



**BIG  
LOTTERY  
FUND**

**CORPORATE PLAN  
2016-17**

**Cover: Guide Dogs Family Focus**

Young children with visual impairment can enjoy a range of activities tailored to their specific needs. The Family Focus project aims to aid these children's development and help them reach their potential.

# Introduction

**Last year, our Corporate Plan set out priorities for the first year of delivering People in the Lead. This year has seen the implementation of that vision through the launch of the new Scotland portfolio, the new People and Communities programme in Northern Ireland, and Create your Space in Wales – all of which showed how we can build on the strengths of people and communities.**

In England our Women and Girls initiative and Help through Crisis programme have enabled us to test new ways of working alongside grant holders, with the emphasis on building on people's assets and learning as we progress.

Learning as we go is very much the theme for the year ahead. Testing new ways of working and sharing experience from across our diverse portfolios will enable us to continue delivering our People in the Lead aspirations. It also helps to ensure that the systems and processes we use to make grants are proportionate.

We are also developing our role as a catalyst; the debate we have sparked on the 'Future of Doing Good' will inform how we develop our grant-making – but also help others to address challenges and develop new models for creating social value.

The Corporate Plan is an important touch point for us. It sets out the measures that help us drive continuous improvement in our grant-making and wider activity.

Our priorities this year build on those of our previous plan. Firstly, we need to continue to deliver our Strategic Framework, the means by which we make People in the Lead a reality, and to continue making grants to great projects – our core business. We will do this while keeping our costs down and also maximising the benefits to people and communities from National Lottery good causes money.

We must also continue re-thinking processes to be more proportionate and customer-focused, and developing our people and the tools they need to work to best effect.

This plan sets a range of measures and targets for these priorities, within the context of our Strategic framework. It sits alongside our Annual Report, which reports on what we've achieved over the past year.

**Dawn Austwick**  
Chief Executive

**Peter Ainsworth**  
Chair



**Carmarthenshire Association of Voluntary Services - Llanelli Multicultural Event 10**

This one-off event was designed to bring the community together and celebrate the diversity in the area. People were able to fully immerse themselves in workshops, music, and food, and try things they perhaps never had before.

# 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 – in 2016/17 we expect to award around £800 million.**

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 health, education, environment and general charitable purposes. Our role as steward of good cause 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 on our website here: [biglotteryfund.org.uk/ourpeople](http://biglotteryfund.org.uk/ourpeople)

## Our focus for the year ahead

We launched our Strategic Framework in 2015 – setting our intentions and approach for the Fund to 2021 in putting ‘People in the Lead’. It guides us in the choices we make and can be downloaded at: [biglotteryfund.org.uk/strategy](http://biglotteryfund.org.uk/strategy)

Our focus in the second year of the Strategic Framework is to further embed this approach in our funding and to deliver an ambitious programme of change across the organisation to test and implement new ways of working and ensure we have the tools and skills to deliver our vision.

We have set out three corporate objectives to ensure that we use National Lottery good cause money effectively and in line with our mission and Policy Directions from the Government. Each objective has practical priorities and targets for driving performance. We will monitor and report on our performance in implementing this plan through our performance reporting framework.

# Objective one

## Our statement

**We will deliver the Strategic Framework through implementing an organisational change programme that incorporates the six enabling strategies, whilst continuing to embed our guiding principles at every level of our business planning, decision making and delivery.**

## Our priorities

- We will redesign our core grant making processes to ensure that they are proportionate, efficient and customer focused and we will develop new funding programmes incorporating these improvements.
- We will invest in the development of our people so that they are able to confidently deliver against our principles.
- We will enhance our approach to digital in all aspects of our work, maximising the potential it offers us to be more human and connected and to catalyse learning.

## Annual target

- We will successfully deliver an organisational change programme aligned with the implementation of the Strategic Framework.

## Our principles are

# 1

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### **Confidence, not control**

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

# 2

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### **The strengths people bring**

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

# 3

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### **A catalyst for others**

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

# 4

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### **Simple processes, good judgments**

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

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### **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.

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### **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 better demonstrate the difference that our funding makes to people and communities and we will pilot a range of measures to support this. This will be underpinned by a grant making approach that focuses on being clear, simple, and proportionate and guided by appropriate data and evaluation requirements.**

## Our priorities

- We will develop a framework for measuring the coverage and reach of the work we fund. This will be an initial step to considering how we best measure impact across our range of funding.
- We will improve our infrastructure to support the effective identification and sharing of information that illustrates the

- impact of our funding, helps to share learning and supports us to make well informed decisions about the communities we support.
- We will refine our core data requirements so that the collection of customer data is proportionate and appropriate, whilst acting as a catalyst for others by using our data to better understand and share the difference that is being made from the use of lottery funding.
- We will encourage learning and we will test new ways of working in order to support individuals and communities to achieve their aspirations. This will form a key part of the development of our England and Wales funding portfolios in 2016–17.

