

**MEETING OF THE NATIONAL LOTTERY COMMUNITY FUND BOARD**  
**30<sup>th</sup> March 2023**  
**09:30-15:30**

**Held on Microsoft Teams**

**MINUTES**

**BOARD MEMBERS  
PRESENT:**

Blondel Cluff CBE	Chair and Chair of UK Funding Committee
Kate Still	Vice Chair and Chair, Scotland Committee
Emma Boggis	Board member
Richard Collier- Keywood	Board member Chair, Audit and Risk Committee
Stuart Hopley	Board member
Simone Lowthe- Thomas	Board member Chair, Wales Committee
John Mothersole	Board member Chair, England Committee
Rachael Robathan	Board member
Peter Stewart	Board member
Paul Sweeney	Board member Chair, Northern Ireland
Danielle Walker Palmour	Board member

**IN ATTENDANCE:**

David Knott	Chief Executive
Neil Harris	Corporate Services Director (Items 2.4, 4.3 & 4.4)
Carrie Deacon	Strategy Renewal Lead (Item 4.2)
Stuart Fisher	Finance Director (Items 6.1, 6.2 & 6.3)
Neil Ritch	Director, Scotland (Items 8.1 & 10.1)
John Rose	Director, Wales (Item 10.1)
Emma Corrigan	England Director (Item 10.1)
Kate Beggs	Northern Ireland Director (Item 10.1)
Melissa Eaglesfield	Deputy Director, Funding Strategy/ UK Portfolio (Item 9.1)
Laura Lucking	Funding Strategy, Communications & Impact Director (Item 12.1)
Catherine Roberts	Head of Governance (Minutes)
Katie Crystal	Senior Governance Officer (Minutes)

**EXTERNAL  
GUESTS:**

Dr Tracy Long	Independent Observer, DCMS
Lucy Bubb	Associate Director, Deloitte
Emma Gould	Senior Manager, Deloitte

## **1. CLOSED SESSION**

- 1.1. The Board held a closed session for members only.

## **2. INTRODUCTORY REMARKS**

- 2.1. The Chair welcomed all and opened the meeting.
- 2.2. Apologies were received from Helen Stephenson. Rachael Robathan would have to leave the meeting at 12.30. John Mothersole and Simone Lowthe-Thomas would need to step out of the meeting periodically. The agenda had been rearranged to ensure that the meeting remained quorate for decision-making items.
- 2.3. The Chair noted that the meeting was being held virtually due to uncertainty surrounding the train strikes.
- 2.4. There were no declarations of interest.
- 2.5. Emma Boggis noted that she had been recorded as present in the minutes of the December 2022 Board meeting. It was requested that the minutes be updated to reflect her absence and note that this was due to a change to the original meeting date.
- 2.6. The Board also requested that the minutes reflect when members of the executive enter and leave the meeting.
- 2.7. It was also noted that paragraph 5.3 should read 'recommended' as opposed to 'suggested'. Paragraph 13.5 should reflect that the award was presented to two TNLCF grant holders and a member of staff within England.
- 2.8. With these amendments considered, the minutes of the meeting held on 6<sup>th</sup> December 2022 were approved.

## **3. ACTIONS ARISING - BOARD(23)P01**

- 3.1. The Action Log was reviewed and updated accordingly.
- 3.2. It was noted that preliminary results from the Employee Engagement Survey would be reviewed during the meeting. More detailed results would be presented at the next Board meeting.
- 3.3. The Board were informed that the KPIs would be reviewed in line with the implementation of the new strategy. Additionally, an updated Corporate Plan would be brought to the September meeting of the Board.
- 3.4. The Board requested that regular updates on the progress regarding the actions from the cultural inquiry be provided to the Board. David agreed to share the action tracker with the Board.

**ACTION:** Neil Harris/Governance

- 3.5. The Board also requested that the style guide provided to staff on the use of language relating to EDI be circulated to the Board, and that a more in-depth discussion take place before the next Board meeting.

**ACTION:** Governance/Verity Prime/Laura Lucking

- 3.6. It was noted that Peter Stewart had put himself forward to be the safeguarding champion for the Board.

