



Bristol City Funds Governing Board

Friday 18th May 1400-1600 at Senate House, Tyndall Avenue, Bristol, BS8 1TH

Present: Ololade Adesanya, Ian Barrett, Nishan Canagarajah, Peter Morris, Ed Rowberry, Kevin Slocombe, Andy Street (Chair), Sue Turner

In attendance: Taylor Meagher, Di Robinson, Jo Sunderland

Apologies: Catriona Tully, Sandra Meadows

1. Welcome & introductions

Apologies sent from Sandra.

2. Declarations of interest

Taylor is waiting on forms from Kevin, Ololade, & Nishan.

3. Minutes of Previous Meeting

Everyone was happy with the level of detail for the previous minutes. There were only 2 clearly mentioned actions:

Action 1: Detailed work on the rules and composition of the Funding Priority Groups to be included in Cat and Di's update paper for the next Board, along with how they relate to the Governing Board.

Cat and Di will provide an update of this later in the meeting.

Action 2: Any more questions on the communications papers can be tracked and sent back to Taylor throughout the week and then Taylor can collate responses and send to Jo.

Completed.

4. One City Plan update

The City Office has put a halt on any more incoming ideas and suggestions and is now using the next few weeks to clearly outline the Plan. It is clear that the timeline is a guide regarding the city's priorities. Susan Milner's post as Interim Director of Public Health has been



extended until the end of the year. The One City Plan needs to be a focus on short term goals that we can take into the future.

Key City Partners will go through the One City Plan after the City Gathering on the 8th June to decide on which key priorities we as a City should take forward. The City Office can then develop a working document by the end of 2018 that can go out for wider consultation. Sue Milner and Kevin Slocombe will jointly lead the One City Plan work until the end of the year and together bring in key City stakeholders. A lot has been learnt and we want to take the lessons forward after June 8th. The City Funds won't fund all areas of the One City Plan, as the Plan has over 100 ideas and goals, and lots of things the City Funds aren't being linked to, it may just feed into it. A great thing about the City Funds is that it has been successful in bringing people together. The One City Plan has gone out to Bristol City Council internal boards to try and spread the word within the Council and key strands will go forward after June 8th in a more organised way as we have had the time to gather all ideas.

Key points from the discussion:

- A lot of lessons have been learnt in developing the One City Plan so we need to be confident in our 3 priority groups and not act prematurely.
- On June 8th we can inform people that the City Funds Governing Board has been formed, the way that we work, what our role is, who is on the Board, and that we have a logical transparent way of working.
- There is a concern that the journey so far has only been with larger Funders/Investors who may be more comfortable putting their money in if there is a clear One City Plan that is linked with the City Funds. We need to ensure that we continue our work and progress the Funding Priority Groups so the momentum isn't halted by having to wait for the One City Plan.
- Currently there are two strands in the One City Plan that are quite advanced, the Inclusive Employment Strategy fits well with what's in the Plan, and within communities there is an agreed document and a meeting with Power to Change soon where we can agree as a Council how we will be going forward regarding Community Initiatives.

Action 1: Andy and Kevin to look into links with the City Office and City Funds so there is clear process to ensure regular interface and communication.

Action 2: Taylor to invite Ololade, Ed and Andy to the One City Plan meeting with Di and Cat, Tuesday 4pm at City Hall.

5. 8th June launch plan

A draft agenda has been developed by Sue Milner and Victoria Bleazard and shared with Cat. The final agenda still needs to be signed off by Marvin.

Key points from the discussion:

- Andy is happy to give an introduction on the City Funds and the processes we have gone through to get to where we are now. It would be helpful to provide broad comments about the opportunities relating to the City Funds in a way that gives confidence that they aren't just ideas, there are real opportunities.
- We are currently on the draft agenda for the 8th June as being a 'group in action' so we should show people we are testing out priority groups and we could ask Sandra to show how our work could reflect in Bristol at a community level.
- Voscur is a key organisation in the community sector and Sandra could potentially talk about how lack of funding exacerbates City challenges, and how the City Funds can help.
- It needs to be clear that we are not providing funds directly to Voscur, or any organisations of the Board members, we are creating systematic and transformational change through the Funding Priority Groups. It was therefore agreed that we should be using the correct language provided by Jo in the Communication plan and the list of 'timeless messages'.
- There were very good ideas in the video script that Jo presented at the last Board meeting.
- It is great to get the key principles and messages ready for the 8th June and onwards. We would like it to be clear that we are testing 3 pilot Funding Priority Groups so whoever is discussing the City Funds on the 8th needs to be able to discuss all 3.

