

# **CRONFA LOTERI FAWR BIG LOTTERY FUND**

## **MINUTES OF THE FORTY THIRD WALES COMMITTEE MEETING**

Tuesday 5<sup>th</sup> December 2017

Ladywell House, Newtown, Powys, SY16 1JB

### **In Attendance:**

Adrian Webb (Wales Chair)  
Rona Aldrich (Wales Committee Member)  
Sian Callaghan (Wales Committee Member)  
Rob Pickford (Wales Committee Member)  
Rita Singh (Wales Committee Member)

Ruth Bates (Head of Communications)  
Awel Jones (Corporate Team Leader (Governance) - minutes)  
Andrew Owen (Head of Funding)  
Rob Roffe (Senior Policy and Learning Manager)

Kate Andrew (Head of Finance (Grants)) - Item 11 only  
Sophie Barrett (Grants Accountant) - Item 11 only  
Graham Brand (Policy & Learning Advisor) - Item 9 only  
Derek Preston-Hughes (Funding Manager) - Item 9 only

### **1.1 Chair's welcome and apologies for absence**

1.1.1 The Chair welcomed all to the meeting. Apologies were noted from Lara Ramsay.

1.1.2 The Chair raised that a number of staff are leaving the Wales directorate following the restructure, including Lara Ramsay and Adele Davies from the Wales Senior Management Team. The Committee wanted to thank those leaving for all of their work and commitment to the Fund during their time.

### **1.2 Review of Minutes of the Wales Committee meeting held on the 8<sup>th</sup> September 2017 (WBM 17/31) and Matters Arising**

1.2.1 Committee confirmed that the minutes were an accurate reflection of the previous meeting and they were signed off.

1.2.2 The Chair raised the outstanding matters from the previous minutes and an update was provided as follows:

- Item 2.1 - RR provided a further update on the lessons learned from the Communities First Report. Committee noted that they would like a further update to summarise the implications of the closure of Communities First and the potential impact on the Fund - **Action RR**
- Item 2.1 - JR provided an update on the Wales directorate restructure. It was noted that all request for voluntary redundancy have been accepted resulting in a number of the Fund's staff leaving at the end of December. Adele will leave at the end of January to allow time to conclude the Wales business plan and Funding Managers, Tina Cottrell and Deane Clements will leave at the end of March to

conclude the work on the Community Asset Transfer programme and Coastal Communities Fund. The Fund's two week consultation on the proposals for our UK wide Employment Framework, which focuses on our new pay model, has now come to an end. Union members have now begun the process of balloting on the proposals and the results will be looked at before Christmas.

- There was a discussion among Committee following John's update on the Wales restructure as members were interested to hear what staff morale is like due to these changes. The culture change of 'People in the Lead' was discussed and the importance of balancing between functional work and regional work was highlighted. Committee requested that John keeps members updated on the changes going forward - **Action - JR**
- Item 7.2 - Ruth extended an invitation for Committee members to attend the Senedd event on January 17<sup>th</sup> if they are able to. AW requested for Ruth to provide him with notice of timings and let him know if he needs to prepare anything beforehand. - **Action - RB**

### **1.3 Note of decisions made by written procedure**

1.3.1 The approval of the Big Lottery Fund bid for the delivery of the Welsh Government's Landfill Disposals Tax (LDT) Communities scheme was made by written procedure.