**4. CEO OVERVIEW - BOARD(23)P02**

- 4.1. David highlighted priority areas for the beginning of 2023 which included the ongoing work around the strategy renewal and the cost-of-living crisis. It was noted that the internal strategy launch would have approximately 500 people in attendance. Key moments during this time would also include the Coronation and the 75<sup>th</sup> Windrush anniversary.

- 4.2. It was noted that the Fund had launched a recruitment campaign for the delivery of the Phoenix Way. Additionally, David reported that the employment framework would be launched in April.

- 4.3. The Board discussed the use of external delegated agreements (EDAs) as a funding mechanism. David highlighted that EDAs are an important method for delivering funding to communities. It was noted that the controls regarding EDAs were increased in 2022, ensuring that each potential agreement has been reviewed by the Accounting Officer prior to being presented to a Country Committee for steer or decision. The Chair requested that an in-depth paper on EDAs and the governance of third-party funding be presented to the Board in due course.

**ACTION:** Verity Prime/Laura Lucking

- 4.4. The Chair highlighted the need to ensure that Board members are aware of engagement opportunities to allow the Board to act as ambassadors of the Fund.

***Restricted: Commercial Sensitivity (S43(2))***

- 4.5. \_\_\_\_\_.

*Carrie Deacon joined the meeting.*

**STRATEGIC**

- 5. **INTRODUCING THE NATIONAL LOTTERY COMMUNITY FUND STRATEGY 2023-2030 - BOARD(23)P03**

- 6. **NATIONAL LOTTERY COMMUNITY FUND STRATEGY 2023-2030 - INTERNAL GOVERNANCE FRAMEWORK - BOARD(23)P04**

- 6.1. Richard Collier-Keywood introduced the items, noting that both papers would be discussed simultaneously. Board(23)P03 provided an overview of the stakeholder engagement and consultation processes, an outline of key strategic decisions, and an overview of the proposed strategy. Paper Board(23)P04 provided an overview of the proposed internal governance framework for the strategy.
- 6.2. It was noted that further changes would be made to the language used in the strategy and the Fund was working with an external communications agency to assist with the final language and framing. The proposed strategy was described as providing the Fund with a real focus and strong direction of travel. Richard highlighted the support and endorsement for the papers from the Strategy Renewal Sub-committee.
- 6.3. The Chair thanked Richard for Chairing the Strategy Renewal Sub-committee. Thanks were also extended to all other members. The Board agreed that the Sub-committee would continue meeting over coming months to provide support and guidance over implementation of the strategy, and to assist with scoping and developing communications for the launch of the strategy.
- 6.4. David outlined three key hallmarks of the proposed strategy:
  - i. Strong community thread throughout the strategy
  - ii. Four themes weaved throughout the funding practices and methods
  - iii. Set of characteristics defining how the Fund will operate
- 6.5. It was reflected that the strategy is inclusive, open, and purposeful, but equally adaptable. The strategy will provide a galvanising sense of purpose for staff and enable and empower them to deliver to the best of their ability.
- 6.6. The Board noted the importance of acknowledging customers' potential use of artificial intelligence to assist in writing funding applications. The Board agreed that this should be explored in more depth in the future.

**ACTION:** Verity Prime & Laura Lucking
- 6.7. The Board acknowledged the importance of aligning the corporate plan with the strategy. Specifically, the Board discussed the Fund's environmental strategy and the need to emphasise the importance of communities working towards sustainability. Environmental issues should not be defined as a separate category but instead be embedded throughout the strategy. The Board also suggested that water be included as a factor relating to the environment, along with climate and nature.
- 6.8. The need for a more defined aspiration around the internal culture of the Fund was raised. This should be at the forefront of the strategy.
- 6.9. The Board discussed the proposed priorities within the strategy, which were broad. It was suggested that the Fund may benefit from a more focused approach.

6.10. The Chair invited the Board to vote on the approval of the strategy. All present voted unanimously to approve the strategy. Written support for the decision was provided by those members who were not in attendance.