Action 3: Kevin will update the draft agenda for the 8th June and allocate the City Funds more than 10 minutes as it was felt by the Board that 10 minutes was not long enough.

Action 4: Andy, Ed, Sue, Sandra and Jo to meet after the Funders Review group on Wednesday 23rd to discuss the messaging on the 8th June.

6. Funding Priority Group composition and Terms of Reference

A whole variety of work has been undertaken by Cat and Di regarding the structures and processes for the Funding Priority Groups, meetings as recent as yesterday have helped to clarify the structure so the papers being presented are rough versions.

Cat went through the papers relating to the City Funds Process. We don't yet know which priorities we will choose from the One City Plan or if we are keeping the 3 we are currently testing, but new priorities may be chosen in time. If we were to focus on 3 priorities, the next proposed step would be that the Governing Board convenes potential funders to see if their objectives align with the Funding Priority Groups objectives, and in principle would they want to fund us. We could 'filter' funders and gather a shortlist of who wants to be involved, this would then go to the Board to approve the context. After the Board has decided and approved the Funding Priority Group we then set it up and decide on the purpose, objectives, practices, board members etc. In theory the process would therefore be; City



Plan > Priorities > Filter > Funders > Board Agreement > Funding Priority Group > Decide Specifics > Grant/Investment or both.

Question: do the Funding Priority Groups go out to their own networks to state they have funding and to then gather expressions of interest?

The second paper presented by Cat brings more detail regarding community initiatives. We are here to say City Funds places a lens on a particular purpose e.g. multi-impact and sustainable investment, which differs from other organisations. If it meets our priority, what do the Funding Priority Groups need to make progress; is it capacity, building support, business models, legal support, bodies on the ground etc.?

Key points from the discussion:

- Every meeting seems to state the focus on inequality, which is key but should not be our exclusive focus. The papers need to reflect the environmental and sustainability aspects as well. It was agreed that the focus on the environment came out well in the previous minutes, but was not reflected in the papers, they should therefore be amended.
- As long as we have the messaging aligned it can be cross-transferred.
- The role of the Governing Board is to identify Funding Priority Groups, potentially using key priorities from the City Plan, and then to talk with Funders who can feed back to us. We want to engage businesses and investors and get them excited about the potential funding group to see if there is interest. We won't have a clear investment plan from the start, the role of the Board would be to talk to funders and see if there is an interest.
- We should have regular meetings with the Funders in parallel with Board meetings so we are in tune with what they are likely to fund.
- The Governance Terms of Reference are quite clear about the Board setting the Priority Groups and engaging with Funders, the Funding Priority Group(s) would then test their own fundability and see if they can come up with clear plans and objectives which the Board can then approve.

There was in-depth discussion around the structure of the Governing Board and what their exact roles should be vs the role of the Funding Priority Group members. It was agreed that there doesn't necessarily have to be a clear database of who has said what to every funder or organisation, as there will always be work going on in the city and people approaching others. We may find that larger funders are holding onto their money whilst waiting for truly strategic initiatives to emerge and once a Funding Group has been developed they can offer a great initiative for funders to get behind. We need to feel comfortable that businesses can get engaged and there needs to be an element of consultation during the early stages.

It was agreed by the Board that their role is to identify and agree priorities which includes starting preliminary meetings for local and wider Funders to ensure in principle if they are likely to be engaged and get on board. Some sub-groups will be led by Sue or Ed if they are



related to Charity/Grants or Investments, respectively, but other Board Members will take a lead at meetings depending on their expertise. We should start to progress now with the priorities as the framework is solid enough, we shouldn't delay any longer. Sub-groups can be initiated by members of the Board to approach businesses and organisations, being led by whoever feels they have the experience and knowledge in that area, these teams are to be structured and minutes taken.

