

## **Cabinet – 24 June 2009**

### **Walsall Strategic Fund Raising Strategy**

**Portfolio:** Councillor Bird, Leader of the Council

**Service:** Walsall Partnership

**Wards:** All

**Key Decision:** No

**Forward Plan:** No

#### **1. Summary of Report**

- 1.1 To provide Cabinet with Walsall Partnership Board with the Walsall Strategic Fund Raising Strategy, which has been developed in consultation with partners (with fund raising expertise). The purpose of the strategy is to increase the levels of funding for Walsall overall by co-ordinating 'bidding' activity with partners – promoting co-operation, rather than competition.
- 1.2 The report also outlines an action plan to implement the strategy

#### **2. Recommendations**

- 2.1 That Cabinet agree the name of this Strategy and the steering group from the choice of the current name, or one of those set out in section 3.6
- 2.2 That Cabinet approve Walsall Strategic Fund Raising Strategy and Action Plan (if the agreed name of the Strategy), attached at appendix 1
- 2.2 That Cabinet receive an annual progress report from the Walsall Strategic Fund Raising Group (if the agreed name of the group)

#### **3. Background Information**

- 3.1 The Strategy and Action Plan have been developed in order to provide a framework for partners to co-ordinate applications for external funding and ensure that Walsall successfully accesses funding over £100,000+ to deliver the key priorities of the Borough. For smaller grants, Walsall is the most successful.
- 3.2 In order to increase the levels of funding brought in to the Borough, Walsall Partnership held a workshop on 22 January 2009 to begin to develop a fund raising strategy. A follow up workshop was held on 20 March 2009.

- 3.3 Attached to this report is the draft Walsall Strategic Fund Raising Strategy and Action Plan (appendix 1).
- 3.4 To ensure the Strategy and Action Plan are implemented, it is proposed to establish a Walsall Strategic Fund Raising Group (WSFRG).
- 3.5 Councillor Andrew attended the workshops and has agreed to 'champion' the Strategy to ensure it is implemented and that any potential applications for funding, complements Walsall Council's Corporate Plan and Priorities.
- 3.6 There have been some suggestions for changing the name of the Strategy to reflect its content. The alternative names proposed are:
- Walsall Funding Bids Co-Ordinating Group (WFBCOG)
  - Walsall External Bids Co-Ordinating Group (WEBCOG)
- 3.7 Cabinet is requested to agree the name of this Strategy and the steering group, from the choice of the current name, or one of those set out in section 3.6.
- 3.7.1 Cabinet is requested to approve the Walsall Fund Raising Strategy and Action Plan (if the agreed name of the Strategy), attached at appendix 1.
- 3.7.1 It is proposed that Cabinet receive an annual progress report from the Walsall Strategic Fund Raising Group (if the agreed name of the group).

#### **4. Resource Considerations**

##### **4.1 Financial:**

- 4.1.1 There will be an increase in the levels of funding drawn in to the Borough, which could complement existing projects / programmes / services or be new activity to improve service delivery.

##### **4.2 Legal:**

- 4.2.1 There may be some legal issues arising from the criteria / allocation / expenditure procedures of funding streams.
- 4.2.2 There may be some legal issues arising from any potential capital expenditure.
- 4.2.3 If any issues arise as funding applications are developed, legal will be approached at the earliest opportunity for advice.

##### **4.3 Staffing:**

- 4.3.1 There may be some additional support required in order to ensure the Strategy and Action Plan are implemented effectively. Resources for this will be sought separately from Council mainstream budgets.
- 4.3.2 It would be anticipated that as the levels of funding brought in to the Borough are increased, this would enable any staffing resources to become self-sustaining.

## **5. Citizen Impact**

The impact on citizens could be significant if levels of funding raised for the Borough is increased.

## **6. Community Safety**

None.

## **7. Environmental Impact**

None.

## **8. Performance and Risk Management Issues**

### **8.1 Risk:**

- 8.1.1 There is already a risk that Walsall is not receiving its full allocation of funding, in relation to its neighbouring local authorities. This risk will be mitigated as better co-ordination of funding applications is undertaken.

### **8.2 Performance Management:**

- 8.2.1 Performance management will undertaken through the Walsall Strategic Fund Raising Group, with annual progress reports to Cabinet, Walsall Partnership Board and partner governance structures.

