

**BIG LOTTERY FUND  
BOARD**

**MEETING OF THE BIG LOTTERY FUND BOARD HELD ON  
TUESDAY 12 DECEMBER 2017  
AT BIG LOTTERY FUND, PLOUGH PLACE, LONDON**

**PRESENT:**

Peter Ainsworth	Board Chair
Tony Burton	Board Vice-Chair
Astrid Bonfield	Board Member
Natalie Campbell	Board Member
Perdita Fraser	Board Member
Julie Harrison	Northern Ireland Chair (via VC)
David Isaac	Board Member
Maureen McGinn	Scotland Chair
Elizabeth Passey	Board Member
Rachel Robathan	Board Member
Nat Sloane	England Chair
Adrian Webb	Wales Chair

**IN ATTENDANCE:**

Dawn Austwick	Chief Executive
Joe Ferns	UK Knowledge & Portfolio Director (items 3
James Harcourt	England Director
Ben Harrison	Director of Engagement (items 3
Ian Hughes	Finance Director
Joanne McDowell	Northern Ireland Director
Catherine Roberts	Head of Governance (minutes)
John Rose	Wales Director
Verity Soons	Governance Officer (minutes)

**1. CLOSED SESSION**

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

**2. INTRODUCTORY REMARKS**

- 2.1. The Chair opened the meeting and welcomed guests. Julie Harrison would join by VC for this meeting.
- 2.2. The minutes of the meeting held on 27 and 28 September 2017 (Board(17)M04) were approved as an accurate record of the meeting. The discussion regarding a reminder to staff of contractual obligations which was had at the September meeting was raised and the Chief Executive confirmed that there would be an element added to the annual electronic CPD requirement for all staff. The Fund as an exemplary equal opportunities employer was discussed and a conversation would be continued with the Chief Executive and Rachael Robathan.

**ACTION:** Chief Executive/Rachael Robathan

- 2.3. The action updates at Board(17)P68 were noted. Country Chairs for England, Wales and Scotland provided updates on their respective member recruitment campaigns which were progressing well. The different approaches to recruitment were noted, as was the issue of addressing diversity, which was still a challenge and would continue to be reviewed. Nat Sloane updated on the England Committee Open Recruitment Breakfast, informing that it was well attended by approx. 45 attendees. The approach would be developed for future events which would also be located outside London.

**ACTION:** Catherine Roberts

- 2.4. Perdita Fraser declared that she had, until recently, held an interest with Access Aspiration which had recently merged with the Mayor's Fund for London who had received a Partnership Funding grant in England. This was noted. Adrian Webb

declared interests in RSPB UK and RSPB Wales as a recently appointed trustee and Chair respectively.

*Ben Harrison and Joe Ferns joined the meeting*

### **3. PLANNING**

- 3.1. Ben introduced Board(17)P69 which provided an update on the Fund's reviewed Corporate Objectives. The Board welcomed the iterative and inclusive approach undertaken to make improvements to the design of the objectives and in particular the result of a stronger focus on the communities and organisations we seek to support.
- 3.2. Board members noted that in some quarters the perception remained that it could be difficult to apply for funding. Ben confirmed that clearer messaging and other actions to address this would sit within the targets and deliverables developed to accompany the final objectives.
- 3.3. Board welcomed the fact that the objectives were more externally focussed and encouraged the executive team to implement these objectives and share them externally, noting that some 'tweaking' may take place in countries.

**ACTION:** Ben Harrison

- 3.4. The language of objective two would be amended to ensure it reflected the wider landscape and not just the wider 'funding' landscape. The final draft of the objectives would be discussed at the March 2018 Board meeting when KPIs and KMIs would be received. In the longer term, progress towards achieving the objectives would be reviewed via mechanisms such as the horizon scanning session at the annual Board and Committee day.

**ACTION:** Ben Harrison

### **4. MOVING FORWARD**

- 4.1. Ben set out the proposal in Board(17)P70 to bring together the work streams on brand, impact and culture and achieve better outcomes in the three strands. The Board highlighted the importance of remaining focussed on our end users, rooted in real life examples, and continue to improve understanding of People in The Lead for customers, stakeholders and staff.
- 4.2. The executives would ensure that any branding work reflected this scope, and lines to take would be developed to support our approach. The timeline for the approach would be shared with the Board.

**ACTION:** Ben Harrison

*Ben Harrison left the meeting, Alex Collins joined the meeting*

### **5. KNOWLEDGE AND LEARNING**

- 5.1. Joe introduced the update to the Board on the Fund's approach to data and information at Board(17)P71 which had seen the creation of a new data warehouse and procurement of new dashboard, Tableau, which made information more consistent and accessible across the Fund. The Board welcomed an update on the developments to the Fund's approach and noted that this had already affected the data being collected to ensure it was fit for purpose.

- 5.2. Alex Collins gave a demonstration of the new dashboard which was well received. The Board raised the importance of ensuring that all data was subject to rigorous quality constraints and its release and use carefully managed. The Board looked forward to see how the data could be used to share learning more extensively in civil society. The Board thanked Alex and his team for their work to date.