- The Community Initiatives priority is broken down into 3 sub-groups, but the Funding Priority Group will be for the broader Community Initiatives, not smaller individual groups such as anchor organisations.
- It will be the Board's responsibility to write a brief for potential Funding Priority Group members stating what their role will be and what the Group is about. We will need a standard inclusive advert for the Funding Priority Groups and we will need to have a Terms of Reference developed for each group. In the Governing Board terms of reference it states that Funding Priority Groups are to be no larger than 8 people unless agreed otherwise by the Governing Board.
- Sue offered to write a draft Terms of Reference for No Child Goes Hungry (with review and input from Andy); Kevin and Nishan would like to write the Inclusive Employment Terms of Reference. The Board would like a pro-forma developed for the Funding Priority Group Terms of Reference so they all follow the same template. Aspects to include; background, key issues, group role. Sue volunteered to put together a brief outline for this.
- The City Funds is about additionality, we aren't setting up groups to help people already doing the work; we are looking to fill the gaps and attract further investment.
- Any gaps in our expertise for deciding a Funding Priority Group can be filled by others on a pro-bono basis. Cat would like everyone to think about resourcing and if there is enough resources in place to do the role.
- We need to be open and honest about challenging ourselves and being clear if we don't have time or capacity, we can source information through interns etc. let's not have this opportunity constrained.
- Is the City Funds encouraging organisations that are already on the ground, to join up and have an overarching approach to achieve systemic change? Feeding Bristol was designed for this purpose and changes have been put in place to achieve systematic change and to create a real game changer. It was agreed that Funding Priority Groups should facilitate this.

Action 5: Sue to draft a template Terms of Reference for all Priority Funding Groups that can be adapted.

Action 6: Sue to develop a draft Terms of Reference for 'no child goes hungry', with input and review from Andy.

Action 7: Andy to ask Sandra if she would like to write a draft Terms of Reference for Community Initiatives based on Sue's template.



Action 8: Kevin and Nishan to work with Nick Sturge to draft the Inclusive Employment Terms of Reference based on Sue's template.

7. Communications Plan

Jo provided an update on Community Engagement and where we are currently. We don't want any misunderstanding of what we are asking people to do; given that we aren't formally launching on June 8th should we launch during the Business West Launch in September? Marvin could potentially provide the introductions.

Some things to think about: Do we want everyone to be involved in fundraising/volunteering? Do we have Board members advertising these opportunities? We need a wide engagement base so should we have a mediator? What are we asking businesses to do at this time? We have bought the domain for the website, what are we using the site for? An A5 postcard is to be designed and handed out during the City Gathering to ask about involvement, but are we asking for volunteers? How are we measuring pro-bono time?

Jo has had lengthy discussions with CanDo Bristol and Neighbourly, CanDo Bristol have no roll-out strategy and Neighbourly have lots of experience and are very enthusiastic, but cost £10,000.

Key points from the discussion:

- The Board is happy if we can have Marvin attend the Business West Launch in September.
- CanDo Bristol has a tool we can use instead of paying someone to act as a mediator.
- Volunteers don't fit into the City Funds Governing Model; this group fits within the smaller Funding Priority Groups when they decide on individual projects. The Governing Board is about funding and finance. Pro-bono work can come through directly to the City Funds Governing Board but these are people with unique experience that can aide the Board.
- The Board shouldn't recommend other specific volunteering organisations such as CanDo or Neighbourly, if we have a well-represented structured group they can determine which route to use themselves.
- We shouldn't have a 'bank' or cohort of pro-bono people beforehand, we should wait for the need to arise. The basic message on the website is about funding not volunteering, only request help when we need it.
- Key messaging: we want money first and foremost.
- There will not be a press release pre-June 8th, but the City Funds can issue a press release linked with Marvin after the City Gathering which the City Funds will feed into.
- We need to involve people and key Bristol themes in the logo, and make sure the logo has 'stretch' to expand for other people to use our model.
- There could be a holding page on the website ready for 8th June. The Board agreed to have their pictures on the website with a small bio.



Action 9: everyone to email Taylor with ideas for key straplines, Jo will then collate these and send out a Doodle Poll for the Board to vote.

Action 10: The second point on the timeless messages paper needs to change to show we are more focused on funds.

Action 11: Bristol Green Capital Partnership needs to be added to the communications presentation under business expertise and spend.

Action 12: The email address for City Funds will go out on the 8th June and in the post-event press release so Taylor and Kevin need to meet to talk about how we are managing this email address.

Action 13: Jo to liaise with the City Office Communications team regarding providing a section in the press release for the 8th June.

8. Any Other Business- none

9. Future Meeting Dates

Set date agreed by the Board as the 2nd Thursday afternoon of every month with the exception of the next Board Meeting which will be Friday 15th June 2-4pm, hosted by Andy Street at SLR Consulting.