

**THE NATIONAL LOTTERY COMMUNITY FUND
BOARD**

**MEETING OF THE BIG LOTTERY FUND BOARD HELD ON
25 MARCH 2019, 11:00 - 14:30
1 PLOUGH PLACE, LONDON**

PRESENT:

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

IN ATTENDANCE:

Dawn Austwick	Chief Executive
Joe Ferns	UK Knowledge & Portfolio Director
James Harcourt	England Grant-making Director
Neil Harris	People Director
Gemma Bull	Funding Strategy Director
John Rose	Wales Director
Ian Hughes	Finance Director
Catherine Roberts	Head of Governance (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 opened the meeting and welcomed all.
- 2.2. Apologies were received from Danielle Walker Palmour and Nat Sloane. Elizabeth Passey would join the meeting from 12pm.
- 2.3. There were no declarations of interest.
- 2.4. The minutes of the meeting held on 5 September 2019 (Board(18)M04) were approved as an accurate record.
- 2.5. There were no actions arising.

3. VISIT BY MIMS DAVIES MP

- 3.1 The Chair welcomed Mims Davies MP, Minister for Culture and Sport, who shared her thoughts and priorities for the sector. She emphasised the role that private business support can play, and stressed that it is important for civil society organisations to enhance their digital capability. The 25th birthday was an opportunity to recalibrate public perception of the National Lottery. It was important to focus on the fourth licence and future proofing the National Lottery.
- 3.2 the Board advised the minister of our demand-led funding, and highlighted the agenda for this year: building, harnessing and sharing learning. Mention was made

of programmes for young people such as Head Start and Talent Match to help those furthest from the employment market; the 25th birthday celebration and funding initiative, the work on serious violence and how the Fund wants to develop participatory grant making and explore how to strengthen the partnership with the private sector.

3.3 The Board also stressed the value of our organisation as a national body able to cross-fertilise learning between countries.

3.4 The Minister recognised the value of the Fund in diverse environments and across the countries and how we step up in different ways.

4. STRATEGIC PLAN 2019/20 (P02)

4.1 Joe Ferns introduced Board(19)P02 and presented the latest iteration of the strategic operating plan for the Board to consider and approve.

4.2 He stressed how the process had changed to become a more holistic and disciplined approach, with consultation across the organisation and more externally focussed language. We would continue to iterate the framework to achieve a seamless planning cycle. The Board noted that budget headlines were annexed.

4.3 A number of elements would endure for several years, such as goals and development areas. Initiatives in the longer term would be multi-year. The Board welcomed the two-year plan, with sharper KPIs and high level of ambition. It was felt that a summarised version of the plan would be helpful. It was noted that a planning consultancy is reviewing our approach and would be making recommendations for the Board.

ACTION: Joe Ferns

4.4 The Board noted the ambition to enhance inclusion across the organisation. It was agreed that the Remuneration and Appointments Committee would look at a suitable approach to improving diversity on the Board.

ACTION: Remuneration and Appointments Committee

4.5 The Strategic Operating Plan was approved.

Derek Bardowell joined the meeting.

5. UK PEOPLE IN THE LEAD REPORT (P03)

5.1 Derek Bardowell presented the report. Looking back to 2015 we are now funding more partnerships, with increased focus on co-production, and developing the portfolio in a more fluid and sustainable way with more applications from the countries.

5.2 The Board also noted that the UK portfolio had taken a focussed approach to international, working closely with fewer key partners and an advisory group. Approaches to safeguarding had been reviewed with the emphasis on understanding good practice.

5.3 Focussed work on developing an environmental strand was underway.

5.4 Derek was thanked for the thoughtful approach to the development of the UK portfolio and connected work across the countries

Derek Bardowell left the meeting.

Julia Parnaby and Tamsin Shuker joined the meeting.

6. LEARNING AND KNOWLEDGE REPORT (P04)

- 6.1 The Board received Board(1)P04, a synopsis of the Knowledge, Learning and Evaluation work to date and the foundations laid to strengthen the Fund's capacity.
- 6.2 The Board acknowledged the progress made and were keen to further stretch our ambitions to harness and share insight and learning. The Fund should be a bell-weather and identify trends. More work was needed to analyse the evidence we are gathering. The Board asked that the work achieved be shared more widely.