## **9. Equality Implications**

- 9.1 By increasing the level of funding received in to the Borough will provide additional resources to deliver against key, cross-cutting priorities. These may be complementary to existing programmes / projects / services, but may be new to meet changing demands.
  - 9.1.1 Walsall's Strategic Fund Raising Strategy will facilitate partners' expertise to identify additional resources to support service improvement to the citizens of the Borough.

## **10. Consultation**

- 10.1 Partners have been involved in the development of the Strategy and Action Plan.
- 10.2 The Strategy and Action Plan have been presented to the Council's Corporate Management Team on 14 May 2009 and Walsall partnership Board on 1 June 2009.

**Background Papers:** None.

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**Jamie Morris**  
**Executive Director**

**18 June 2009**



**Councillor Mike Bird**  
**Portfolio Holder**

**18 June 2009**



# **Walsall Partnership**

## **WALSALL STRATEGIC FUND RAISING**

### **STRATEGY AND ACTION PLAN**

## CONTENTS

|  | <b>Page</b> |
|--|-------------|
| Introduction   | 3           |
| Executive Summary  | 3           |
| Vision   | 4           |
| Aim and Objectives   | 4           |
| Implementing the Strategy  | 5           |
| - The Building Blocks for Implementing the Strategy                | 5           |
| - Definition   | 5           |
| - Principles   | 5           |
| - Implementation Based on Scale                                    | 6           |
| o Bids seeking to raise between £50,000 and £100,000 per year      | 6           |
| o Bids seeking to raise between £100,000 and £500,000 per year     | 6           |
| o Bids seeking to raise over £500,000 per year                     | 6           |
| o Bids seeking to raise over £1,000,000 per year                   | 7           |
| - Walsall Strategic Fund Raising Group (WSFRG)                     | 8           |
| - Decision Making  | 8           |
| - “Bid Teams”  | 9           |
| - Mapping Fund Raisers and the Sources of Information they Utilise | 9           |
| - Documentation  | 9           |
| - Benefits of the Strategy   | 9           |
| Walsall Strategic Fund Raising Strategy Action Plan                | 11          |
| Appendix 1 – Walsall: Facts and Figures                            | 13          |

## Introduction

This Fund Raising Strategy and Action Plan for Walsall has been developed in partnership to co-ordinate the development of larger scale applications (over £100,000) for funding, to increase the success rate of these applications and to ensure we secure more of the funding available to us overall.

The Strategy and Action Plan sets out how we will work together to improve communication between partners on the range and level of funding applications being submitted, what the proposed projects will deliver and how Walsall's citizens will benefit from the successful application.

Walsall needs to improve its levels of fund raising and by working in partnership, we aim to:

- Increase the amount of external funding brought in to the Borough by £1million in 2009 / 10 from levels achieved in 2008 / 09
- Increase Walsall's total external funding by 10% above the average funding raised by all Black Country Local Authorities

## Executive Summary

Following discussions with Walsall Partnership, specific partnership organisations, the voluntary and community sector and private sector representatives, it is agreed that the Strategy and Action Plan will guide our strategic fund raising in Walsall as follows:

- We will identify external funds where they can enhance the achievement of the Borough's core strategies, including the Sustainable Communities Strategy, Local Area Agreement Target Action Plans, key national indicator delivery plans, public sector obligations, strategies under-pinning the work of each partnership organisation, development of the voluntary and community sector and private sector strategies.
- We will build on the expertise of fund raisers across the Borough, supporting them, building their capacity, ensuring their efficient and effective deployment and encouraging best practice fund raising principles
- We will maximise the amount of funds raised as appropriate to our plans and needs and taking full advantage of all fundraising opportunities.
- We will ensure a transparent, fair and simple process will be put in place to facilitate large and multi-stakeholder funding bids. These processes will build on existing project planning and decision making processes, reflect the aspirations of all stakeholders and provide a strong basis for building trust
- We will improve communications between stakeholders to ensure awareness is raised regarding any existing or proposed applications to avoid duplication and / or gaps, improving the co-ordination of funding
- We will ensure Walsall's strategic fund raising is monitored and reported annually to decision makers throughout the Partnership and all sectors

- We will learn from processes as they develop and evaluate their effectiveness



## **Vision**

The vision behind this Strategy is a Borough that has achieved:

- Recognised excellence in raising external funds to contribute to meeting the needs and plans of all the communities in Walsall
- Recognised success in using such funds as catalysts for change and improvement in the Borough

Walsall will project an image of excellence in all funding bids developed in the Borough. This underlines the collective responsibility that all fund raisers and decision makers hold for building the image of Walsall as a Borough of excellence in the minds of funding providers.

