

# THE NATIONAL LOTTERY COMMUNITY FUND MEETING OF THE ENGLAND COMMITTEE

11<sup>th</sup> of November 2020

Microsoft Teams

## MINUTES

### PRESENT:

John Mothersole	Chair
Kevin Bone	Member
Rosie Ginday	Member
Ray Coyle	Member
Tarn Lamb	Member
Maggie Jones	Member

### FOR SPECIFIC ITEMS:

Emma Kavanagh	Interim Finance Director
Sue Ormiston	EU Programme Manager
Laura Furness	Head of Funding
Damian Robinson	Funding Officer
Tamsin Shuker	Senior Head of Evaluation
Helen Whyman	Head of #Iwill
Sarah Gibbs	Head of Funding
Vidhya Alekson	Power to Change
Rose Seagrief	Power to Change
Yvonne Field	Ubele
Hayley Roffey	Global Fund for Children
Jennifer Rouse	Senior Head of Regional Funding

### IN ATTENDANCE:

Ruhina Begum	Young People in the Lead
Kimberley Forsyth	Young People in the Lead
John Rose	Director, Wales
Elly De Decker	Director, England
Shane Ryan	Deputy Director, England
John Eastwood	Deputy Director, England
Mark Purvis	Deputy Director, England
Faiza Khan	Director of Engagement & Insight
Catherine Roberts	Head of Governance (minutes)
Katie Crystal	Governance Officer (minutes)

## 1. CLOSED SESSION

1.1. The Committee held a closed session ahead of the main business meeting.

*SMT members, the Young People in the Lead Participants, the Head of Governance and the Governance Officer joined the meeting.*

## 2. WELCOME AND APOLOGIES FOR ABSENCE

2.1. The Chair opened the meeting and welcomed all. Apologies were received from Dawn Austwick

### Declarations of Interest

2.2. There were no declarations of interest.

**Minutes of the Meeting Held on the 14<sup>th</sup> of October 2020**

- 2.3. The minutes of the previous meeting held on the 14<sup>th</sup> of October 2020 were approved as an accurate record of the meeting.

**3. APPROVAL OF UPDATED ENGLAND TERMS OF REFERENCE**

- 3.1. The Committee was asked to review and approve the updated terms of reference for the England Country Committee. The terms of reference were updated to reflect the participation of the Young People in the Lead as well as a commitment to inviting those with lived experience to contribute at meetings. An additional proposed amendment included changing the name 'Country Committee' to 'Funding Committee' but it was discovered that this would require ministerial consent.
- 3.2. The updated England Country Committee terms of reference were approved by the Committee.

**4. FINANCIAL OVERVIEW OF THE FUND**

*Emma Kavanagh Joined the meeting.*

- 4.1. Emma provided the Committee with an overview of most recent finance data. In the current financial year, the Fund has awarded £329.7 million in grants. The forecasted total for the financial year end is £529.2 million. In comparison, a total of £452.2 million was awarded in the previous financial year. The payment profiles for the next financial year assume that the Fund will return to how it was operating pre-Covid. If this is not feasible, financial resources will be distributed quicker and will result in the Fund moving into negative cash.
- 4.2. The members noted the importance of not building a legacy around the additional Funds that were distributed due to Covid as this level of grant making will not continue. The Committee requested that this be looked at in detail at the January meeting.
- 4.3. **ACTION:** Reputation management around additional Funds from CCSF to be on the agenda in January. The members want to ensure that we are not creating a legacy based on a level of grant making that will not be sustained. Elly to bring clearest possible picture of the next five financial years.

**5. ENGLAND UPDATE**

- 5.1. The teams are now focused on the response beyond the CCSF. The Fund will soon return to its core products, building on the knowledge acquired over the last six months. The sector has made a clear request for increased flexibility in grant making. Organisations will also require time and space to reflect on best practices for moving forward. Feedback from the sector has indicated an appreciation for the trust we have put in organisations to adjust as needed during the crisis.

- 5.2. **ACTION:** Maintaining funding flexibility to be on the agenda in January. A narrative should be in place for the next meeting to be used as a reference point going forward. The members were interested in establishing a way to measure how the Fund is maintaining the flexibility that was praised during the delivery of the CCSF.
- 5.3. The members noted that the predicted effect of the crisis on the sector had not come to fruition. This has been attributed to job support schemes that are currently set to finish at the end of March 2021. The members were mindful that the Fund may face increasing requests for liquidity in the future. The challenge will be ensuring that new applicants are still being awarded grants where appropriate. The members noted the importance of framing the Fund's offer towards organisations that are in the best position to support communities, whether they are Covid related or not.

