



Inaugural Bristol City Funds Governing Board

Monday 23rd April 3.30pm-5.30pm at City Hall, Room 1P08

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

In attendance: Taylor Meagher, Di Robinson, Jo Sunderland

Apologies: Catriona Tully

1. Welcome & introductions

Please see attendee list at top of page, round table introductions; each person described their current role and why they were interested in being part of the board.

2. Declarations of interest

Forms sent out and completed before meeting. Taylor is waiting on forms from Kevin, Ololade, & Nishan. Any changes to interests in the future; Board are to be notified as they occur.

3. Governance overview

Using paper: 'who we are and what we do' as a supporting document.

Governance is critical, we are not a publicly constituted body but we should act accordingly. A list of principles was shared with the Board: 'The seven principles of public life' (Nolan Principles). We're not trustees, directors, public office holders; for example, for any investment funds that reside with BBRC, the directors of BBRC are the ones that would be legally accountable. The Governing Board is publicly liable but not legally. We still need to abide by data protection laws and confidentiality. We need to understand our role and define how we will bring money in and how funds will be distributed, as well as agree what is decided by the Funding Priority Groups. Internal document used by Quartet also shared around 'Charity Fundraising Protocol'. A charity number is critical and we will be using Quartet's charity number. Whenever funds or donations are raised they have to be used for that specific cause, we should therefore be cautious of our wording so that we are not under strict constraints.

Key points from the discussion:

- Regarding the Communications paperwork 'who we are' - are we too narrowly discussing inequality; thought that a key area being covered was mental health... our Communications should be broader.

- Same suggestion but regarding environmental aspects.
- Noted that on the Terms of Reference it states that every member of the Board needs to sign the agreement. A clean version was sent around the meeting for everyone to sign. Members would like to know what the structure of the Board and Funding Priority Groups looks like.
- It's difficult to come up with a clear description of what we are trying to achieve so great start from Jo for pulling together in such a succinct way.
- Would like to confirm that the audit trail that has selected people for the Governing Board comprises of the agenda and the signature(s) on the Agreement, nothing else needed at this stage (company house registration etc.)
- We don't have Companies House or Charity Commission registration, but we will still act and manage the meetings just as if we were registered.

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.

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.

4. One City Plan update and 8th June launch plan

The Council has consulted with contributors, stakeholders, and governing boards across the city. Lots of people have had an input, and the programme team is now working to shape a loose timeline. The first iteration will be released on 8th June. City partners are contributing, but the Council's Senior Management Team need to have more input. The Inclusive Growth strategy is now on its fourth draft and is back in circulation; probably won't be signed off by June. Currently the intention is that the City Funds will form a key part of the City Gathering. The One City Plan is so wide ranging that the key element will be the presentation of the City Fund and City Partner breakfasts. Not a great amount of detail is needed about the Funding Priority Groups for the 8th June, but we should demonstrate we have made good progress so far. There is a new acting Director leading the Council's resources, this is Susan Milner.

Questions were asked about the Health & Wellbeing Board, it was noted that a review had been undertaken and as a result it is being reshaped.

Key points from the discussion:

- Would be good to discuss the City Funds with the wider One City Plan partners to get them more involved so they feel a part of the process.
- It is okay if the One City Plan (OCP) identifies completely different priorities, as we can use our information to feed into theirs; if the OCP is one step behind in June then we can step in.
- OCP may source funds separate to the City Funds using their own Boards etc.

- With investigation regarding alignments, conditions need to be created now to feed longer term outcomes.
- Inclusive Growth Strategy and the position statement by UK Core Cities Group was considered a key part of the context for City Funds
- The Council has held a symposium on the Strategy, and gave people the chance to give their opinions. Lots of work still to be done on the most recent Strategy. It will go out to the city for wider consultation before submission to the Cabinet as an officially approved document.
- Referred to Section C of the Collaboration Agreement which states “City Funds has a target to raise significant funding to invest into areas of need, as identified by the City Plan”. In light of this, agreed legitimate to define the Priority Funding Groups before the Plan is progressed.
- The One City Plan may inform some of the work of the City Funds but we should revisit the wording because it won't inform all our work. If the One City Plan identifies key issues and we want to work with those then we can, but we can also choose our own priorities. The City Fund won't (and can't) fund the One City Plan.
- We currently have 2 generic priorities and 1 specific, but all 3 are very likely to align with the One City Plan.
- A key task is to evidence where the alignment sits with the One City Plan. If we use the term 'informed by' when referring to linkage with the One City Plan then it gives more flexibility.
- It's a two-way process, the One City Plan informs our work, but the City Funds also inform the One City Plan.

