

**BIG LOTTERY FUND
BOARD**

**MEETING OF THE BIG LOTTERY FUND BOARD HELD ON
WEDNESDAY 28 MARCH 2018
AT BIG LOTTERY FUND, PLOUGH PLACE, LONDON**

PRESENT:

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

IN ATTENDANCE:

Dawn Austwick	Chief Executive
Joe Ferns	UK Knowledge & Portfolio Director (items 3, 6, 8)
Ben Harrison	Director of Engagement (items 4, 5, 8)
Ian Hughes	Finance Director (item 8)
Joanne McDowell	Northern Ireland Director (item 6, 7)
Catherine Roberts	Head of Governance (minutes)
Derek Bardowell	Senior Head of UK Portfolio (item 6)
Jenny Olsen	Senior Head of Brand (item 4)
James Harcourt	England Grant-making Director (items 6, 7)

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 all. The Board thanked David Isaac for his commitment and contribution at Board. Perdita Fraser and Elizabeth Passey had been reappointed by DCMS.
- 2.2. Apologies were received from Natalie Campbell. No interests were declared.
- 2.3. The minutes of the meeting held on 12 December 2018 (Board(17)M05) were approved as an accurate record.
- 2.4. The action updates at Board(18)P01 were noted by the Board.

Martin Cawley and Joe Ferns joined the meeting

3. SAFEGUARDING

- 3.1. The Board noted Board(18)P02, which they found useful and timely. Martin provided an update on the Fund's current position on safeguarding outlining actions taken to ensure that we have appropriate policies and practice in place.
- 3.2. The Board were clear that although the Fund does not have a regulatory role, we endeavour to support the organisations we fund to take their responsibilities around safeguarding seriously.
- 3.3. They recognised that the international side of our funding is an area of significant exposure and welcomed the approach taken by the international team.

- 3.4. The Board also highlighted the importance of having a protocol in place for future issues arising. Martin reiterated that our current procedure for raising concerns and grant oversight already enable this.
- 3.5. An update with any recommended actions would be brought back in June.

ACTION: Martin Cawley

Joe Ferns and Martin Cawley left the meeting; Ben Harrison and Jenny Olsen joined

4. ONE NATIONAL LOTTERY (ONL) AND BRAND

- 4.1. Ben introduced Board(18)P03 and highlighted progress made on brand development. The One National Lottery work was about to be concluded and the brand playbook was presented to the Board. The Board were pleased to note the positive working relationship between distributors and Camelot.
- 4.2. On Big Lottery Fund's own brand the Board were informed that we have appointed an agency and are progressing the brand review now. Discussing the timeline the Board felt that we should move swiftly and work closely with other distributors.
- 4.3. The Board were looking forward to hearing about further progress in June.

ACTION: Ben Harrison

Jenny Olsen left the meeting

5. FUTURE PROOFING

- 5.1. Ben introduced Board(18)P04 outlining the purpose of the initiatives presented in the paper. He described the turbulent external landscape and how it was key for the Fund to develop more focussed engagement activity with key stakeholders.
- 5.2. The Board welcomed the approach of developing advisory panels. They asked about digital engagement, in line with DCMS digital drive, and stressed the importance of using tools to gauge what the external world is thinking.
- 5.3. The revamped 200 stakeholder list would be shared with the Board in due course and Nat offered to share his experience at Impetus on advisory panels. The Executive would ensure that the Board is fully sighted on progress through the CEO report.

ACTION: Ben Harrison

Ben Harrison left the meeting; Joe Ferns, Derek Bardowell, James Harcourt and Joanne McDowell joined

6. DELIVERING PEOPLE IN THE LEAD (PIL) UK REPORT

- 6.1. The Board received the PiTL UK Report noting the increased cohesion of the Portfolio and ongoing work to increase external visibility. An update on the People's Projects with ITV was given, one of the Fund's largest public facing brands.
- 6.2. Learnings from the conversational approach to Accelerated Ideas funding was discussed, including work with the England Portfolio Development Team to ensure that the right checks and balances were in place with this process.

6.3. The Board noted the update and thanked UK Portfolio for the report, encouraging the team to continue to involve colleagues across the UK and externally through new forms of engagement in addition to public broadcasting. Portfolio Directors present commended the multi-level relationship now operational between themselves and UK.

6.4. Thanks were extended to Colin Turner for his design work.

Derek Bardowell left the meeting

7. DELIVERING PEOPLE IN THE LEAD (PIL) NI REPORT

7.1. Joanne introduced Board(18)P06 and played three YouTube videos to the Board demonstrating value-added funding. Despite a challenging external environment, a supportive Northern Ireland Committee and the increased credibility of the Fund which valued relationships beyond grant making had ensured People in the Lead was being successfully delivered.

7.2. The Board congratulated the Portfolio on an excellent example of PiLT strategy in action and noted that work space in Derry/Londonderry had been taken to help local officers with increased remote working.

7.3. The strong demand for National Lottery Awards for All funding was noted against a reduction in funding available, and ongoing monitoring and intelligence gathering from communities were key. The proportionate samples on grant management mirrored that of England Portfolio. Grant holders were also signposted to other funding within or outside the Fund.