### **1.4 Declarations of Interest**

1.4.1 Rob Pickford declared that he is now elected as Chairperson of Wildlife Trust Wales for information.

## **2. Director's Overview (WBM 17/32)**

2.1 John Rose highlighted the main points of the Director's Overview paper, including discussion on the below:

- The Committee discussed the need to meet with ministers following the creation of additional ministerial posts and changes to existing Cabinet secretary posts. John noted that we have recently refreshed our stakeholder strategy and meetings with Leanne Wood, Ken Skates and Lesley Griffiths are scheduled for January. AW requested that he and John arrange a joint meeting with Dafydd Elis Thomas. RA also noted the need to meet with Minister for Welsh Language and Lifelong Learning, Eluned Morgan. - **ACTION - JR**
- The Fund were unsuccessful in the bid to tender to deliver the Landfill Disposals Tax (LDT) Communities Scheme. JR noted that our procurement team is in contact with the Welsh Government to seek further clarification as to why our bid was unsuccessful.
- At the last Big Lottery Fund Board meeting in September it was agreed that the Funding Allocations for the countries would be adjusted to more accurately reflect changing socioeconomic and demographic conditions. In Wales the impact is minimal and it will be introduced on a staggered basis.
- JR noted the improvement to lottery income in the last two months. It was noted that we will consider whether the budget for Awards for All and People & Places can be increased in the final quarter of the financial year.

### **3. Wales Portfolio Update (WBM 17/33)**

3.1 Andrew provided an update on the development of the Wales portfolio and highlighted the following:

- The first delegated decision meeting was held last week for People & Places 3 medium grants where panel members considered the assessments of three projects and one was awarded.
- The Helping Working Families programme was launched on the 22<sup>nd</sup> November.
- The Community Asset Transfer 2 (CAT2) programme will come to an end after the stage two awards will be made in February 2018.
- We have seen an increase in demand for Awards for All.
- There has been a difference in value of projects coming through for People & Places 3 where the amounts requested are smaller.

3.2 Committee were interested in how the launch of Helping Working Families went. Ruth noted that an event was held in Cardiff and Rhyl and both were well attended. A simpler tone of voice has been used in the materials and we have followed the Create Your Space programme and P&P3 with a more conversational approach.

### **4. Wales Portfolio 2015 - 2020: UK Board Update (WBM 17/34)**

4.1 Ruth presented the Wales Portfolio update which will be shared at the Board meeting on the 12<sup>th</sup> December. There was positive feedback from Committee on the way the paper was presented. Ruth noted that we will take learning from this paper and use the format for future papers.

4.2 AW noted that the rates of large grants are lower in North Wales. Ruth noted that we will continue to focus our outreach on this area. Committee also noted that this may be due to the greater diversity in funding sources available in North Wales.

### **5. External Environment: Horizon scanning (WBM 17/35)**

5.1 Rob Roffe presented the paper and highlighted the following:

- The Draft Budget announcement in October shows a challenging position for local Government in regards to transport, culture, libraries and environmental services with reductions in these areas.
- Further funding has been provided to tackle youth homelessness with capital funding going towards Cardiff, Newport, Swansea and Wrexham local authorities to increase the capacity of emergency night provision for rough sleepers.
- Recent discussions with the Older People's Commissioner's office have highlighted concerns over potential proposals to regulate advocacy services. - Committee requested for us to keep informed on the proposals. - **Action - RR**
- In September the Welsh Local Government Association's Rural forum agreed to develop a growth plan, in conjunction with the growing Wales partnership.
- As a result of the Welsh Government's shift in emphasis on the empowerment agenda, there is now considerable scope for us to help inform and shape the development of their proposed Asset Transfer event.
- We have now received the draft Future of Doing Good (FODG) report from the Bevan Foundation. This will be made available on the website later in December and we will send a link to Committee members. There will also be a spread in the

Bevan Foundation's Exchange magazine in February. - There was discussion among Committee on the findings of the FODG report.

- We have received feedback for some P&P applicants on the strength-based approach. They indicated that engaging with vulnerable beneficiaries can be difficult. - Committee noted the need to challenge yet support organisations to find different ways to engage with beneficiaries.
- The closure of Communities First and its effects on community income and the possible demand on us.

5.2 Committee noted the need to work selectively with Local Authorities and PSBs who are willing to work closely with the third sector. JR noted that these Local Authorities and PSBs will be identified as we begin to work more regionally.