5. Choice of funding priorities - Andy - Support from Cat Tully/Di Robinson

Tasks for Di and Cat to complete: looking at principles of operation (how will it work?), pull all the discussion together, as well as from across the country and internationally, and also look at the key alignments such as the One City Plan and other data reports. This can include work with stakeholders and also shaping a risk matrix. Confirmation of priority initiatives - we want to be really clear why these groups have been chosen, where the evidence base for the theme is, and what the theory of change is.

Cat brings expertise regarding social investment and what a business plan would look like, and how you would measure this. Very specific work needed around community initiatives (3 parts: community led housing, assets, voluntary community/anchor organisations). Coming up with 3 prototypes to test it for robustness, and how they reflect the theory of change. What is the replicability? The funds will be applied project by project; if we work through 3 scenarios how long will it take to work through 10? Issues so far: who are we, do the funds encompass mental health and is it environmentally sustainable? On inclusive employment a lot of work still needs to be done but helpful conversations are happening.

Key points from the discussion:



- Is there a link with the original tasks set out by the City Office such as homelessness? Golden Key is working on this. Going forward we need to look at the ongoing work and the direction of travel towards broader pieces of work and thinking on new tasks.
- The challenge that Marvin addressed is that no child should go to school hungry in Bristol and this shaped thinking around breakfast clubs, but nationally there are bigger agendas that impact on Bristol as a sustainable city. The focus on breakfast clubs has now broadened into Feeding Bristol.
- There could be a City Office initiative which goes in a different direction. If 'no child goes hungry' becomes a City Fund focus the initial drive came from the City Office but the City Funds could be giving the support required to develop it into a much bigger initiative.
- City must provide catalytic investment and grants to see a fundamental change to provide food provision and supply across the city; we need to therefore do things very differently rather than simply do more of the same (foodbanks, etc.). We need to be able to judge in 5 years' time that we have made significant progress.
- The papers appear more about what is already happening, we need to understand what things will look like and the approach the City Funds will adopt.
- Agreed that it needs to indicate a clear strategy and ability to show change which is attractive to investors. If we're serious about addressing issues then we have to make some transformational choices; if we play around the edges we won't succeed and will just lose people on the way.
- Some of the bigger strategies feeding this conversation already exist, work is underway to pull the threads together to achieve a balance between what has been done and what is developing.
- Who does what? If big funders put money in to tackle issues, and business puts in CSR money etc. who is talking to funders and businesses?
- The view is that we need to get past first base in picking the priorities, at this stage it might even be just 1 priority. It will become more obvious in time how this develops - investment would require input from BBRC and grant funding from Quartet. The first requirement is to identify what we want as a Board and then select the correct form of funding (investment and/or grant).
- If businesses don't like the priorities we choose it is likely to be very difficult to get them on board. They will want to know clearly where their money is going. Mental health is likely to resonate with business.
- Quartet has data on grants made ending in March 2018 relating to where businesses want their money to go. A large proportion tends to be focused on children and young people, next is health and wellbeing, with a smaller proportion on other issues. A full analysis will take around a month to develop. For the City Funds we are not simply moving the same money around, this is about significantly increasing the 'pot'. Quartet has already spoken to 60 businesses over the last few months about what they want to support and why.

