes by the National Lottery – on average around £650 million a year.

Our funding is distinct from government expenditure and finds its way into every neighbourhood in the UK and beyond, with awards ranging from a few hundred pounds to multi-million pound grants.

We fund projects supporting general charitable purposes, health, education and environment. Our role as steward of good causes money from the National Lottery playing public allows us to support thousands of inspirational people and projects across the UK.

Further information about us including how we are organised can be found at biglotteryfund.org.uk/ourpeople

Our focus for the year ahead

Our new Strategic Framework sets a vision and direction for the organisation from 2015–21 in putting ‘People in the Lead’ and guides us in the choices we make. It can be downloaded at biglotteryfund.org.uk/strategy

Our focus in the first year of the Strategic Framework is to build the foundations for the future and to ensure that we deliver our mission of ‘Bringing real improvements to communities and the lives of people most in need’. We have set three corporate objectives for 2015/16.

Objective one

Our statement

We will embed our new Strategic Framework principles at every level of our business planning, decision making and delivery.

Our priorities

- Pilot a range of flexible and responsive funding options for applicants, to achieve a simplified Awards for All programme
- Launch new programmes that will introduce shorter forms and faster decisions for medium sized projects, as well as prioritising projects for funding that are locally well-connected and people-led
- Strengthen our 'blended' funding model by making better links between our strategic programmes (where we target a specific opportunity or issue) and our open programmes (where people tell us what their idea is)
- Build on feedback from the sector on our grant-making – for example looking at whether we can build on full cost recovery, options for flexible continuity funding, and social investment approaches.

Our six key principles



Confidence, not control

We trust in people's ability to make great things happen, believing that our funding should enable rather than control.



The strengths people bring

We start with what people can contribute, and the potential in their idea.



A catalyst for others

We listen to, learn from, act on and facilitate the things that matter to people, communities and our partners.



Simple processes, good judgments

We use simple, proportionate processes which enable us to make good judgments.



Shared direction, diverse approaches.

We value differences across the UK in how we work, are consistent in the quality and opportunities we offer to all, and support communities to tackle inequalities.



Using resources well

We make informed choices about the resources given to us by National Lottery players: with knowledge, with people and with money, and in an environmentally sustainable way.

Objective two

Our statement

We will ensure that our current grant making and future programme development maximises the positive impact on people and communities and helps others to continuously learn from and improve good practice, by openly sharing knowledge and learning.

Our priorities

- Continue to provide a mixture of funding models in each portfolio that makes best use of National Lottery money and reaches the communities and people most in need
- Continue to grow our digital community as a key channel for people to engage with us and each other, enabling you to easily locate other people to develop or share your areas and insight
- Build our capacity to support funded projects to tell and share their stories with others through campaigns
- Go further with our work to open up our data, supporting a greater understanding of where funding does and doesn't go, and the impact it has.

Objective three

Our statement

We will develop a robust change programme comprised of six enabling strategies to help deliver the Strategic Framework for 2015–21. In this year, identifying and developing plans to improve in line with the Strategic Framework in each of the six areas of grant making, people, knowledge and learning, digital and technology, communications and engagement, and financial stewardship.

Our priorities

- Focus our efforts on the development of our grant making strategy that will ensure real involvement and ownership by the people our funding supports at every stage of the funding cycle, both in the programmes we develop and the projects we fund
- Equip and engage our people in the new ways of working that our vision inspires, so they can be supported to continually grow their capabilities and confidence in line with our strategic ambitions
- Draw on learning from both an internal and external perspective, within the sector and wider, to ensure that the foundations are in place to successfully build on our strategic vision throughout the next six years.