## **6. Third Sector Sustainability update (WBM 17.36)**

6.1 Rob Roffe presented the paper which updates on our ongoing focus on third sector sustainability. Rob invited Committee to consider the Fund's role as a convener and catalyst in regards to what we can bring to the Sustainability agenda, and to provide their thoughts on the next steps as highlighted in the paper.

6.2 Committee raised the following key points in their discussion:

- Financial resilience of projects - longer term support might be needed for projects beyond the duration of our grant funding. It was questioned what support might organisations need if their original plans for sustainability don't come to fruition.
- The Committee questioned whether the review of Third Sector Skills needed to happen first as it will inform this work.
- The Fund should work with others regarding the sustainability agenda, which might be best led by third sector representative bodies.
- The target audience should be considered in developing any proposed research.
- Concerns over the 'third sector academy' for trustees as proposed by the Bevan report. Retention and recruitment is an issue and this may make both more difficult.

6.3 Committee highlighted the need to take our time with this to clarify the purpose of the research and the potential of co-designing with key partners such as the WCVA, Welsh Government and other lottery distributors. Committee also stressed the importance of it being more about the sustainability of outcomes for Communities, rather than sustainability of organisations for their own sake.

6.4 The Chair posed a series of scenarios for the proposed research as follows:

- A focus on how the Fund can apply its own expertise to help organisations to financially sustain themselves
- Better understanding of how we could financially support the third sector to address leadership and skill gaps. - Help our staff to identify projects to support as we work regionally.
- Engaging with other organisations and looking at their views on the agenda, as well as influencing the way Welsh Government thinks about sustainability.

6.5 The Chair concluded the conversation by suggesting we consider the following prior to committing additional resources.

- Conclude and report of the review of our Third Sector Skills programme
- Consider the Funds aims and our role
- Undertake Engagement with the third sector recognising the diversity of the sector
- Considering the policy agenda

## **7. Equalities progress update (WBM 17/37)**

7.1 Rob Roffe presented the paper which updates Wales Committee on the progress made in relation to Equalities in the past year and outlined actions to take forward our equalities priorities next year. RR invited Committee to approve the proposed actions and provide an additional steer on engaging with BAMER communities and to make suggestions on potential strategies and approaches.

7.2 Committee raised that we may need to work with disability focused organisations differently in future to reflect a more people led approach.

7.3 Committee also raised potential tensions between some organisations who may see one another as competitors, and questioned how the Fund might address these tensions. It was noted that we may need to consider whether unconscious bias exists in our processes and ways of working. This will require us to consider whether we need to work with organisations in a different way which meets their needs.

## **8. Wales Media & Communications Update**

8.1 Ruth Bates presented the Wales Media & Communications update and highlighted the below key points:

- Two of our projects have received awards at the UK National Lottery Awards. One of these were the Welsh language Magi Ann project which won the title of Best Education project award.
- Good table discussions were held at the Community Voice event in Merthyr which are captured in the report.
- We have had further engagement with AMs and MPs through multiple meetings, project visits and funding fairs. Our Funding Officers are taking more of a lead on providing funding advice as we work more regionally.
- We have seen good media coverage in the last quarter, including John Rose's slot on Radio Cardiff about the Fund and how grants could support small community groups and BAMER groups in particular.
- We organised a professional photo shoot at four of our projects, varying in grant sizes and themes including health, older people and community inclusion. The images will be used for publications, press work and in our social media content.
- We have mapped out Funding events with CVCs to correspond with our regional structure.

8.2 The Committee raised the following:

- To get in touch with Sinead Henahan from the People & Places Committee to feed into the Community Voice report - **Action - RB**
- The potential to look at new social media channels such as snapchat and Instagram. It was noted however that there needs to be a purpose for this.

*Derek Preston-Hughes and Graham Brand joined the meeting*

## 9. Community Voice ‘deep dive’

9.1 Derek Preston-Hughes raised some challenges from the programmes delivery model including:

- The portfolio approach of the programme being quite resource intensive.
- Difficulty as staff in some of the CVC’s were only employed during the development grants which led to a break in continuity.
- Most applicants only requested 4 years of funding although 6 years was offered.
- Challenges with FMS which caused difficulty with the review and release of payments.

