



Corporate

Plan

2021
2024

YMCA East Surrey, England

The National Lottery Community Fund



Introduction

At The National Lottery Community Fund we believe that when people are in the lead, communities thrive.

After an exceptional year for the country, we continue to be here for all, supporting the recovery and rebuilding effort across the UK. Each year we expect to award around 12,000 grants with a value of about £600 million thanks to National Lottery players.

As the largest funder of community activity in the UK, our response to the pandemic has been guided by what we can do to stand by the communities we serve, acting with reassurance and efficiency to provide help where it is needed most. Throughout 2020, emergency funding was available quickly, wherever our support was needed – and working together with Government we were able to distribute even more funding than usual at speed. As we look forward now, our corporate plan for the next three years will adapt as the world adapts to new times and new challenges.

Our ambition to help create a lasting impact across the UK determines how we provide funding. As well as larger thematic commitments to address urgent issues for the country we also know that access to small amounts of money can make a real difference. In 2020-21 we awarded 70% of our grants through our National Lottery Awards for All programme, making available individual grants of £10,000 or less to charities and community organisations on the ground.

In a climate where resources are becoming harder to secure, we are pleased to make around 60% of all grants to new organisations. We

look to the potential of partnerships and collaborations yielding more than any one of us can achieve alone. In the coming year we will contribute to wider change, working with our networks at scale to address longstanding and deep issues of inequity and consider how we can work with others to activate innovation through investment, guided by opportunities to strengthen the wellbeing and prosperity for all communities.

Over recent years we have updated our technology and funding processes and this is paying dividends. The challenges of 2020, mean our operating context is different to the one we imagined and as new ways of working start to evolve we will support our teams to work for communities in the best possible way. While that may produce some initial impact on cost efficiency, we expect to deliver our commitments within an operating cost of 7.75% of income – making the most of the money raised for communities thanks to National Lottery players.

We're now looking to the future with our grant holders, taking our first steps to emerge from the crisis points of 2020 and build a sustainable future, together.

John Rose

Interim Chief Executive

The National Lottery Community Fund

Our purpose

We support people and communities to thrive

Our strategic framework

When people are in the lead, communities thrive. People understand what's needed in their communities better than anyone. We listen, collaborate and fund so that good things happen.

That's why we're proud to award money raised by National Lottery players across the UK.

Our performance

- KPI 1** Customer satisfaction will be at least **80%**
- KPI 2** Operating costs will be in line with our agreed threshold of **7.75%** of income over three years
- KPI 3** Grant awards to be **+/- 5%** of budget
- KPI 4** Our employee engagement score will be at least **76%**
- KPI 5** People who are aware that The National Lottery funds good causes is above **45%**
- KPI 6** People who are aware of The National Lottery Community Fund's purpose is above **45%**
- KPI 7** At least **80%** of our grants will be awarded to charities and community organisations



Our principles

What we do and how we act as an organisation is based on our principles.



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Our goals in practice

1 The National Lottery Community Fund supports ideas and projects that matter to people and communities

2 Our funding is a catalyst for wider change to ensure that communities across the UK, and the organisations that support them, are thriving, diverse, and fit for the future

3 The National Lottery Community Fund is valued, trusted and efficient



Goal 1

The National Lottery Community Fund supports ideas and projects that matter to people and communities

Strategic focus area 1: Through excellent grant-making we will invest a further £1.5bn in communities across the UK over the next three years

How we determine success:

Funding opportunities across portfolios are relevant, accessible and effective, supporting the best projects and enabling communities to thrive.

- More than 95% of our grant budgets will be committed across all funding portfolios
- Our core funding products and supporting grant-making tools will be continually improved to enable excellent grant-making across our five funding portfolios
- Development of robust data driven reporting of progress and impact of all live grants across portfolios and themes
- All portfolios ensure that our funding offer remains relevant and continues to meet the needs of communities across the UK to achieve long term change
- We respond to emerging national priorities and events, seeking out and securing opportunities to fund collaboratively

Enquirers, applicants and grant-holders report an even better customer experience.

- Customer satisfaction will be at least 80%
- All funding staff receive thorough and robust training that enables them to deliver excellent grant making

Goal 1

The National Lottery Community Fund supports ideas and projects that matter to people and communities

Strategic focus area 1: Through excellent grant-making we will invest a further £1.5bn in communities across the UK over the next three years

How we determine success:

We challenge and support grant-holders to improve their environmental performance, and to support communities in taking climate action.

- Second round of the Climate Action Fund (£8m) is committed by end of September 2021 and we continue investing in community-led climate action with at least 50% of the Climate Action Fund budget committed by March 2023
- We continue to test, develop and adopt effective mechanisms for driving improved environmental performance in funded organisations
- A refreshed approach to capital projects ensures that the assets we fund meet best practice in environmental performance

Goal 1

The National Lottery Community Fund supports ideas and projects that matter to people and communities

Strategic focus area 2: We will actively embed equity, diversity and inclusion within our culture and grant-making processes, ensuring our funding reaches all communities and reflects the diversity of the UK.

How we determine success:

Our funding is more accessible and flexible and equitably distributed.

- The distribution of funding across all our programmes reflects the diversity of communities in the UK
- We actively reduce the barriers that prevent equitable access to our funding so that customers from all backgrounds see themselves reflected in our funding and have an excellent experience throughout their journey with us
- We have robust data which enables each portfolio to understand the spread of funding across communities, identify areas of under-representation and implement plans to address this
- Our external outreach and engagement support us to understand and respond to exclusion from or inequity in our grant-making
- Our funding offers are communicated using accessible language and approaches

As a leader and catalyst, we promote diversity and inclusion in civil society.