ACTION: Joe Ferns, Ben Harrison

- 6.3 The Chief Executive stressed that Julia and Tamsin had been building foundations and work would continue with an editorial focus to be clear this year on topics, audience and purpose where we can make a difference.
- 6.5 The Board suggested that future papers on knowledge and evaluation should focus on strategic issues.

ACTION: Joe Ferns

Julia Parnaby and Tamsin Shuker left the meeting.

Jonathan Tuchner, Edward Amory and Antonia Brooks joined the meeting.

7. 25TH BIRTHDAY CELEBRATION (P16)

- 7.1 Jonathan Tuchner introduced the 25th birthday celebration programme and activity planned to tell the story of the National Lottery and the impact it has had. He was joined by Ed Amory and Antonia Brooks from Freuds'.
- 7.2 They described the 25 key areas of activity, their media value and the use of social media to mobilise a young audience. The Board felt that the campaign should be carefully contextualised to be as effective as possible.
- 7.3 The Board felt the programme should reflect our People in the Lead approach and were keen that our impact in many areas and non- monetary benefits be clearly articulated. Freud's slide deck would be shared.
- 7.4 The Board discussed the funding initiative, which would be based on NLA4A on a smaller scale. This was an opportunity for the Fund to reach new communities.
- 7.5 The Board asked that the set of objectives presented be reviewed to make clearer how they relate to us.

Jonathan Tuchner, Edward Amory and Antonia Brooks left the meeting.

8. SOCIAL INVESTMENT (P05)

- 8.1 The Board received Board(19)P05. In Gemma's absence they were reminded of the previously agreed principles set out in the paper.
- 8.2 The paper recommended keeping to the policies and principles at para 2.1 and reviewing in late 2020.
- 8.3 The Board noted and agreed the request.

BUSINESS MEETING

9. CHIEF EXECUTIVE REPORT P06

- 9.1 The Chief Executive's review was noted.

10. CURRENT PERFORMANCE AND FINANCE

Fund Performance Summary (P07)

- 10.1 The Board noted the Fund Performance summary to 31 December 2018. KPIs were largely on track with one exception (KPI3) noted.

Financial Summary (P08)

- 10.2 The Board were presented with the financial summary for the eleven months to February 2019. The Director of Finance was confident that we would finish the year in March close to budget.

Income update and risk (P09)

- 10.3 The Board was advised of the Fund's approach to income projections.

Grants budget (P10)

- 10.4 The Director of Finance presented Board(19)P10 and the Board noted the update on grant award budgets and payment forecasts for 2018/19. They also reviewed the projected budgets and forecasts for 2019/20.

11. PENSION SCHEME UPDATE (P11)

This information is restricted and can be found at Confidential Annex A

12. AUDIT AND RISK COMMITTEE REPORT (P12)

- 12.1 The Board received and noted an update on key items at the March ARC meeting.

13. GMS UPDATE (P15)

- 13.1 Since autumn 2018, we have undertaken a range of activity to mitigate key project risks, including several discussed with ARC last November.

- 13.2 The paper outlined key learning from development work undertaken since November 2018 and how this has informed our future GMS requirements as well as our preferred approach to procurement.

- 13.3 The Board noted the approach.

14. SAFEGUARDING (P12)

14.1 Board received Board(19)P12 with an update on the Fund's actions in relation to Safeguarding as at March 2019.

14.2 In future the Community of Practice will continue to develop a positive culture with respect to safeguarding and protecting vulnerable groups. This group would also act as a source of reference and support to managers and staff both on a responsive and reactive basis.

15. BOARD FORWARD LOOK (P13)

15.1 The Board noted the forward agenda.

16. PORTFOLIO UPDATES (P14)

16.1 Portfolio updates at Board(19)P14 were noted.

17. ANY OTHER BUSINESS

17.1 There being no other business the meeting closed at 14.30.

Minutes agreed



Date 24 June 2019

Peter Ainsworth, Chair