6.11. The Chair congratulated all.

*Carrie Deacon left the meeting.*

## **7. DRAFT CORPORATE PLAN 2023-24 (TRANSITIONAL) - BOARD(23)P05**

7.1. Neil Harris addressed the Board, noting that the proposed amendments to the corporate plan were minor at this stage. A full set of changes to the corporate plan would be presented to the Board for decision in September reflecting the Fund's new strategy. It was also noted that the KPIs would be reassessed, and potential changes suggested in tandem.

**ACTION:** Neil Harris

7.2. Neil provided the Board with an overview of the proposed changes. The CEO introduction at the beginning of the plan had been updated to further highlight the Fund's commitment to communities during the pandemic and cost-of-living crisis. Additionally, the plan expresses a stronger commitment to addressing the climate crisis.

7.3. Minor changes were made to the Fund's travel policy to allow for the use of internal flights where this is deemed necessary. The Board noted that the exclusion of the use of internal flights had been deliberately added to the corporate plan in the previous year to reduce the Fund's carbon footprint. The Chair suggested that carbon offsets could be used to offset emissions from internal flights. It was noted that internal flights would only be used as a last resort option for travel.

7.4. It was agreed that Board would be provided with a summary of actual travel and exemptions applied at end of the 2023/24 financial year.

**ACTION:** Neil Harris, Governance

7.5. The Board unanimously approved the revised corporate plan.

## **8. PRELIMINARY ENGAGEMENT SURVEY RESULTS - BOARD(23)P06**

8.1. Neil Harris introduced the item, noting that the engagement survey is Fund-wide and conducted annually.

8.2. It was highlighted that the results presented were preliminary. Senior management had not yet met with the provider to discuss the results in detail and benchmarking exercises against other organisations were still underway. Further details and results would be presented in June, and at the next meeting of the People Sub-committee.

- 8.3. It was reported that, in total, 704 employees of the Fund had responded to the engagement survey. The overall engagement score for the organisation was 61 percent, using the proportion of positive response to the four engagement specific statements. There were variations in the engagement scores across the Directorates and this would be analysed further.
- 8.4. The Board discussed the organisational fitness score. The results from this section of the survey demonstrated that staff at the Fund are satisfied with their role fit, the level of support they receive, and the level of transparency within the organisation. Areas for improvement involved leadership, experience, and innovation.
- 8.5. The Board recognised the strong response rate to the survey and queried the reasons behind the leadership score. It was observed that the score had improved slightly, however, there was still room for further improvement. The Board was interested in understanding the causes behind the score to ensure that appropriate solutions can be sought. Neil noted that the release of the full engagement survey results would help to address the query and provide further context for the results.
- 8.6. The Board requested that the executive meet with the survey provider for an in-depth exploration of the results and then feedback on the findings. It was noted that the People Sub-committee would be monitoring progress in this area, possibly including meeting with the survey provider to further discuss the results.

**ACTION:** Neil Harris

## **9. PEOPLE SUB-COMMITTEE CHAIR'S REPORT - VERBAL**

- 9.1. Kate Still introduced the item, informing the Board that the first meeting of the Sub-committee had been constructive with positive and collaborative discussions. The terms of reference of the Sub-committee had been reviewed in the meeting.
- 9.2. Kate expressed the need to enhance the membership from the Board. At least three members of the Board would be required for the Sub-committee. The Chair requested that the Board send any expressions of interest to the Head of Governance.

**Action:** Kate Still, Board, Governance
- 9.3. Kate emphasised the need to ensure that the actions from the cultural inquiry are being implemented and positively impacting the ambitions for the future culture of the organisation.
- 9.4. Kate Beggs provided the Board with an update on the Colleague Council. The Board was assured that there is sufficient representation from across the organisation. Members of the Council had begun attending monthly Senior Management Team meetings. David stressed that this was an important step towards transparency, and the contribution from colleague council

representatives had added value to the meetings. The importance of ensuring that the Council is also engaged with the Board and People Sub-committee was highlighted.