- We collaborate with others to develop and promote equitable and inclusive funder practice
- All external engagement and insight outputs reflect our EDI ambitions, highlighting good practice and sharing insight and learning from diverse experiences
- Our corporate identity and brand takes account of our proposition to be 'for everyone' and reflects the diversity of the communities we support

Goal 2

Our funding is a catalyst for wider change to ensure that communities across the UK, and the organisations that support them, are thriving, diverse, and fit for the future

Strategic focus area 3: We actively participate in shaping the future of communities, and the organisations that work with them, and we support them to develop appropriate skills, assets, and capacity to achieve their ambitions.

How we determine success:

We have developed an emergent civil society strategy that accounts for the complexity and changing nature of the current times.

We have facilitated broad stakeholder engagement and discussion to build a shared, evolving view with communities and the organisations that work with them.

We have developed a package of practical support that helps charities and community organisations operate effectively and be well placed to support the communities they serve.

- Our strategy is emergent, responsive to community, evidence and in alignment with government policy

- We focus on themes where we can make a distinct and value adding contribution, in particular youth, climate and thriving communities

- We keep an eye to the future, promoting collaboration and innovation that helps level up and unite the communities we serve

- We develop our understanding of the challenges and opportunities facing communities and the organisations that work with them

- We explore areas of emergent change in a critical time of flux for communities

- We gain a greater understanding of leading impactful practice that can help inspire and support renewal in communities

- Our funding programmes, policies and practices reflect our understanding of the needs and value of communities

- Through publications, workshops, and events we share insights and practical tools with communities, the organisations that support them and policy makers

Goal 2

Our funding is a catalyst for wider change to ensure that communities across the UK, and the organisations that support them, are thriving, diverse, and fit for the future

Strategic focus area 4: We use our funding, insight and relationships to build connections across and within communities

How we determine success:

We demonstrate impact through the data, insight, knowledge and learning gained from and about our funding and use it to inform future practice.

- Our Data Strategy provides consistent and accurate business intelligence, enabling us to demonstrate the difference our funding makes and contribute to the improvement of sector-wide data and understanding about the communities we serve
- We have developed our approach to grant holder learning and the dissemination of insights, sharing what we know with others to inform wider practice and deepen our understanding
- Funding portfolios have developed approaches to harnessing the experience and expertise of staff, making use of existing insight, and generate learning that deepens our knowledge, ensuring that these insights flow effectively across the whole Fund and add to our central evidence base

We are a credible, influential and connected convener of thought and practice and build connections across and within communities.

- We use our evidence and learning to offer credible insight to emergent policy areas, helping to shape practice that affects communities across the UK
- A portfolio of knowledge-based convening that brings people together to debate and discuss ideas, share learning, broker new connections and dialogue, and deepen our learning and insight on priority themes/issues
- A new funding policy and practice function is established that helps to improve and inform funding decisions and design
- We have developed a framework for sharing our impact through data and storytelling across key thematic areas of practice

Goal 3

The National Lottery Community Fund is valued, trusted and efficient

Strategic focus area 5: Excellent corporate services, enabling efficient and effective delivery of our purpose

How we determine success:

Develop a responsive organisation and embed a continuous improvement culture.

- Develop and track efficiency measures, driving improvements in our core processes
- Actively manage and improve our high levels of employee engagement
- A refreshed Learning and Development offer and model of delivery to enable all colleagues to experience tangible development opportunities
- Reimagine our property and technology strategies to reduce total space contracted and enable our evolving models of working spaces and styles

Maximise the opportunity to further drive down our carbon emissions as we transition through a period of post-pandemic recovery.

- Increase the focus on our environmental responsibility in everything we do, including home working, through our core teams and network of Green Champions
- Achieve carbon neutrality, and move towards being a net zero organisation by:
 - Reducing our carbon footprint in relation to gas and electricity supply, travel and overnight accommodation, reducing the use of internal flights, and reducing waste to landfill as per our Environmental Action Plan
 - Better understand and reduce the carbon footprint of our technology
 - Offsetting residual CO2e emissions from 2020

Goal 3

The National Lottery Community Fund is valued, trusted and efficient

Strategic focus area 5: Excellent corporate services, enabling efficient and effective delivery of our purpose

How we determine success:

Improve colleagues' experience of inclusion and wellbeing through enhancing and connecting our support offer and better integration of inclusion and wellbeing considerations in our approach to change.

- Participation in relevant index to benchmark performance
- All colleagues report that the Fund provides an inclusive working environment
- Increase diversity through creating opportunities to recruit colleagues from a range of backgrounds

Goal 3

The National Lottery Community Fund is valued, trusted and efficient

Strategic focus area 6: We celebrate the difference that National Lottery funding makes to communities

How we determine success:

We celebrate good practice so that people understand how National Lottery funding is being used to make a difference across the UK.

- We deliver engaging and impactful communications to a range of audiences that reflects the diversity of the communities we serve
- Intelligence, knowledge, learning and insight from the work that we fund is shared widely, contributing to a better understanding of the impact of National Lottery funding in communities
- People who are aware that The National Lottery funds good causes is above 45%
- We continue to tell the story of how National Lottery funding helps communities to take action to emergent societal challenges, contributing actively to national priorities across the UK.

We amplify the voice of our grantees to inspire community action and encourage people to support the National Lottery

- Alongside our funding colleagues, local networks across the UK are able to speak with confidence about the impact that National Lottery funding has had in their communities
- We will actively work as part of the wider lottery family to profile where communities are taking the lead to address local and national issues of importance
- We continue to tell the story of how National Lottery funding helps communities to take action to emergent societal challenges, contributing actively to national priorities across the UK