*Alex Collins and Joe Ferns left the meeting. John Rose and Joanne McDowell joined.*

## **6. DELIVERING PEOPLE IN THE LEAD (PIL) WALES REPORT**

- 6.1. John Rose introduced the report at Board(17)P72 which was warmly welcomed by the Board and gave an insightful view of how the PIL approach was allowing a people led, strengths based and well-connected approach to funding in Wales. The report was created with the use of new data collection techniques as had been described by Joe and Alex previously. John confirmed that some anomalies remained in the data but that future developments in data tagging and sorting would seek to eliminate those.
- 6.2. National Lottery Awards for All (NLFA) success rates were discussed. Whilst these had seen a slight decrease, the Board were assured that this was due to the impact of new ways of working and showed how well the approach was being embedded with staff who were now able to make good judgements earlier in the application process. It was being confidently managed in local messaging and trends would continue to be monitored closely.
- 6.3. John shared a video clip with the Board which demonstrated the impact of PIL through the voice of our beneficiaries and he updated on how the staff in Wales had proactively and positively adopted the approaches. The Board welcomed this information and were glad to see the beneficiary and staff voices well represented.

*John Rose and Joanne McDowell left the meeting. Ian Hughes and James Harcourt joined.*

## **7. CHIEF EXECUTIVES OVERVIEW**

- 7.1. The Chief Executive introduced the report at Board(17)P73, which was noted, and shared updates received since the report was published which included news of the resignation of the Chair of the Gambling Commission. The Board discussed the contents of the report including the NAO report due for release on 13 December 2017 which would be shared with the Board once received. They noted that income levels were comparable to those of the same period in 2016.
- 7.2. The Board also discussed the continued prosperity of the National Lottery. The Chief Executive would continue the conversation with David Isaac.

**ACTION:** Chief Executive

## **8. PERFORMANCE AND FINANCE**

### **Financial Summary (Board(17)P74)**

- 8.1. Ian introduced the financial summary which showed a positive position for the year to date. The Board discussed the NLDF balance projections to 2019/20 in relation to the current climate and expectations for BBO. This was noted by the Executive and scenario planning would consider best and worst cases.

**ACTION:** Ian Hughes/James Harcourt

- 8.2. Opportunities for third party funding and how to develop our learning in this area was also discussed and Ian updated on the new Government framework for procuring services. The Third Party Strategy would be reviewed in the first half of 2018. Underspend in England was as expected at this time and the Board were assured that this was not of concern at this point in the financial year.

**Action:** Gemma Bull/Joanne McDowell

**Performance Summary (Board(17)P75)**

- 8.3. The Board noted the contents of the report with all targets expected to be met by year end.

**Income Update and Risk (Board(17)P76)**

- 8.4. The Board noted the summary of income projections and potential consequences for the Fund and Ian reported that the income position was more positive than had originally been expected. The Board confirmed that they were content to progress with the current approach proposed for forecasting.

**Update of Grant Award Budgets and Payment Forecasts (Board(17)P77)**

- 8.5. The paper provided an update on the grant award budgets and payments forecasts for 2017/18 onwards. The Board noted the updates to 2017/18 and future indicative budgets at annex A and the forecast payments and NLDF balances at annexes B, C, E and F. The Board reviewed the cash outflows at annex D and agreed the projected budgets for 2022/23 which were set out in para 1.4.

**2018/19 Budget First Look (Board(17)P78)**

- 8.6. The Board discussed the summary of corporate planning activity and outline budget for 2018/19 noting that it would be presented in March 2018 as a final budget following detailed planning activity. The figures received took into account the assumption for continuation of approx. 20 priority projects identified by SMT and replacement of FMS over the next 4 years. Some contingency would still be available. The Board approved the outline budget for 2018/19.

**9. AUDIT AND RISK COMMITTEE (ARC)**

- 9.1. Tony Burton updated on key discussions at the meeting of ARC in November which had included an update on GDPR. ARC had also acknowledged the need to look at investigations more deeply on a more regular basis in addition to the regular updates that were already received. The Board noted that the Investigations Team were responsible for the loss prevention of approximately £1m per annum and expressed their thanks to them for their hard work. ARC minutes at Board(17)P79 were noted.

**10. UPDATE ON BUILDING BETTER OPPORTUNITIES (CONFIDENTIAL)**

- 10.1 The Board noted the update on the current status of BBO at Board(17)P80. James Harcourt commented that much progress had been made on the position since the last report to Board. A further update would be provided in due course.

**ACTION:** James Harcourt

**11. TERMS OF REFERENCE**

- 11.1. Ian presented the ARC terms of reference (TORs) at Board(17)P81 annex A. These had been discussed at the most recent ARC meeting and since their last review some minor updates had been made which reflected current guidance and whistleblowing procedure. The Board agreed the terms of reference subject to alignment of the

Chair's Action process and wording with other Committee TORs. The Board noted that the ARC TORs would no longer be reviewed annually but only as required and at least every four years. This was in line with other Committee TOR reviews earlier in the year.

- 11.2. The Chair introduced the UK Funding Committee TORs at Board(17)P82 annex A. The Board noted the amendments and agreed the terms of reference with no further changes.

**12. FORWARD LOOK**

- 12.1. The forward look (Board(17)P83) was taken as read. This would remain updated on Convene for future reference. Committee terms of reference would no longer feature on the June 2018 agenda due to the change in frequency of review.

**13. PORTFOLIO UPDATES**

- 13.1. Portfolio updates at Board(17)P84 were noted. The effect of new styles of grant making on the relationship between applicants and the Fund and the impact of this was raised. The Board re-iterated their interest in being more engaged in portfolio events across the UK and they would remain informed of opportunities.

**Action:** Ben Harrison

**14. ANY OTHER BUSINESS**

- 14.1. There was none

**15. EVALUATION**

- 15.1. David Isaac chaired the end of meeting evaluation, capturing the positives, including a noted improvement in the depth of challenging conversations.

The meeting closed at 13.40

Minutes agreed \_\_\_\_\_ Date \_\_\_\_\_

Peter Ainsworth, Chair