## **Aim and Objectives**

### Aim

The aim of the Strategy is to:

- Increase the amount of external funding brought in to the Borough by £1million in 2009 / 10 from levels achieved in 2008 / 09
- Increase Walsall's total external funding by 10% above the average funding raised, per capita, by other Black Country Local Authorities

### Objectives

The objectives of Walsall's Strategic Fund Raising Strategy are to:

- Ensure that external funds are maximised for projects appropriate to the plans and strategies of the Borough
- Ensure there is coherence and mutual support in all the external fund raising work undertaken across the Borough
- Ensure that Walsall is taking all opportunities to bid for relevant funds and all bids made are to the standard required, by liaison with key funders
- Ensure that the community of fund raisers across the Borough continue to be developed, providing them with the resources and support needed to ensure funds raised are maximised
- Ensure that the external fund raising efforts across the Borough are monitored and evaluated, learning from experience each year

## **Implementing the Strategy**

In order to achieve the vision and to implement Walsall's Strategic Fund Raising Strategy, the following Guidelines have been developed, which set out the processes to be adopted across the Borough that will ensure excellence in all our joint fund raising efforts.

### **The Building Blocks for Implementing the Strategy**

These Guidelines build upon:

- Skills and expertise of existing fund raisers and those who support them
- Existing fund raising processes
- Existing project planning processes in operation across the Borough
- Existing decision making processes
- Existing partnership working principles and processes
- Successful external fund raising work over many years and in many different contexts

### **Definition**

In order to focus the Strategy, our definition of external funds is as follows:

- Time limited and may refer to specific pieces of work or specific target communities
- Require a bidding process usually in competition with others
- Not defined by its source – sources are many and varied
- Often associated with piloting innovation, learning and capacity building, catalysing change and adding value to existing work
- Excludes direct Government or other grants for mainstream service provision, taxes or fees levied by and for the Borough and other income from charged for services. (The line between these and the external funds covered by this document is not always clear. Judgements will be needed in some cases.)

### **Principles**

To support the Vision and Aim of this Strategy, the following principles have been developed:

- Building on best practice and successes already achieved by fundraisers across the Borough
- Not imposing cumbersome and bureaucratic processes on fund raisers, but seeks to support them, sharing best practice and ensuring excellence in all their work
- Firmly based in partnership working and in transparent and honest protocols between fund raisers in different organisations and different sectors
- Recognising Walsall's strength of fund raising expertise and experience, with specialist fund raising knowledge located near to those responsible for delivering services requiring that specialist knowledge
- Recognising fund raising is done in consortia between stakeholders and this requires transparent and straight-forward ways of working together

- Recognising the role the voluntary and community sector plays in the whole range of external fund raising work
- Recognising raising external funds carries political dimensions, which is to be expected, and issues arising from the political implications of decisions about external fund raising will be discussed and agreed upon transparently as part of the normal fund raising process
- Recognising that seeking external funds often involves a commitment to change or innovation. Such changes can impact on mainstream service provision, which raises the importance of careful consideration of such fund raising initiatives

For all these reasons, this Strategy underlines a vision of transparent and agreed partnership working across the Borough and all its organisations and sectors, in order to maximise the benefits of available external funding streams to all communities.

