



Mental Health Foundation

# Big Lottery Fund Corporate Plan 2018-19



**NATIONAL  
LOTTERY FUNDED**

## Our vision: People in the Lead

We believe people should be in the lead in improving their lives and communities. Our approach will focus on the skills, assets and energy that people can draw upon and the potential in their ideas. We feel that strong, vibrant communities can be built and renewed by the people living in them – making them ready for anything in the face of future opportunities and challenges.

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Passion4Fusion

## Our principles

### **Confidence, not control**

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

### **Simple processes, good judgements**

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

### **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.

### **Shared direction, diverse approaches**

We value the diversity of communities we work with across the UK, are consistent in the quality and opportunities we offer, and support people 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.

## Our goals

### Goal 1: Excellent grant making

We will distribute National Lottery money to support people and communities to improve lives, allowing them to build on their ideas, skills, assets and energy. This will allow people to develop great ideas without complicated processes and work with us in a way that supports them best, allowing them to make a difference.

### Goal 2: Being a catalyst

We will be more than just a funder, providing insight and expertise in the wider funding landscape by sharing knowledge and information. We will connect people and organisations together to ensure that they can learn from us and from each other.

## Our corporate objectives

### Objective

1. Communities across the UK recognise the strengths they have and can build upon these to achieve their shared ambition

2. Communities of all kinds are more joined-up, helping them to succeed on their own terms

3. The UK has a vibrant and active civil society in which diverse groups thrive

4. The National Lottery is widely valued for enabling all communities across the UK to realise their ambitions

5. Big Lottery Fund is trusted, efficient, sustainable and modern

### Demonstrate progress through

- Percentage of grant holders who agree our approach helps them reflect on their strengths and achieve their ambitions
- Evidence that our grant makers are connected to their communities
- Application processes which help draw out organisations' strengths

- Percentage of grant holders who agree we help join organisations up
- Evidence and success of convening
- Analysis of key word tags on funded projects: grants which promote partnership

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- Diversity of applicant organisations

- Percentage of stakeholders who name The National Lottery when asked about organisations which give money to good causes

- Cost threshold
- Percentage of stakeholders who agree we are a trusted organisation



# Making it happen

Our corporate priorities are set out below. For each, we've given an indication of the projects/activities we'll be delivering.

## 1. People's experience of our funding

We want to make sure that everyone knows about, understands and can access our funding. Our staff will be better connected to their communities and we'll use our customers experiences and insight to guide our decisions.

### Small grants

We will complete the roll out of an online application process for grants under £10,000.

### Standard product

We will continue to improve the experience of applicants and grant holders for grants of over £10,000.

### Partnership product

We will continue to improve the experience of applicants and grant holders for grants that enable joint action.

### Property and mobile working

We will make sure our people are close to the communities they serve, and have the right space and technology to do their jobs successfully.

### Customer insight

We will enhance our understanding of the needs and wishes of people, communities and stakeholders to inform our decision-making.

## 2. Supporting Civil Society

Working with partners from across Civil Society, we'll encourage and support organisations to be generous as leaders and peers; improve the way they use data and evidence in decision making; develop their organisational and financial resilience; involve people in communities; be more digitally savvy and connected.

### Sector Support Strategy

We will publish our Sector Support Strategy and an action plan for activities across the Fund.

## 3. Knowledge

We make thousands of grants every year and we want to help our grant holders share what they learn from their work. Helping to facilitate and encourage this peer-to-peer learning is an important part of us being a catalyst in civil society. We also want to make sure that our people have the best possible information to inform their judgement when making grants. We'll make sure we understand the local context of the communities we work with as well as what we, and previous grant holders, have learned and that we use this when making decisions about grants.

### Peer to peer learning

We will establish a whole fund approach on peer-to-peer learning and link this to our work on having a more joined-up approach to convening.

### Knowledge bank

We will build a knowledge bank so that staff are able to access the knowledge we have across the Fund to inform their judgements.

### Supporting teams to succeed

We will have the right tools, training, systems and process to support our teams to succeed, and to ensure that we continue to be compliant with our regulatory obligations.