*Update on A4A*

- 5.4. Mark provided the members with an update on A4A. There was a significant effort from the team to close the CCSF. Regular funding is now open but only a small amount of applications have been received. The teams are now focused on preparing for the funding refresh and ensuring they are up to date on post award work that ensures flexibility. There is a focus on understanding what Covid means for our funding as well as the sector.
- 5.5. There has been an uptake in applications from organisations that have not previously applied. It is expected that this will increase further as organisations that have not required funding in the past face further financial uncertainty.

*Update on Regional Teams*

- 5.6. Since the closing of the CCSF the teams have been focusing on taking time to reflect and encourage the reinvigoration of local networks. The crisis has impacted different regions in vastly different ways. There is currently £270 million worth of paused applications across the regional teams which are currently being reviewed.
- 5.7. The heads of region are now working collectively across the country to reflect on the learning and insights from the pandemic. An emphasis is being placed on supporting confidence within the teams now that the CCSF has closed.
- 5.8. **ACTION:** Heads of Regions to attend January EC and to discuss regional learnings from the pandemic.
- 5.9. The funding products refresh will be taking place on the 2<sup>nd</sup> of December. All webpages and funding information will be updated, and this will be flagged to the sector.
- 5.10. **ACTION:** Elly to send key refresh milestones that will be taking place over the course of the next three weeks.

*John Rose left the meeting*

*Update on Partnerships*

- 5.11. Shane provided the members with an update on partnerships. The team is now reviewing the £16 million in paused applications from before the crisis. Whereas the team was previously redeployed to handle the crisis, they are now reconvening and working together. An evaluation of what the partnerships team looks like as a result of Covid is underway. The members noted that the refresh will be an important moment for the partnerships team.

**6. FUNDING DECISIONS (SEE ANNEX A)****7. CCSF EVALUATION***Tamsin Shuker jointed the meeting*

- 7.1. Tamsin provided the members with an update on the CCSF evaluation. An evaluation of this scale has never been carried out by the Fund before. The evaluation has four strands:
- i. What impact the funding has had (on charities, beneficiaries and communities)
  - ii. How the funding process has worked (reaching priority groups, application process, efficiency)
  - iii. The value for money of the funding (economic & social value, including savings to public purse)
  - iv. Support grant holder learning during the funding (through a bespoke Grant Holder Learning Hub)
- 7.2. The evaluation will look at all of the grant making over the course of the CCSF, as well as its impact on the organisations, beneficiaries and communities. This will allow for insight into whether the CCSF worked in the way it was intended to and will provide an analysis of customer experience. This evaluation will allow the Fund to discuss the scale of funding and outcomes and will serve as a proof of concept for large scale impact work.
- 7.3. **ACTION:** Tamsin to return to EC in March with further insights into the CCSF evaluation.

*Tamsin Shuker left the meeting.***8. FOLLOW UP FROM OCTOBER ENGLAND COMMITTEE**

- 8.1. Elly provided the members with an update on the progress made surrounding the England portfolio review. There is a focus on ensuring that grants are being made in the short term and current context. The teams are working towards establishing a narrative on the difference our funding makes. This will allow for better stakeholder communication with regards to our purpose.
- 8.2. The members suggested focusing on two stands of work:
- i. Reputation management – continuing to work with communities who think our funding is not for them. Building relationships and reversing this belief
  - ii. Developing a Fund wide long-term strategy for EDI.

- 8.3. Elly informed the members that the data in these areas has significantly improved throughout the delivery of the CCSF. The Committee emphasised the need to capture the work on this across the portfolio in a plan that reflects a holistic approach.
- 8.4. **ACTION:** The Committee requested that a report on the Fund's long-term EDI and reputation strategy be brought to EC in January. This report should also include an overview of how we define ourselves and what we are working towards accomplishing.