### **Implementation Based on Scale**

A key element of these Guidelines is that different fund raising processes are required for bids of different scales. With this in mind, they require that:

- **Bids seeking to raise between £50,000 and £100,000 per year:**

The process for developing the bid will be agreed by those leading the bid. All such bids will be made:

- In line with the overall strategies agreed within the Borough
- In line with these Guidelines
- On the understanding that any support required by those preparing the bid will be provided from relevant partnership organisations or via the Walsall Strategic Fund Raising Group (WSFRG)
- On the basis, that information about the bid and the funds raised will be communicated to the WSFRG, in order to be included in the Annual Walsall Strategic Fund Raising report

- **Bids seeking to raise up to £500,000 per year:**

This strategy recommends that

- A “Bid Team” be put in place and operate according to these guidelines
- A “Bid Team” need not be put in place if those responsible for the bid feel it to be unnecessary (for example, if there is only one or a limited number of stakeholders involved)
- All other aspects of these Guidelines need to be observed

- **Bids seeking to raise over £500,000 per year:**

- A Bid Team will be put in place
- All aspects of the Strategy and Guidelines will be observed

- **Bids seeking to raise more than £1,000,000 per year:**
  - It is recommended that all aspects of the Strategy and Guidelines are implemented and in addition, that such project proposals are widely communicated across the Borough and throughout the Partnership and all partnership organisations.

### **Walsall Strategic Fund Raising Group**

In order to support the implementation of the Strategy and Action Plan and to enhance the external fundraising work being undertaken in Walsall, a **Walsall Strategic Fund Raising Group (WSFRG)** will be established. This group will:

- Include representatives of those who hold overall responsibility for raising external funds
- Ensure Walsall raises external funds appropriate to meeting its plans and needs
- Ensure development of the community of external fund raisers throughout the Borough (from all sectors and streams of work), supporting their own development, building their capacity and constantly reviewing their deployment in order to achieve efficient and effective partnership working
- Liaise with senior external funding providers to ensure Walsall is taking full advantage of all funding streams available and is establishing a reputation of excellence in their minds
- Ensure all fund raisers have access to the best sources of information available
- Ensure “Bid Teams” are in place, where necessary, and operate using best practice
- Identify senior Partnership officers with the capacity, training and time to assume the role of “Bid Team” Chair, as required.
- Resolve any issue arising, in relation to any fund raising work requiring attention, including at short notice
- Ensure the Partnership Board and all partnership organisations’ governance structures receive an Annual Walsall Strategic Fund Raising Report, providing information on fund raising undertaken during the year and data on the number of bids, success rates and amounts of funds raised. It will also highlight innovations and changes that have been stimulated by the use of externally raised funds
- Monitor achievement of targets set for 2009 / 10

### Walsall Strategic Fund Raising Group Chair

The WSFR Group will be chaired by a member of the Group.

The Chair will be provided with authority and a mandate from both Walsall Partnership Board and partnership organisations’ governance structures, in order to exercise their function successfully.

### Walsall Strategic Fund Raising Group

The Group will convene and meet as it sees fit and, if necessary, seek any resources needed to exercise its function successfully.

## Membership:

- 2 – Walsall Voluntary and Community Sector representatives, nominated through Walsall Voluntary Action
- 1 – Social Enterprise representative, nominated through Walsall Endeavours!
- 2 – Walsall Council representatives
- 1 – Police, Walsall Operational Command Unit, representative
- 1 – Walsall NHS representative
- 1 – Fire Service, Walsall Division, representative
- 1 – Children's Services, Walsall, representative
- 1 – Walsall Housing Group representative
- 1 – Walsall Lifelong Learning Alliance representative
- 1 – Walsall College representative
- 1 – Walsall Partnership Board representative

## Decision Making

These Guidelines do not propose long and complex decision making processes for those involved in external fund raising. However they make the following stipulations:

- The Boards or senior decision makers in all partnership organisations receive an annual overview of external fund raising activities in the Borough
- All bids of between £50,000 and £100,000 per year are listed in the annual report, that a clear and transparent decision making process is used for each bid and that appropriate decision makers in relevant partnership organisations are kept informed of such bids
- All bids of up to £500,000 per year are listed in the annual report and that a clear and transparent decision making process is used. This process must ensure that decisions are made at appropriate senior levels, information about the bid is circulated and that the whole process is clearly documented and open to external scrutiny
- All bids of over £500,000 per year are notified to Walsall Partnership Board and approved by the Board of the leading partnership organisation responsible for delivering work proposed in the bid. This process must ensure that decisions are made at appropriate senior levels, information about the bid is circulated and that the whole process is clearly documented and open to external scrutiny
- All other aspects of the Strategy and Guidelines apply to such bids.