- When we use broad terms such as mental health we need to be clear on what the focus is given that it is so broad ranging. What can we do that is additional and different? Short term impact is great, but we have to achieve transformational change and therefore bring something different to the table.
- We need to be clear where we as a Board need to get to with each Funding Priority before handing it over to a Funding Priority Group. How much preparation do we need to do before handing it over?
- We have already made enough progress for 8th June, a wide number of city partners will be in the room that day and will want to have input. We need to carry out further work to be able to show that the priorities create systematic change.
- In terms of Di and Cat's work it might be good to have 1 or 2 detailed examples of where we could go rather than having a larger number of vague options.
- Around £200K has been put into work focussing on inclusive employment and some of this has come into Bristol and we should learn from it. The learning from this will affect Di and Cat's work.
- Needs to be clear that although Di and Cat are bringing things together this does not imply that they are providing the lead thematic thinking on this. This is the task of this Board and other leading 'thinkers' in the city. The role that Di and Cat have is to give observations and to identify gaps.
- Asked how the priority groups were chosen; Andy stated that the decision came from the breakfast meeting discussions which to a large extent do reflect the community and business. Whatever we present has to really engage not just business, but the whole city.
Where does the work of the Governing Board end and the Funding Priority Groups start? The work Di is doing will help make this clearer. We can review the methodology, such as marketability, additionality test, etc. for each Group and then confirm if the Board approves.
- Then on the 8th June we can consult with the wider city.
- What do we want on the 8th June, just a high level of interest? We want people leaving the room being glad they were there, and sensing that they want to get behind the Funding Priority Groups. We can then follow up with engagement and seeking financial support.
- Want people to leave the City Gathering feeling not simply that they want to be a part of this, but that they have something they can get out of it. People can become advocates and influencers regarding the key Priorities. Some may not want to support an initiative that is already happening.
- Inclusive employment would link to mental health and children's literacy.
- The information isn't there yet on this Priority, although there is some expertise currently feeding into this.
- Are there any materials that can be circulated regarding these issues so we can read into it more and understand it better? No child goes hungry isn't necessarily new, the paper doesn't deal with the strategic side.

- The paper can easily be developed to reflect the longer term systemic change that will be achieved through Feeding Bristol.
- The paper from Andy regarding no child goes hungry can be amended to reflect inclusive growth.
- There is national information around community initiatives and papers can be drawn up for each Priority.

6. Raising money for the City Funds

A. Investment and grant applications

Grants: £50K has been raised in total for the work being undertaken by Cat and Di (and others), but there will come a time when the money runs out. How do we keep the quality of work going? Big funders will dig into their pockets if we get it right.

Investment: encouragement from the social investment sectors and pension based sector, there is interest in what we are doing. Big Society Capital has asked to observe a board meeting. Access Foundation has talked about placed based funding. It is encouraging that we are at the start of this process, but big funders are clearly interested in Bristol.

B. Fundraising targets & activities

Some payments are now going into the City Funds 'pot' that were previously for the Mayor's Fund. Those donating were asked if they wanted to switch to the City Funds in a recent GDPR review.

It would be sensible to have a fundraising target so the Funding Priority Groups know what they are trying to achieve. Quartet has recruited someone who will be going out raising money and one of their roles is to discuss the City Funds.

Key points from the discussion:

- Who does the fundraising? If it's the Funding Priority Group(s), the difficulty is you may have conflict and competition between them; we need a single point of contact.
- One thought is we could start with the Board coordinating the Groups to stop people falling over each other so there is a consistent message.
- It should be the same few people going to the companies and asking for money and it could be Quartet and BBRC jointly; they will sit on each of the Groups.
- It's important for Communications to be involved, and work undertaken in the early stages. The Priority Funding Groups will shape the work and we need to choreograph this.

7. Distributing money from the City Funds

This has been discussed during the meeting, importance of overarching work by Cat and Di.

8. Communications plan

Jo shared a presentation of proposed stages until July 2018. In first stage we have a soft launch and proof of concept. Soft launch would be 8th June (communications plan, could be website launch, logo, film, an engagement strategy or a pilot with businesses) then onto a bigger launch at the Mayor's address in October or Quartet Giving Day. Jo has proposed timeless messages relating to the Funds and would like to have feedback on this. A reminder from Andy to include comments around sustainability and environment.

Key points from the discussion:

- Point of inclusive growth, is that internal language only? What is the audience?
- Stated the audience would be stakeholders and not the public
- Language needs to reflect different sectors and be accessible for all.
- We need to consider the media, Mayor was asked by a Green Party Councillor if she could apply for money from the City Funds and now the media has picked up on this. Conversation with the Evening Post on Wednesday and they have put on the agenda 'ask about the City Funds'. Everyone around the table needs to agree on the Communications.
- Are the City Funds something that we want people to have heard of in business only, or something that is very public that anyone can give money to?
- We shouldn't say it's for an elite group, it should be for everyone.
- Some people think City Funds is their Council Tax (it is not), we therefore need to pull it away from the Council more.
- Wouldn't put funds as the key message, we might exclude people who don't want to give money, should be clear this is an opportunity to create change etc.
- We won't make the film at this point but will commit to a visual for the 8th June. Jo is leading this.

9. Any other business

10. Details of next meeting

Next Board meeting to be scheduled in approximately 3 weeks, Taylor will arrange.