#### **10. WAYS OF WORKING/ESTATE STRATEGY - BOARD(23)P07**

- 10.1. Neil Harris introduced the item, noting paper Board(23)P07 provided an overview of the Fund's approach to ways of workings and estate strategy. He outlined that any changes to the Fund's office space should be reflective of the organisation's aspirations surrounding internal culture and staff wellbeing.
- 10.2. The Board discussed the impact of the pandemic on ways of working. It was noted that more staff had made the switch to hybrid working with the easing of covid restrictions and the organisation's productivity had been higher than ever over the last two years.
- 10.3. The importance of ensuring that colleagues at the Fund are still benefiting from social connection was emphasised. The Board discussed office attendance, noting the benefits of the apprenticeship model and the opportunity for senior colleagues to lead by example.
- 10.4. Neil highlighted that both the Cardiff and Manchester Offices were now in shared spaces. So far, this model had been very successful and had resulted in an increase of colleagues attending those offices.
- 10.5. As several lease events across Fund offices are due to end in similar time periods, the Board noted the need to ensure proper planning and capacity to carry out the decommissioning of the spaces. The Board were assured that planning across facilities teams was already underway.

#### **11. AUDIT AND RISK COMMITTEE REPORT - BOARD(23)P13**

- 11.1. Richard Collier-Keywood thanked Emma Boggis for chairing the Audit & Risk meeting as he in his absence.
- 11.2. Key discussion points were reported, including future income forecast during the transition to the new National Lottery operator, the re-appointment of internal audits BDO for a further three years, overarching feedback from internal audit was towards a moderate assurance this year, the 2023/24 internal audit had been agreed with a slightly reduced number of more in-depth reviews, the Organisational Risk Register had been reviewed and open risks noted, consideration given to an additional risk around UK portfolio spend and increased interaction with the new People Sub-Committee.
- 11.3. It was suggested that the new operators Allwyn be invited to meet the Board later in the year and the Board were reassured that the Executive would be working with Allwyn through the summer on income forecast.

- 11.4. Further to this summary the Board asked whether risk tolerance as a response to the under commitment would be reviewed. ARC's view was to keep a watching brief and be ready to raise appetite if necessary. This was covered in more detail in the finance paper later where the parameters of the new forecast are set.
- 11.5. On colleague performance management Neil Harris reported that standard processes and HR systems are in place, but there was a need to create a stronger performance management culture in the organisation, and the strategy renewal would be an opportunity to bring more precision in what performance means for all. The Board were reassured that there would be zero tolerance on recording mid-year and end of year performance objectives. Richard reminded the executive of the need to be more customer centric following the internal audit.
- 11.6. An important step was in ensuring that colleagues see the value and rounded benefit of performance management and how it fits into the strategy of the organisation.
- 11.7. The Board were told that write offs are below the materiality threshold, but the Legal team would be bringing the policy to the April/May Fraud Management Group with a view to bringing consistency at both end of materiality.

## **12. FINANCIAL SUMMARY - BOARD(23)P10**

- 12.1. Stuart Fisher presented the three finance papers in order taking each as read.
- 12.2. Where the paper showed an income at £15m below budget a latest update showed a position now closer to budget and by year end the adverse variance should reduce.
- 12.3. Stuart noted that February had been busy for awards and payments and although KPI3 was outside of tolerance, it was projected to be within tolerance by year end +2.3%, with greater than budget spend on communities.
- 12.4. The executive had worked on the underspend on grant payments throughout the financial year and would continue into the next financial year. The underspend had reduced in February and there would be more awards going into communities within KPI3 tolerance.
- 12.5. As a result of lower operating costs and increased income, the current year operating cost threshold performance measured at 6.6% overhead ratio, within the 7.75% threshold.
- 12.6. The Board approved the updated table of delegations for bank payment authorising purposes at Annex B.