## “Bid Teams”

A key element of these Guidelines is the role of the “Bid Team”. Depending on the scale of the bid, a “Bid Team” will be established, whose responsibility is to:

- Ensure all relevant stakeholders are appropriately involved in the decisions and work needed to submit bids
- Move as quickly as is necessary to meet funding deadlines, which will sometimes requires very rapid action
- Ensure decision making procedures are fulfilled for all bids
- Ensure all bids submitted are excellent and they project an image of Walsall as a borough of excellence.

- Ensure that an implementation team is in place to take the work forward once the bid has been successfully approved
- Hand over responsibility to the implementation team in an orderly and complete way, ensuring at all times that those with responsibility are clear of their role and have all the information they need – only then is the work of the “Bid Team” complete

“Bid Teams” will need to be flexible, work quickly (where necessary), be innovative, transparent and make decisions that will stand the scrutiny of stakeholders.

A “Bid Team” will be made up of representatives of all organisations that have a stake in the bid being prepared, representatives of those organisations that will play a part in its implementation, individuals with specific relevant skills (eg, bid writers) and a “Bid Team” Chair nominated by the lead partner organisation, with the agreement of the Partnership Board.

### **Mapping Fund Raisers and the Sources of Information they Utilise**

As part of the task of drawing up Walsall's Strategic Fund Raising Strategy and Guidelines, a mapping process has been undertaken that lists all fund raising staff across the Borough and the sources of data they use for their work. It is proposed that the Walsall Strategic Fund Raising Group updates this document and ensures the community of fund raisers maintain a good dialogue between themselves and are supported to build their capacity and skills.

There will be a dedicated page on Walsall Partnership's website for funders / fund raisers to access for up-to-date information. ([www.walsallpartnership.org.uk](http://www.walsallpartnership.org.uk))

### **Documentation**

These Guidelines do not propose a unique set of documents that need to be used in every fund raising process. However, it does require those responsible for making bids (whether they are the Chairs of “Bid Teams” or others) to:

- Seek any outside skills or other support that might be needed to agree appropriate documentation to complete any bid process
- Produce material that will enable decision makers to make informed and transparent decisions, including all bid details, its alignment with Walsall's strategic priorities and the risks associated with the bid and their management
- Ensure documentation will meet internal or external scrutiny, as required
- Provide feedback to the WSFRG that will enable it to share learning and insights from bidding processes
- Provide data to WSFRG to enable it to compile the annual external fundraising report

Simple formats for fulfilling these tasks already exist in different forms for different types of external fund raising work. It will be for those responsible to use appropriate formats to ensure the information is shared successfully.

## **Benefits of the Strategy**

The benefits of implementing this Strategy and its Guidelines include enhancements in the:

- Targeting of specific support to front line fund raisers providing the help they need at the point where it is most useful
  - Sharing information both on sources of funds and best practice experience in raising funds from specific fund raisers
  - Management of Walsall's image as a Borough of excellence with fund providers
  - Transparency of processes by which external funding proposals are developed
  - Efficiency of pulling together consortia and managing multi-stakeholder bid processes
- 
- Clarity and effectiveness of the decision making processes required by the external fund raising process
  - Shared, agreed and legitimated fund raising processes, in which all stakeholders have trust and in which they feel their interests will be respected



