

THE NATIONAL LOTTERY COMMUNITY FUND  
BOARD

MEETING OF THE NATIONAL LOTTERY COMMUNITY FUND BOARD HELD ON  
25<sup>th</sup> SEPTEMBER 2019  
PLOUGH PLACE, LONDON

MINUTES

**PRESENT:**

Peter Ainsworth	Chair
Emma Boggis	Board Member
Tony Burton	Board Vice-Chair
Natalie Campbell	Board Member
Perdita Fraser	Board Member
Maureen McGinn	Scotland Chair
Elizabeth Passey	Board Member
Rachael Robathan	Board Member
Danielle Walker Palmour	Board Member
Adrian Webb	Wales Chair

**IN ATTENDANCE:**

Dawn Austwick	Chief Executive
John Rose	Director, Wales
Ian Hughes	Finance Director
Neil Harris	People Director
Neil Ritch	Director, Scotland
Adam Payne	Governance Officer (Minutes)

**1. CLOSED SESSION**

- 1.1. The Board held a closed session ahead of the main business meeting with the Chief Executive in attendance.

**2. INTRODUCTORY REMARKS**

- 2.1. The Chair welcomed all to the meeting and introduced Danielle Walker Palmour to her first meeting.
- 2.2. Apologies were received from Julie Harrison and Nat Sloane.
- 2.3. Maureen McGinn declared a new interest as she had joined the Advisory Group for Scotland's Bravest charity based in Erskine. Although it has a current grant, the funding decision was delegated to the area staff team and was allocated last year.
- 2.4. Sir Adrian Webb declared that he had become Chair of Tai Calon Community Housing, a social housing association in Blaenau Gwent, Wales.
- 2.5. The minutes of the meeting held on 24 June 2019 (Board(19)M02) were approved as an accurate record. An action in the minutes under section 2. KPI Performance Report, para 2.3 would be recorded in the Action Log and the report would be amended to reflect that Gemma Bull would report on how our funding stimulates collaboration.
- 2.6. The Board noted that there would be a report on partnerships at a future meeting.

**ACTION:** Shane Ryan

2.7. There were no other actions arising.

### **3. DELIVERING PEOPLE IN THE LEAD - WALES P36**

3.1. The Board discussed the Wales PiTL Annual Update and noted the progress in the Wales portfolio. Funding priorities had been established around homelessness and youth resilience and there was clarity on future direction.

3.2. The Board noted that there was good balance in the funding of urban and rural communities. They were interested in better understanding the emerging issues and social trends amongst the communities that we support.

3.3. Some internal challenges with adopting and adapting to new ways of work remained, but overall staff in Wales had embraced People in The Lead and were more confident with the shift in culture. More work had to be done to increase use of the knowledge bank and understanding of thematic knowledge. Workloads were manageable, and colleagues were able to provide feedback early and competently.

3.4. The Board discussed the engagement and representation of young people. They welcomed the fact that the Head of Youth Voice had started recently and that youth violence was being looked at more holistically in terms of youth voice. A report would be brought to the Board in December.

**ACTION:** Joe Rich

3.5. The Board thanked John Rose and teams for all the work done in the Wales portfolio.

### **4. ANNUAL PEOPLE REPORT - P37**

4.1. Neil Harris presented the Annual People report highlighting that good progress had been made over the past year. Turnover had moved to a healthier position and work continued towards a five-layer organisation with strong people management skills. There was better representation overall of the communities we serve and staff networks were well embedded with good engagement from colleagues.

4.2. The focus looking ahead would be on learning and development using a more innovative approach than in the past.

4.3. Whilst regional differences were embraced and celebrated, it was important to facilitate networking and access to information across the Fund and create a sense of collective belonging. Staff development through volunteering was raised and a number of benchmarks were being looked at. This would be included in next year's report.

**ACTION:** Neil Harris

4.4. The Board welcomed the report and thanked Neil for the progress made.

## 5. REFLECTION ON KEY RISKS - P38

5.1. Ian Hughes presented the Reflections on Key Risks paper and highlighted that the format of the report had been changed to provide greater clarity on trends. It was explained that as this is not the organisation risk register the report's colour coding reflects appetite rather than the risk severity.

5.2. The Board discussed whether economic, political and environmental risk should be more explicitly captured in the risk report. They were advised that these risk categories are manifested in different parts of the register such as in the operational risks register and are reflected in delivery plans.

## 6. EXTERNAL GUESTS

6.1. Jennie Thompson presented on the Multiple Needs programme and introduced guests Katy Griffith (Peer Programme Lead) and Christina Sayers-Gillan (beneficiary of the project) from our Fulfilling Lives Project who spoke about their lived experiences of the programme.

6.2. Stephanie Hilborne, outgoing CEO of the Wildlife Trusts, gave a presentation on environmental work her organisation has been engaged in.