### 13. INCOME PROJECTIONS - BOARD(23)P11

- 13.1. The next paper Board(23)P11 on Lottery income projections and latest review of cash flows in relation to the NLDF balance sought various approvals documented with a level of detail and explored some of the points raised under ARC.
- 13.2. Returns to good causes income was below projections with more certainty later in the year. Stuart reported that the Fund currently held the line with a relatively prudent position reviewed in depth every six months. It was expected that the new operator's projections would start being integrated from the December meeting of the Board.
- 13.3. On total grant budgets across portfolios Stuart pointed out two achievements; the deployment of the £100m agreed in December and a much smoother grant profile to help with resourcing and responsiveness as the new strategy materialises.
- 13.4. He pointed out to Table 3, section 2.10 on unallocated grant awards provided for notification and assurance, which would allow flexibility in responding to opportunities.
- 13.5. Moving forward to table 3.4 showing at end of forecast period, £32.3m headroom cash, against the backdrop of cautious income assumptions, highlighting that some concerns on uncertainty of income against healthy NLDF balances and make some healthy grants over next 5 years and still manage liquidity position.
- 13.6. The Board raised the UK portfolio grant award performance. Although the UK portfolio had not been as active in the past year Board was reassured that funding was moving forward in areas that the Committee had discussed in line with the new strategy. An additional meeting of the Committee was scheduled ahead of the strategy launch where the committee would look at options moving forward. David stressed that focus would be on developing emerging plans at a pace.
- 13.7. The Board queried the move to A4A in the new strategy and its potential implications on the Fund's capacity to make large strategic grants at pace. The Board were informed that detailed modelling had been carried out on the financial and operational considerations of the move.
- 13.8. The Board also queried the timescale for amending projections should any response be needed. They were reassured that given the NLDF balance, the executive would not advocate an immediate response and could take a more considered view in the round.
- 13.9. The Board approved the income projections set out in section 1, approved the updates to 2022/23 and future indicative allocations.

### **OPERATING COST BUDGET - BOARD(23)P13**

- 13.10. The Board received Board(23)P13 and approved the 2023-24 operating cost budget.

### **14. CORONATION STEERING GROUP**

- 14.1. Peter Stewart was invited to provide an update on Coronation events. He had been working with the Chair and teams to see how to join opportunities. A host of work had been done to message on Award for All which was well received. The A4A approach had been well received and a lot of work was underway. It was hoped to reach new communities through that work.
- 14.2. David summarised the three aspects to the Coronation funding was A4A, now closed with 600 awards and a commitment of £2.5m, partnering with others such as The Together Coalition and Royal Voluntary Service, and the long-standing partnership between the Big Lunch and the National Lottery. Board's involvement on the day would be discussed later in the meeting.

*Laura Lucking joined the meeting.*

### **15. KPI AND PERFORMANCE REPORT - BOARD(23)P09**

- 15.1. The Chair introduced Laura Lucking, Funding Strategy, Communications and Impact co-director, for whom it was her first Board meeting.
- 15.2. Presenting the Fund's progress towards its key performance indicators until mid-March, she reported most KPIs were green with the exception of KPI3 which was forecast to be within tolerance at year end as discussed earlier and the employee engagement score which would be discussed further in the agenda. The key point was that the KPIs would be refreshed over the coming months to support the delivery of the strategy.
- 15.3. The Board queried the frequency of reporting to inform some of the KPIs and whether expectations were set at the right level. They were reassured that a more complete set of measures would be considered alongside the top level KPIs to enable the delivery of the strategy.
- 15.4. The Board also queried the public procurement delay of the learning and development system. The Executive reported that this was in progress to leverage services from developers for a public service approach.
- 15.5. The executive would come back to the Board in September with proposals on KPIs. In the meantime, discussions would continue with the Strategy Sub-committee.

*Neil Ritch joined the meeting.*

### **16. COST OF LIVING - BOARD(23)P09**

- 16.1. Neil Ritch reported on the Fund's response so far to the cost-of-living pressures on communities.
- 16.2. The flexibility of the Fund's approach in combining core offer with specific initiatives had been well received in the sector. There had been positive engagement with government in Wales and Scotland and discussions were ongoing with DCMS on sector support.
- 16.3. There were still challenges ahead but a move to a less immediate relief approach towards more preventative investment could be considered with some response work still required for the next 12 months.
- 16.4. The Board queried the ratio of variations which had been 5% of funding to 95% core grants or initiatives.
- 16.5. The Board noted the report and continuing work to respond to cost-of-living pressures in communities.