Grant budgets

Our Board has approved our grant budgets for 2015/16 and here's a summary of what has been agreed for each portfolio:

	Approved budget 2015/16 £m
England	493.66
Scotland	81.48
Wales	27.92
Northern Ireland	27.97
UK	66.99
Total budget	698.03

Here's a full breakdown of the approved grant budget for each of our planned programmes in 2015/16:

England programmes	Approved budget 2015/16 £m
Advice, Advocacy & Hardship	34.00
Ageing Better – Partnership Funding	0.30
Awards for All England 09	65.70
Building Better Opportunities	38.45
Capabilities Strategy	10.00
Commissioning Better Outcomes	7.45
Early Action Neighbourhood Fund	0.50
Fulfilling Lives: A Better Start	0.75
Growth Fund solicitation – MDF	0.95
HeadStart	59.28
Infrastructure and Innovations Fund – Next Steps 2	1.00
Parks for People	13.11
Reaching Communities	200.00
Reaching Communities Buildings	21.36
Talent Match	0.67
The Silver Dreams Fund	0.15
Women's Services	40.00
	493.66

Approved budget
2015/16 £m

Scotland programmes

Awards for All Scotland 2014	9.23
Business and Planning support	0.13
Communities and Families Fund	1.35
Growing Community Assets	3.00
Investing in Communities 2: CC	0.22
Investing in Communities 2: GCA	13.46
Investing in Communities 2: LT	19.39
Investing in Communities 2: TFL	16.06
Investing in Ideas 2	0.78
Our Place	0.60
Great Ideas/ Single Awards	4.00
EU Financial inclusion	10.00
New portfolio in development	3.25
	81.48

Approved budget
2015/16 £m

Wales programmes

Awards for All Wales	3.50
Community Asset Transfer 2	0.50
People and Places 2	17.80
Support Package	1.50
Valley's Steps	0.30
Budget for development of further programmes	4.32
	27.92

Approved budget
2015/16 £m

Northern Ireland programmes

Accelerating Ideas	1.00
Awards for All Northern Ireland 3	4.49
Reaching Out – Connecting Older People	1.35
Reaching Out – Connecting Older People D&SC	0.05
Reaching Out – Empowering Young People	1.70
Reaching Out – Empowering Young People 2	1.50
Reaching Out – Empowering Young People 2 ARR	1.00
Reaching Out – Supporting Families	16.04
Reaching Out – Supporting Families ARR	0.65
Safe and Well	0.20
	27.97

UK programmes	Approved budget 2015/16 £m
Fixers	2.00
Heroes Return 2	0.51
Improving Futures	2.52
Improving Futures evaluation UK	0.08
International Communities	15.00
Basic Online Skills	8.94
Accelerating Ideas	34.95
Manx Trust	3.00
	66.99
Total budget	698.03

Note that working titles are used in some cases and the names will be revised when we complete the build of these programmes.

This budget breakdown is produced before the end of the financial year so the figures are subject to further

adjustment, with Board approval, to carry forward any under spend that the year-end annual accounts identify in the 2015/16 grant budget. Additionally, as we develop our funding portfolio, the amounts allocated may be fine-tuned within the overall grant budget total.

Operating cost budget

Our key measure of financial efficiency is the share of our National Lottery income that we spend on distributing it, and we continue to manage those costs down.

We have budgeted to achieve a 5 per cent cost target for our core activities of processing applications and managing grants and a total operating cost budget of 7 per cent of National Lottery income (the balance is frontline support to grant applicants, recipients and to the public). The total budget for 2015/16 is therefore £52.4 million.

Savings were achieved in 2014/15 following an internal restructure and staffing levels were reduced by 128 in the year to 31 March 2015, which we will maintain throughout 2015/16.

A more detailed re-budget process is expected during the year that will incorporate a longer three year view and reflect the ambitions of People in the Lead.



Bob
"Farley"



The Aldingbourne Trust

Set up in 1978, the trust supports over 500 people with learning disabilities with housing, finances, accessing health services, work and training. Photos were taken at the Country Centre where people learn woodworking skills.

Monitoring our performance

We will monitor and report on our performance in implementing this plan through our corporate performance reporting framework.

We have identified six Key Performance Indicators for tracking our progress in 2015/16:

- At least 80 per cent of the total agreed grant award budget for 2015/16 is committed
- By year end the grants paid out to all our funded projects is within 20 per cent of the payments total we forecast
- Total operating cost expenditure (core and front-line costs) is within 7 per cent of National Lottery income
- We will process at least 91 per cent of funding applications within our published turnaround times
- At least 77 per cent of customers across the UK are satisfied with our service
- At least 92 per cent of grant programmes achieve their agreed effectiveness rating.

These priorities and targets will be reviewed during the course of the year to track the progress of our programme of change and further align them with the ambitions of the Strategic Framework 2015–21.



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