## BUSINESS MEETING

### PRESENT:

Peter Ainsworth	Chair
Emma Boggis	Board Member
Tony Burton	Board Vice-Chair
Natalie Campbell	Board Member
Perdita Fraser	Board Member
Maureen McGinn	Scotland Chair
Elizabeth Passey	Board Member
Rachael Robathan	Board Member
Danielle Walker Palmour	Board Chair
Adrian Webb	Wales Chair

### IN ATTENDANCE:

Dawn Austwick	Chief Executive
Kate Beggs	Northern Ireland Director
Gemma Bull	Funding Strategy Director
Matthew Green	Technology Director
Emma Ackerman	England Director
Ben Harrison	Director of Engagement
Neil Harris	People Director
Ian Hughes	Finance Director
John Rose	Wales Director
Catherine Roberts	Head of Governance (Minutes)

## 7. CEO OVERVIEW - P39

7.1. The Board received an update on the GMS launch in Scotland, which had gone well. Fifty National Lottery Awards for All applications had already been assessed to the value of £500k. The system was ready to go live in Wales. Training plans were being iterated on the basis of experience along with minor improvements. In Scotland application backlogs had been cleared in record time. The Board congratulated Gemma Bull and her team for the progress made so far in delivering GMS.

- 7.2. The Board welcomed the work done around youth voice and engaging young people. There would be closer focus on participatory grant making in the future. They also looked at the Thriving Communities model and noted that Evidence and Impact would be brought back at a future date.

**ACTION:** Ben Harrison

## **8. CURRENT PERFORMANCE AND FINANCE**

### **KPI Performance Report - P40**

- 8.1. The Board reviewed Board(19)P40 and noted that the KPIs we could report on to date had all been met. Board were reminded that KPI6 was baseline at the moment and further discussions would take place in December.

### **Financial Summary - P41**

- 8.2. The Board noted the financial summary to August. Income was below budget, but higher at this point compared to the last financial year. There were no concerns to report.
- 8.3. Grant awards were forecast to end the year over budget. This was due to underspending in the last year and expected to fall back by end of year. However, we would be closer to the grant awards budget than in previous years.
- 8.4. The Board noted that the UK budget was over its share and cash would be recovered over the next three years.
- 8.5. The Board were reminded that the underspend in Operating Costs was due to savings arisen from GMS implementation but the procurement of further licences would raise the level of spend. The rates refund from the local council on the Birmingham office premises had also contributed to lowering operating costs.
- 8.6. The variance in FTE, which was not reflected in operating costs, was raised and explained by the fact that non-executives had been counted as staff.

### **Income Update - P42**

- 8.7. The Board received the current view of income at Board(19)P42 and were informed that over the past week the Gambling Commission had raised their forecast for this year and slightly for subsequent years, coming closer to the Fund's predictions.
- 8.8. The Board approved the current approach to income projections at Board(19)P42.

### **Grant Awards - P43**

- 8.9. The Board received the update of grant award allocation and payment forecasts. A point was noted on the cash deficits for UK and England portfolios. Projects such as the 25<sup>th</sup> birthday and longer duration grants had affected cashflow in the UK portfolio and the changes in standard product in England. The UK and England portfolios had reviewed their plans and further work would be undertaken to address cash deficits.
- 8.10. The Board noted and approved the content of Board(19)P43.

**9. 25<sup>th</sup> BIRTHDAY CELEBRATIONS - P44**

- 9.1. The Board received Board(19)P44 and discussed the activities and opportunities planned by the Fund to celebrate the 25<sup>th</sup> birthday of the National Lottery. They were pleased to note that staff had been involved in activities aiming to bring people together. There had been improvements to the plans presented in March by Freuds and the Board were keen that the focus remained on championing communities.
- 9.2. This was the most substantial pool of activities that we had ever taken part in over such a narrow timeframe and it was hoped that this would help raise awareness of the Fund.
- 9.3. The Board were reminded that KPIs had been developed alongside the activities with ambitious targets. The impact of the 25<sup>th</sup> birthday celebrations would be reported to Board in due course.

**ACTION:** Ben Harrison

- 9.4. It was noted that the programme was a combined National Lottery family programme rather than one exclusive to the Fund.

**10. MINUTES OF ARC MEETING HELD 11 SEPTEMBER 2019 - AR(19)M02**

- 10.1. The Board noted the minutes of the ARC meeting held on 11<sup>th</sup> September. The outcomes of the external review conducted by Susan Johnson had been reviewed at the meeting and actions arising would be considered at the next meeting. One of the key points raised in the review were the dynamics of the risk appetite and their consideration by ARC. An update would be brought to Board in March with the risk register.

**11. FORWARD LOOK - P45**

- 11.1. The Board noted the proposed forward plan to September 2020.

**12. SAFEGUARDING POLICIES - P46**

- 12.1 The Safeguarding Policies for grant holders and staff were shared for information.

**13. PORTFOLIO UPDATES - P47**

- 13.1. The Board noted the UK, England, NI and Scotland Portfolio Updates.

**14. ANY OTHER BUSINESS**

- 14.1. The Board thanked Maureen McGinn for her valuable contribution to the Fund and Scotland portfolio over her two terms. They also acknowledged Peter and his competent stewardship of the Board over the past eight years. All had enjoyed working with both Maureen and Peter.

- 14.2. Peter shared how much he had appreciated working alongside Board colleagues and he thanked everyone for their hard work and passion.
- 14.3. There being no other business, the meeting closed at 13.40 and was followed by lunch with staff and a presentation to the retiring members of the Board.