*Kate Beggs, Emma Corrigan, Mel Eaglesfield, John Rose joined the meeting.*

#### **17. ANNUAL UK PORTFOLIO REPORT - BOARD(23)P14**

- 17.1. Laura Lucking introduced Board(23)P14 UK portfolio annual report focussing the discussion on forward looking and developing the new strategy for the portfolio in line with the Fund's refreshed strategy.
- 17.2. Laura reported that £30m of new grants had been made, including £1m of uplift, and there was a strong pipeline under Climate Action Fund with new themes launched.
- 17.3. The Platinum Jubilee had been very successful. David also gave an update on People Projects which had attracted a good range of applicants.
- 17.4. However, it had been a transition year and work was underway to achieve the most for the Fund as a whole.
- 17.5. The UK Funding Committee had recently agreed on a refreshed portfolio that would launch alongside the overall Fund's strategy. This was a positive step forward with solid focus on UK wide relevant themes, rather than projects that span more than one country, and learning that can be shared across all portfolios. The emphasis was on scaling for projects where they can increase their scope and geographical reach.
- 17.6. The Board further discussed UK wide benefits and the challenges of UK wide projects. It was explained that the aim was to have projects where learning was not so specific that it could not be applied across the portfolios while respecting the individual needs.

- 17.7. The Board queried the success of the Jubilee and Coronation programmes. Mel Eaglesfield confirmed that the numbers between the two were broadly comparable, and the Coronation funding, through A4A funding, had seen a balanced spread of applicants across the country.
- 17.8. To a question raised by the Board about the value of the learnings from Bringing People Together Mel explained that due the small size of that cohort of grant holders lessons were less representative and thanked the Board for their feedback and confirmed that more work would be done.
- 17.9. There were no EDI statistics yet on UK projects but these would be provided in due course.
- ACTION:** Mel Eaglesfield
- 17.10. The Board remarked on the development of the Bringing Together Pipeline for the new strategy.
- 17.11. They also discussed the sharing of learning and were pleased to hear would be a focus in the next portfolio strategy to ensure lessons are shared internally and externally. Board also noted that of the four pillars, focus would commence on climate with good foundation on environment work with Climate Action Fund.
- 17.12. David stressed the positive decision of the UK Funding Committee last week develop this in step with the strategy which will give some more concrete issues and a good opportunity to test how the overall strategy will work.
- 17.13. It was observed that the scale aspect mentioned earlier is an important hallmark for the portfolio.

## **18. QUARTERLY PORTFOLIO UPDATES - BOARD(23)P15**

### **ENGLAND**

- 18.1. John Mothersole highlighted key points: the profile of grant commitments would be smoother in the next financial year. The recruitment of three new Committee members had been successful and increased the diversity of backgrounds on the Committee. £18m uncommitted funds would be deployed towards the new strategy. He also acknowledged the difference new England directors Emma Corrigan and Phil Chamberlain had made and the purposeful sense of management they had brought.
- 18.2. The question of no interest loans awarded through Dormant Assets funding was raised. David reminded the Board that Dormant Assets funding is distributed through non-for-profit organisation for financial inclusion Fair4All. Richard Collier-Keywood, Chair of Fair4All, explained how the funding is channelled including via no interest loans to help those who can take out a loan but cannot afford the interests. He noted the conflict of interest in relation with his position on Fair4All.

- 18.3. The Board also asked for more information on EDAs and trusts. It was suggested that side conversations on EDASs would be helpful, and more information on trusts would be provided in due course by Phil Chamberlain who was in the process of engaging with the trusts.
- 18.4. It was also suggested that an update on Dormant Assets would be welcome at the next meeting.

**ACTION:** Phil Chamberlain

### **WALES**

- 18.5. Presenting progress in the Wales portfolio over the last quarter, John Rose reported that discussions were underway with Welsh Government on Dormant Assets funding.
- 18.6. The team were also mapping out how the Shared Prosperity Fund would be used in Wales across the local authorities to ensure that the developing Wales portfolio is complementary.
- 18.7. John also noted that it had been an exceptionally busy quarter on funding with £17 million allocated.
- 18.8. Interesting learning from two programmes Helping Working Families and Rural Futures had been shared with the Welsh Government and was feeding into the Cost of Living working group.