Glasgow Gladiators

## 4. Digital

The Fund lives in a digital world, where an ever increasing majority of people are online all the time. We are working to both ensure that our services meet the needs and expectations of a connected public, and to ensure that civil society is able to take on the challenges presented. Our work in supporting the sector covers how we will encourage the development of more digitally connected and skilled civil society organisations as well as areas for action internally.

### **Web and social media presence**

We will develop our digital presence so that more people will hear about the great work the Fund supports and find it easier to access our services.

### **Grant management system**

We will be able to administer grants through more usable, less costly and more flexible technologies.

### **Grant making**

Our Sector Support Strategy will include an enhanced digital infrastructure.

## 4. Environment

The Fund is committed to managing the environmental impact of our own organisation and supporting communities to do the same. We'll do this by minimising our own carbon consumption and waste production and providing proportionate support to inform and inspire people and communities to take positive actions where they can.

### **Carbon footprint**

We will minimise our carbon footprint and use an offset approach to recover any net CO2 production.

### **Green grants**

We will support our applicants and grant holders to consider and implement measures that support the environment and minimise any negative environmental impacts. We will seek the right environmentally focussed projects to support.

## 6. Equalities

We are committed to advancing equalities and celebrate the rich diversity of communities across the UK. This is a fundamental part of who we are and what we do. As the biggest community funder in the UK, we have a unique opportunity to support a more inclusive society and ensure our funding is accessible to all communities, responding to what our customers tell us and removing barriers that prevent people from applying, or impact on their chances of being successful.

### **Diversifying proposals**

We will enable people to apply to us for funding in different ways, reach out to groups who haven't engaged with us before and ensure that our funding reflects the diverse ways in which organisations can realise the principles of People in the Lead, recognising barriers that some groups and communities face. We'll have a whole fund plan so that we can all learn from each other's practice on this.

### **Inclusive workplace**

We will be an exemplar employer, where our staff reflect the diversity of the communities they serve and feel empowered to advance equalities in their work, champion diversity and inclusivity and are reflective of the communities we serve (and this is demonstrated in our demographic data).



## 7. Strengthening the link between The National Lottery and good cause funding

The incredible work we fund is only possible thanks to National Lottery players, and we want to make sure that communities understand the impact that National Lottery funding has on the things that they care about. To achieve this, we'll continue to develop and improve the Fund's brand, ensuring it aligns with the wider National Lottery family, and ensure that is reflected in a series of high profile grants including The People's Projects and The Big Lunch initiative.

National Lottery branding. We will more closely associate our branding with The National Lottery, and revamp our stakeholder engagement strategy and strategic communications plans to maximise opportunities to showcase the impact of National Lottery funding.

## 8. Relationships and networks

Every day we talk to amazing and inspiring people. We know that we have a responsibility to help network great organisations and people so that they can learn, share and collaborate on the issues that matter most to them. To do this we're going to focus this year on how we can make the most of our power to convene, underpinned by new or refreshed local engagement strategies for each regional hub and national office.

### Advisory groups and convening

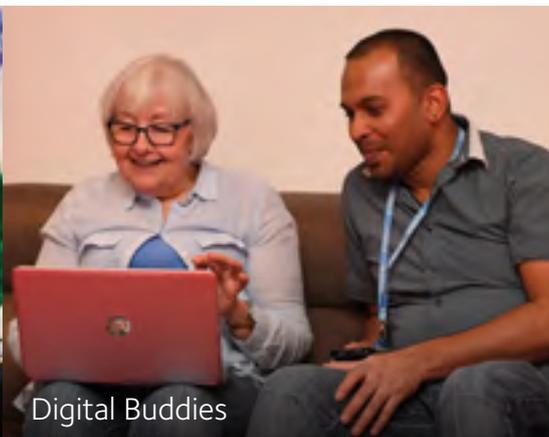
We will bring organisations together to learn from each other, inform our work and discuss the issues which matter to them. We'll do this in a more joined up way so that we have coherent messages and can make the most of people's time.

### A great place

We will make sure that our people feel that Big Lottery Fund is a great place to work where they can develop their careers and will be recognised for their achievements.



Nothern Ireland Youth Forum



Digital Buddies



The Food Chain

## Get in touch

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