# Walsall Partnership

## WALSALL STRATEGIC FUND RAISING STRATEGY ACTION PLAN

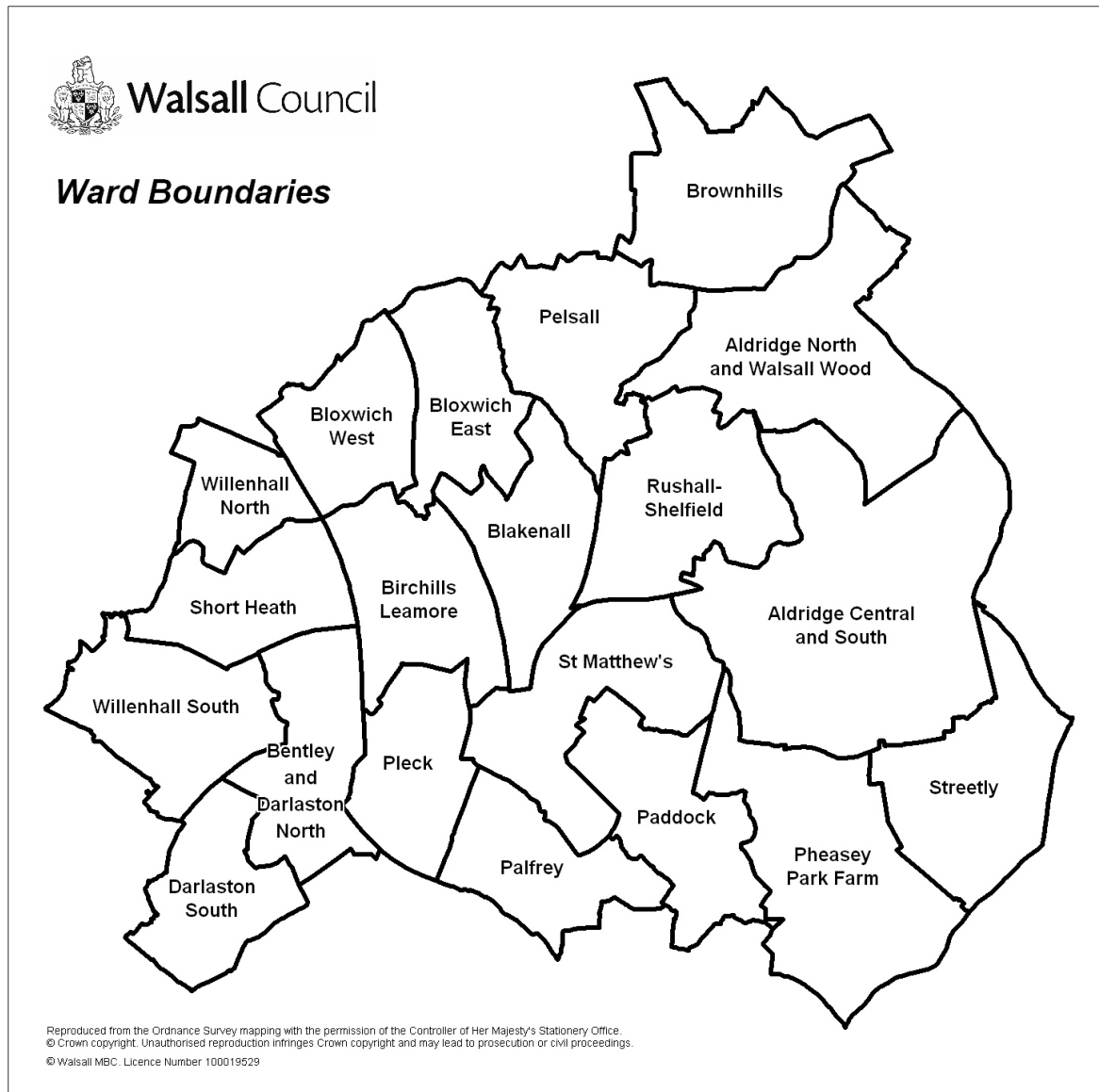
| ACTION   | LEAD                        | DATE          |
|--|-----------------------------|---------------|
| Circulate Draft Strategy to Executive Directors (Walsall Council) and wider Stakeholder Group, requesting any further comments   | Jo Lowndes                  | w/c 19.04.09  |
| Arrange initial meeting of Walsall Strategic Fund Raising Group (WSFRG)<br><br>Discuss initial 'trial project' which could 'test' the process<br><br>Agree future meeting dates and structure of meetings<br><br>Agree WSFRG Chair | Jo Lowndes /<br>Laura Terry | Mid-May 2009  |
| Finalise Strategy and Action Plan  | WSFRG                       | End May 2009  |
| Circulate to WSFRG and wider Stakeholder Group requesting Strategy and Action Plan is endorsed through relevant governance structures  | WSFRG Members               | End June 2009 |
| Create and develop web page on <a href="http://www.walsallpartnership.org.uk">www.walsallpartnership.org.uk</a> for Strategic Fund Raising   | Laura Terry                 | End June 2009 |
| Launch Strategy and Action Plan at Walsall Partnership Board Annual Meeting<br><br>Walsall Partnership Board members to 'sign up' to Strategy  | Cllr Andrew                 | 13 July 2009  |