## Annual target

- At least 77% of customers are satisfied with our service.

# Objective three

## Our statement

**We will maximise the impact of our funding by being flexible and efficient in managing our resources to ensure that we are an effective grant maker.**

## Our priorities

- We will manage our costs in delivering lottery funded programmes to be efficient and release as much cash for grant giving as we are able to. We will budget for costs not to exceed 7 per cent of our income.
- We will continue to provide a mixture of funding models in each portfolio that enable a wide range of applications from many and diverse communities to support a range of projects and programmes.

- Through our work to deliver our strategic framework we will define, develop and communicate our new business model ensuring that our approach reduces the extent of the resource we utilise in processing data and invests in resource for value adding activity supporting our applicants and grant holders.

## Annual target

- Operating cost expenditure (core and front-line costs) is within 7 per cent of National Lottery income.
- At least 85 per cent of the total agreed grant budget for 2016–17 is committed.
- We will process at least 95 per cent of our responsive funding applications within our published turnaround times.

# Grant budgets

Our budgets for 2016–17 are as follows:

	Approved budget 2016–17 £m
England	556.4
Scotland	97.7
Wales	41.6
Northern Ireland	31.9
UK	80.7
<b>Total budget</b>	<b>808.2</b>

The grant budget for each of our planned programmes in 2016–17 is as follows:

England programmes	Approved budget 2016–17 £m
A Better Start	1.8
ARR Advice Services Transition Fund	0.0
Ageing Better	0.5
Awards for All England 09	65.7
Building Better Opportunities	144.6
Commissioning Better Outcomes	27.4
Growth Fund solicitation – MDF	1.0
HeadStart	65.4
Help through Crisis	4.0
Multiple and Complex Needs	0.2
Parks for People	13.7
Reaching Communities	200.0
Reaching Communities Buildings	23.7
Talent Match	1.2
Budget for development of further programmes	7.2
	<b>556.4</b>

Scotland programmes	Approved budget 2016–17 £m
Awards for All Scotland 2014	9.0
Business Support Arrangements	0.8
Capital Mentors ARR	0.4
Community Led Large	2.5
Community Led Medium	7.8
Digital Communications ARR	0.2
EU Financial Inclusion	9.5
Growing Community Assets	1.1
Improving Lives Large	9.8
Improving Lives Medium	13.8
Investing in Communities 2: GCA	13.3
Investing in Communities 2: LT	9.9
Investing in Communities 2: TFL	14.4
Investing in Ideas	0.8
Learning ARR	0.4
Our Place	2.5
Young Start	1.0
Budget for development of further programmes	1.0
	97.7

Wales programmes	Approved budget 2016–17 £m
Awards for All Wales 09	3.5
Community Asset Transfer 2	4.4
Create Your Space	6.4
People and Places 2	18.1
Rural Poverty	2.0
Support Package	0.2
Third Sector Support	4.0
Budget for development of further programmes	2.9
	41.6

Northern Ireland programmes	Approved budget 2016–17 £m
Accelerating Ideas	2.0
Awards for All Northern Ireland	4.5
Empowering Young People	9.4
Empowering Young People ARR	0.9
Impact of Alcohol NI wide	0.6
People and Communities NI	10.0
Reaching Out – Connecting Older People	1.6
Reaching Out – Empowering Young People	2.4
Small Grants Campaign Work	0.5
	31.9

UK programmes	Approved budget 2016–17 £m
Accelerating Ideas	56.0
Basic Online Skills	6.7
International Communities	14.0
The People's Projects	4.0
	80.7
<b>Total budget</b>	<b>808.2</b>

Note that the titles for new programmes are draft, and may change when each programme is launched.

This draft budget breakdown is produced before the end of the financial year and is subject to further adjustment, with Board approval, to carry forward any under spend that the year-end 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. Grants budgets may also be varied with Board approval in response to changes in Lottery income.

# 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 an operating cost target threshold for core administration costs of 5%, with a further 3% for frontline support to grant applicants. We have budgeted to achieve a total operating cost budget of 7 per cent of National Lottery income. The total budget for 2016–17 is £51.8 million.

Savings were achieved in 2014–15 following an internal restructure. Staffing levels have been maintained through 2015–16 although we have further reduced our total spend on operating costs. Efficiencies will be sought during 2016–17 in our core processes in order to invest in appropriate resource in added-value areas of our work to reflect the ambitions of People in the Lead.



### **Pedal Power**

This project uses cycling to bring communities together and help people live healthy and happy lives. Anyone of any age or ability is welcome to take cycling lessons or join in the cycling events.



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