These points were considered as learning for future programmes and it was noted that it was an overall positive experience during grant management.

9.2 Graham Brand noted the background of the programme highlighting that it started in related back to the ‘Making the Connections’ agenda and was designed to support the voluntary sector and communities to have an opportunity to influence the services they receive.

9.3 GB went on to note that the programme hadn’t been as successful as hoped in achieving its strategic aim of a more systemic improvement to citizen centred services due to a number of factors including reduced public sector budgets. There were successes in some Local Authorities such as Anglesey with organisations such as ‘Medrwn Mon’ demonstrating significant success in engaging the local authority.

9.4 The event recently held in Merthyr Tydfil provided an opportunity for the CVCs and projects to discuss learning as the programme came to an end. The event was well attended from those in the area, including the Chief Executive of Merthyr Council who showed clear commitment to the agenda. However there was limited representation from other Local Authorities. Learning from the event will be circulated to stakeholders and put on our website. A link will be sent to Committee members - **Action - RR**

9.3 Committee considered:

- We may have been unrealistic in our expectations about the programmes strategic ambitions but we were right to be ambitious in our aims.
- It would be worth looking if this could be added to the agenda of the WLGA annual conference. **Action - RR**
- It was noted that it would be worth seeking further opportunities to promote the work to Local Authorities with a clear interest in citizen engagement.

*Derek Preston-Hughes and Graham Brand left the meeting*

## 10. Wales Committee Forward Work Programme (WBM 17/38)

10.1 Rob Roffe presented the emerging forward work programme for Wales Committee between now and June 2018 and invited Committee to make suggestions on future topics of discussion or agenda items.

10.2 The Committee requested the below:

- Update on Communities First at the next meeting in March and the implications on the Fund

- Update on Brexit Implications at the strategy meeting in April
- To keep Committee informed on the Sustainability agenda.

*Kate Andrew and Sophie Barret joined the meeting*

## **11. Finance Update**

11.1 Kate Andrew and Sophie Barret presented the grants budget progress report for the period ending 31<sup>st</sup> October 2017. Key points highlighted where:

- Options for use of the 2017/18 unallocated funds
- The effects of changes to country shares

11.2 JR raised the potential increase to the Awards for All and People & Places programme budget. KA and SB confirmed there are no concerns with this depending on the amount the budgets will be increased.

**Action:- AO to review 2017/18 grant budget and if required submit a request for changes by written procedure.**

## **12. Feedback from Corporate Meetings**

12.1 Adrian Webb provided feedback from the previous UK Board meeting in September, noting the following:

- The Board attended project visits in Glasgow and attended a stakeholder session where they discussed the Funds approach on 'People in the Lead'.
- There was discussions on the environmental reports. The Fund is doing well in reducing our carbon footprint and becoming carbon neutral as we are getting into offset.

12.2 There was no update from the Audit & Risk Committee as Adrian had to send his apologies for the previous meeting.

12.3 Sian Callaghan provided an update from the previous UK Funding Committee and noted that the following was discussed at the meeting:

- Some legacy projects would be wound down as the defined period of funding is coming to an end.
- Funding for The Big Lunch had been agreed.
- The Tenovus cancer care project has now been referred to the England Committee. It was highlighted that the project was intended be delivered in England.

## **13. Update from other portfolios**

13.1 John Rose provided an update from other portfolios noting that the people's portfolios are similar in all countries. All countries are reflecting 'People in the lead' in their programmes and continuing to honour existing commitments. As well as the People in the lead report that has been recently completed for Wales, all countries will be completing their own report. The committee agreed that in the future we should consider "deep dives" into other portfolios in order to increase understanding. **Action:-JR**

## **14. Any Other Business**

14.1 Sian Callaghan requested that the papers for the People & Places Committees can be sent on Convene for those who have access it as they are with Wales Committee meetings.  
- **Action -AJ**