|  |                             |                   |
|--|-----------------------------|-------------------|
| <p>'Trial Project' initiated:</p> <ul style="list-style-type: none"> <li>- Lead Partner identified</li> <li>- 'Bid Team' identified</li> <li>- Bid Team' Chair identified</li> </ul>   | Jo Lowndes /<br>Laura Terry | Early July 2009   |
| 'Trial Project' developed and potential funding stream identified  | WSFRG                       | Early August 2009 |
| <p>Information collated on the different funding application processes</p> <p>Develop 'contact point' for funding providers</p>  | Jo Lowndes /<br>Laura Terry | August 2009       |
| Improved co-ordination and communication of funding streams being notified to partners to enable projects to be developed and avoid duplication  | WSFRG                       | September 2009    |
| Identify ideas / projects which are in the process of being developed and whether an appropriate funding stream has been identified  | WSFRG                       | September 2009    |
| <p>Co-ordination of information between all projects (more than £25,000), including stage bid is at and whether successful or not</p> <p>Mapping of successful bids to identify which areas within the Borough have received funding</p> | Jo Lowndes /<br>Laura Terry | October 2009      |
| Six month review of WSFRG and any early lessons learnt   | WSFRG                       | November 2009     |
| Six month report to Walsall Partnership Board  | Jo Lowndes                  | November 2009     |
| <p>Annual review of WSFRG</p> <ul style="list-style-type: none"> <li>- Review of Action Plan</li> <li>- Agree future work plan</li> <li>- Annual Strategic Fund Raising report produced and circulated to stakeholders</li> </ul>        | WSFRG                       | May 2010          |

## Walsall: Facts and Figures

Walsall is located in the West Midlands and is one of four Local Authorities within the Black Country sub-region. Recent estimates put the population of Walsall at around 254,000. Current projections suggest that the population will continue to increase over the next 20 years.



There is a noticeable divide in Walsall, broadly splitting the Borough into more affluent wards in the east and more deprived wards in the west. According to the 2007 Index of Multiple Deprivation, Walsall was ranked as the 45<sup>th</sup> most deprived English Local Authority (out of 354), but this figure hides significant variation across the Borough. Parts of Blakenall, Birchills Leamore, St Matthew's and Pleck are amongst the 10% most deprived areas in the country, while parts of Streetly and Aldridge are in the 10% least deprived. In Bloxwich, neighbourhoods in the most and least deprived in the country are adjacent to one another.

Setting out the context of Walsall's demographics enables the partners to identify areas of need, which meet eligibility criteria for funding opportunities. It is for this purpose that Walsall's Strategic Fund Raising Strategy and Action Plan has been developed to ensure improved co-ordination of funding bids and improved co-operation between potential bidders, aiming to avoid duplication of effort.

## Funding Information

Despite successful bids across the Borough, there is a concern that Walsall is not achieving its share of funds from the various National Lottery bodies. In a presentation to Members, the Lottery representative stated "Since 2005, Walsall has received 3% of all Lottery funding, but for its population we would expect this to be 4.8%." Indeed if population figures were adjusted using the deprivation index calculation used by BIG Lottery, Walsall might be expected to receive 6.3% of all Lottery funds.

But what does this global figure mean? The following analysis looks in more detail at the situation.

Walsall's performance varies across the range of types and scales of fundraising. In general terms:

- National and regional comparisons are complex. However, overall the concern that Walsall is under-achieving seems to be confirmed
- Walsall is a below average Lottery fund raiser in the West Midlands region
- The West Midlands is a below average fund raiser on a National scale
- Walsall performs better regionally in raising smaller grants for voluntary and community sector organisations
- Walsall performs less well on raising larger grants
- There are notable fund raising successes in Walsall and the Lottery is investing in developing the capacity of the voluntary and community sector

The following tables illustrate some of these points:

### Heritage Fund: 1 April 1994 to 31 March 2009

|                | Total               | No. of Grants | Population     | Per Capita    | +/- UK Average of £73.58 |
|----------------|---------------------|---------------|----------------|---------------|--------------------------|
| Wolverhampton  | £19,988,612         | 91            | 235,582        | £84.84        | +£11.26                  |
| Dudley         | £16,010,554         | 90            | 305,155        | £52.46        | -£21.11                  |
| Sandwell       | £11,143,412         | 101           | 282,904        | £39.38        | -£34.19                  |
| <b>Walsall</b> | <b>£10,732,712*</b> | <b>108</b>    | <b>253,499</b> | <b>£40.94</b> | <b>-£32.64</b>           |

\* Walsall total includes £4,792,000 for the Walsall Arboretum, which has to date received only a small amount of development funding. No Heritage Lottery Grants successful in 2008 / 09.

This table shows that:

- Walsall is the lowest recipient of Heritage Funding among the four comparison areas
- Walsall and two of the other comparison areas raised substantially less than the national average per capita amount of £73.58 per head
- Had Walsall raised the national average per capita amount from the Heritage Fund (which was achieved by Wolverhampton), Walsall would have raised £18,652,456, an increase of £7,919,744 above the amount actually raised

## Awards for All

Awards for All are for small grants for arts, heritage, community, sports, education, health and environment projects. They are raised mainly by schools and community groups:

### Awards for All: 2005 – 2008 – Totals and Numbers of Grants

|               | 2005 / 06      | 2006 / 07      | 2007 / 08      | 2008 / 09     |
|---------------|----------------|----------------|----------------|---------------|
| Dudley        | 61<br>£243,576 | 90<br>£479,316 |                | 41<br>301,390 |
| Sandwell      | 74<br>£307,685 | 66<br>£404,537 | 40<br>£267,616 | 43<br>283,721 |
| Wolverhampton | 59<br>£253,862 | 48<br>£234,666 | 35<br>£300,029 | 27<br>203,804 |
| Walsall       | 80<br>£357,418 | 89<br>£490,592 | 52<br>£359,006 | 51<br>376,823 |

DCMS Lottery Database

This data shows Walsall consistently performing well over the last three years in relation to the comparison areas. Walsall raised more than all other areas over all of the last three years.

### All Lottery Funds: April 2005 – March 2009 – Number of Grants and Total of Funds Raised

|               | All Grants    | Grants under £20k | Grants under £100k | Grants over £100k | Grants over £1m |
|---------------|---------------|-------------------|--------------------|-------------------|-----------------|
| Dudley        | 317<br>£12.6m | 283<br>£1.5m      | 297<br>£2.2m       | 20<br>£10.4m      | 3<br>£5.5m      |
| Sandwell      | 354<br>£16.3m | 299<br>£1.6m      | 323<br>£2.7m       | 30<br>£13.6m      | 2<br>£6.1m      |
| Walsall       | 393<br>£10.7m | 344<br>£1.9m      | 369<br>£3.0m       | 27<br>£8.1m       | 1<br>£1.3m      |
| Wolverhampton | 319<br>£15.0  | 260<br>£1.5m      | 292<br>£2.8m       | 27<br>£12.2m      | 2<br>£4.8m      |

DCMS Database

This table shows that:

- Walsall has raised less than Sandwell, Wolverhampton and Dudley
- Walsall comes top of the four comparison areas for grants under £20,000 and grants under £100,000. For the region, it performs well when raising smaller grants
- Walsall does less well when raising grants of over £100,000 and is some way adrift when it comes to grants of over £1,000,000

The Lottery estimates that, across all funds, Walsall raised £8.9mn, which is 3% of the total money available. As stated earlier, BIG Lottery estimated, when adjusted for its deprivation index, Walsall should be allocated 6.3% of total Lottery funds. Had Walsall raised 6.3% of total funds, it would have raised £18.7mn - £9.8mn above the actual amount raised over three years.

In summary, Walsall would have raised an extra £5.4mn over the last three years had it performed as well as the best comparison area locally, (that is Wolverhampton, which raised £13.2mn compared to Walsall's £8.9mn). It would have raised an extra £9.8mn had it achieved its deprivation index adjusted per capita expectation.

These facts and figures clearly highlight the need for a co-ordinated approach to strategic fund raising across the Borough, to enable Walsall to achieve the aim set out in this Strategy of increasing Walsall's fund raising by more than £1mn for 2009 / 10.