Joanne McDowell and James Harcourt left the meeting; Ian Hughes, Ben Harrison and Joe Ferns re-joined

8. CORPORATE PLAN 2018/19

8.1. The Board received the Corporate Plan 2018/19 and noted that there had been a significant change as the plan now had more externally facing objectives and included the budgeting proposal.

8.2. They welcomed the Plan and discussed the KPIs.

Sue Owen, Permanent Secretary at DCMS, joined the meeting

9. GUEST: PERMANENT SECRETARY

9.1. Peter welcomed Sue Owen, Permanent Secretary, DCMS, thanking her for making the time to join the Board.

9.2. Sue described how the Department had developed and she shared its current priorities.

9.3. Tony outlined the breadth of the Fund's work and our role in civil society, enriching lives as one of the few UK wide funding bodies. He reminded the Permanent Secretary that we look forward to continue working with DCMS on supporting Civil Society. Nat Sloane presented the strategic programmes in England and learnings from our cross sector partnerships, an area where the Fund's and DCMS's work intersects.

9.4. An area of interest was place based working and Maureen described how in Scotland they had explored a place based approach for several years and how People in the Lead had

encouraged us to take a more ambitious approach. She stressed the positive and respectful relationships between devolved administrations and central government.

- 9.5. On the Board's skills and diversity Sue advised that being clear and specific about requirements was essential in the forthcoming recruitment process. Attention should be paid to the length and strategic staggering of terms of office as well as Board effectiveness.
- 9.6. The Permanent Secretary thanked the Board for their valuable work.

Sue Owen left the meeting

10. CHIEF EXECUTIVES OVERVIEW

- 10.1. The Chief Executive introduced her report at Board(18)P07, which was noted, and shared updates received since the report was published.
- 10.2. The Board welcomed the response on National Lottery Awards for All and looked forward to receive first learnings and trends following the launch of the new Reaching Communities product in April.
- 10.3. Dawn updated the Board on the progress made on Dormant Accounts.

11. PERFORMANCE AND FINANCE

Financial Summary

- 11.1. The Board were provided with a financial update in Board(18)P09. Dormant accounts was a live issue with £150m released for this year. The BBO contingency was set as a fixed proportion and any unspent funds would flow into the next financial year.
- 11.2. Assurance was given to the Board there would be less underspend in the England Portfolio next year. England Committee had discussed the matter and new structures enabled more robust budget planning earlier in the year.
- 11.3. The Board noted the contents.

Performance Summary

- 11.4. The Board noted the contents of the Performance Summary at Board(18)P10.

Income Update and Risk – verbal

- 11.5. The Board noted the verbal update on the Fund's income projections, currently on track to exceed the conservative forecasting. Income risk was diminishing towards March 2019/20.

Update of Grant Award Budgets and Payment Forecasts

- 11.6. Board(18)P11 provided an update on the grant award budgets and payments forecasts for 2018/19 onwards, reflecting the previous discussion on Income Update. The Board noted and approved the paper and annexes.

2018/19 Budget

- 11.7. The Budget 2018/19 presented in Board(18)P12 reflected the first year of the updated country shares. Due to the uncertainty of timing of award programmes Dormant Accounts activity were excluded from lead schedules, and Olympic repayments were not accounted for as precise timing was not guaranteed.

- 11.8. The Board approved the 2018/19 budget presented and noted the proposed projects and associated costs.

12. AUDIT AND RISK COMMITTEE (ARC)

- 12.1. The Board received an update on key items at the March ARC meeting, including GDPR, a satisfactory Internal Audit report on Procurement, and the approval of the internal audit plan for 2018/19. Any GDPR updates would be provided through the quarterly ARC minutes.

Action: Governance

- 12.2. The Board asked for further clarification on item 7.2 within the minutes provided at Board(18)P13 regarding safeguarding and social media. Due to the high number of new staff it was deemed appropriate to provide regular training and it provided the Fund with the opportunity to ensure all staff understood the guidance. Social media etiquette for non-execs would be offered at Board and Committee Day.

Action: Ben Harrison

- 12.3. The list of the Fund's policies, including Ethics Policy, would be shared with the Board. Board(18)P13 was noted by the Board.

Action: Governance

13. FORWARD LOOK

- 13.1. The next Board meeting in June would take place in Leeds. More information would be shared with the Board in due course.

Action: James Harcourt/Governance

14. PORTFOLIO UPDATES

- 14.1. Portfolio updates at Board(18)P15 were noted, with Country Chairs informing the Board of recent Committee appointments in England, Scotland and Wales. Developing approaches to recruitment could include interviewing outside capital cities, ensuring search firms fully embrace networks to fulfil diversity ambitions, and further utilising social media.

15. ANY OTHER BUSINESS

- 15.1. David Isaac congratulated the Fund on its overall progress and urged the organisation to continue to be ambitious, agile and take risks. The Board reiterated their thanks to David.

16. EVALUATION

- 16.1. Due to timing, this did not take place.

The meeting closed at 13.59

Minutes agreed _____ Date _____

Peter Ainsworth, Chair