### **NORTHERN IRELAND**

- 18.9. Kate Beggs reported that the portfolio was operating in an increasingly challenging external operating environment which was having an impact on communities.
- 18.10. With an open and responsive portfolio, the team were working on how to position the portfolio to manage the demand and the new strategic ambitions would be helpful in that.
- 18.11. Kate also reported that engagement with both government departments had been stepped up.
- 18.12. Demand had been high for Coronation applications and had to be navigated sensitively. However, the Fund's active approach had been appreciated.
- 18.13. Kate concluded on the 95% customer satisfaction rate which had been maintained, testament to the team's working practices. Dormant accounts funding was now closed after two years with significant investment made and learning gained.

### **SCOTLAND**

- 18.14. Neil Ritch reported that it had been a very busy quarter in Scotland as well.

- 18.15. Engagement with stakeholders had continued, with encouraging results from the MSP survey highlighting positive work from the team.
- 18.16. The Early Action System Change funding programme promoting preventative approaches and system change in services aimed at youth and families was coming to an end with interesting learnings emerging.
- 18.17. The operating environment was also challenging in Scotland as local authorities set their budgets for the year ahead.
- 18.18. The Board asked for consistent EDI reporting across the country portfolio reports, including disability statistics.

The Chair thanked all for their reports.

*Kate Beggs, Emma Corrigan, Mel Eaglesfield, John Rose left the meeting.*

*Laura Lucking joined the meeting.*

## **19. STAKEHOLDER ENGAGEMENT SUB-COMMITTEE**

- 19.1. John Mothersole provided an update on the work of the Stakeholder Engagement Sub-committee. The Sub-committee has developed a framework defining its purpose and established the typology of groups and departments that would be approached for relationship building. The importance of ensuring that the Fund is viewed as a valued and trusted partner was emphasised.
- 19.2. An exercise would soon be carried out with the Board to establish which members are best placed to foster relationships with the identified groups.  
**ACTION:** John Mothersole, Laura Lucking & Verity Prime

## **20. COMMUNICATIONS AND ENGAGEMENT OUTLOOK - BOARD(23)P16**

- 20.1. Laura provided the Board with an overview of the successful shifts the Fund had made to its approach to communications over the last year. It was noted that the Fund was above industry standards for Twitter, Facebook, and Instagram engagement, and the teams were working to increase the levels of engagement further.
- 20.2. Laura noted that the coming year would be particularly busy for communications and engagement due to the launch of the Fund's new strategy. A Parliamentary reception to celebrate the launch was planned for the 4<sup>th</sup> of July. Planning for developing a programme of activity to hold roundtables and visits around the new strategy was also underway.
- 20.3. Preparations for TNLCF's 30<sup>th</sup> birthday had begun. The executive had been communicating with the National Lottery distributor family to coordinate plans surrounding the celebrations.

- 20.4. A plan of activity for the Coronation had been put in place. Beginning in early April, the Fund would be releasing stories relating to the Coronation funding. Members of Parliament would be informed of projects in their areas.
- 20.5. The Board encouraged the Fund to use a wider range of voices in its communications strategy by including those of young people and grant recipients.
- 20.6. The Chair requested that a communications and engagement plan be put in place to ensure that Board members are aware of opportunities for engagement.

**ACTION:** Laura Lucking & Verity Prime

*Laura Lucking left the meeting.*

## **21. FORWARD LOOK - BOARD(23)P17**

- 21.1. The Head of Governance reviewed the forward look for the 2023/24 Board meeting schedule. This would be updated in the light of the discussions held.

## **22. ANY OTHER BUSINESS**

The Board discussed the ethics related to applicants using artificial intelligence to assist with writing funding bids. The Chair recommended that the Fund source an external expert to present on the ethical implications of artificial intelligence to the Board.

**ACTION:** Verity Prime & Laura Lucking

- 22.1. Noting that this was Rachel's last meeting as a Board member, the Chair thanked her for her service and support.
- 22.2. As it was Kate Still's last meeting as the Board Vice-chair, the Chair thanked her for her invaluable support. It was noted that Paul Sweeney would be stepping into the Vice-chair position going forward.
- 22.3. The Chair thanked the Board for their participation in the meeting.
- 22.4. Being that there was no further business, the meeting concluded at 15:48.

Date: 31<sup>st</sup> March 2023

Signature:

BOARD(23)M01

A handwritten signature in black ink, appearing to read "Robert Chaff". The signature is written in a cursive style with a long horizontal stroke extending to the right.

Chair of the Board