## 9. UPDATE ON EDAS

*Helen Whyman, Sarah Gibbs, Vidhya Alekson (Power to Change), Rose Seagrief (Power to Change) and Yvonne Field (Ubele) joined the meeting.*

- 9.1. The partnerships team is now building on the learning from the last six months and planning for the future. A pan-delegate learning group which includes representations from 7 of the 8 EDAs has been established. The first meeting, with 20 attendees, was held on the 4<sup>th</sup> of November. All participants were given the opportunity to showcase the work they are doing through the EDAs. The group defined the key lines of enquiry regarding the EDAs that will be answered through the learning. The teams are also assessing EDI and who is and is not accessing the grants made through the EDAs.
- 9.2. The external guests from the EDAs addressed the Committee. The commitment from the Fund to stand behind and honour the EDAs was acknowledged. Power to Change and Ubele had previously worked together and were able to deliver successfully. The organisations convened to develop the programme with a focus on delivery to BAME communities and organisations. Support was also offered to grant holders alongside funding.
- 9.3. The guests also highlighted the Fund's willingness to trust a small BAME organisation with grant making. Feedback has demonstrated that the conversation around the Fund not being for certain groups or organisations is shifting. The members were keen to continue with this work.
- 9.4. The Committee noted the need to further the conversation around the role of the EDA in the England portfolio going forward and requested this be on the agenda in January.
- 9.5. **ACTION:** the future role of the EDA in the England portfolio to be on the agenda in January.

*Helen Whyman, Sarah Gibbs, Vidhya Alekson, Rose Seagrief and Yvonne Field joined the meeting.*

## 10. PHOENIX FUND – UPDATE & NEXT STEPS

*Hayley Roffey from the Global Fund for Children joined the meeting.*

- 10.1. Shane provided the Committee with an update on the Phoenix Fund. Prior to the crisis, BAME communities were already faced with significant challenges. The majority of organisations in

the BAME sector are small, with 65% having a turnover of less than £10,000, making them especially vulnerable to the impacts of the crisis. A lack of liquidity and reserves, the intersection of Black Lives Matter with the crisis and heightened fear surrounding the virus lead to a lack of cohesive action. The Phoenix Fund has worked to bring organisations together to address these challenges.

- 10.2. Hayley Roffey addressed the Committee regarding her learnings from her involvement with the Phoenix Fund. The Committee was interested in knowing if the Phoenix Fund has had a positive impact on TNLCF's relationship with the sector. Hayley informed the members that working in partnership has created a sense of trust among organisations and communities and that there had been a shift in the perception of the Fund.
- 10.3. Due to the high level of applications for the Phoenix Fund, many organisations did not receive grants. These organisations were signposted to other funders. Hayley noted that there was no overwhelming sense of disappointment as communities are pleased there is a Fund for them.
- 10.4. Shane noted that harder to reach communities were able to receive funding due to the Fund choosing the right partners to work with, offering more flexibility and designing the programme with communities. Shane emphasised the importance of maintaining the trust that has been built and suggested investing more financial resources into the Phoenix Fund while discussing a long-term strategy.
- 10.5. The members noted the need to include the learnings from the Phoenix Fund in the funding refresh.

*Hayley Roffey left the meeting.*

## **11. CAPACITY BUILDING – UPDATE & NEXT STEPS**

*Jennifer Rouse joined the meeting.*

- 11.1. Jennifer provided the Committee with an update on capacity building within the sector. Applications received by the Fund are providing insight into what is happening in the sector. A significant amount of applications have focused on digital. The Fund is offering support to build capacity in this area. Beliefs in the sector surrounding resilience have been challenged by the crisis. Organisations were previously encouraged not to rely on grants, however, this perception is now shifting.
- 11.2. The sector currently needs the time and resources to think, develop and change direction due to what they are experiencing. Reaching Communities has been flexible and explicit that funding can be used for these developments. Staff guidance has also been updated to make this clear.
- 11.3. The teams are currently exploring the potential of supporting a softer form of resilience around leadership and positive risk taking. Early conversations with DWP are underway regarding co-funding a programme in this area. Jennifer noted that the Fund's priorities are

correct and that moving forward, the organisations that best serve their communities will be frontrunners for funding.

*Jennifer Rouse left the meeting.*

**12. ANY OTHER BUSINESS**

12.1. The members noted that it may be beneficial to also hold a closed session at the end of very dense meetings and asked that this be built in.

**ACTION:** Closed sessions to be held at the beginning and end of meetings where it is felt necessary.

12.2. Being that there was no other business, the meeting concluded at 16:30.

**SIGNED:**



**John Mothersole  
CHAIR**

**DATE:**

27/01/2021