



# Corporate

# Plan

2020  
2023

The National Lottery Community Fund



# The next three years

At The National Lottery Community Fund, we believe that people understand what is needed in their communities better than anyone – and that when people are in the lead, communities thrive.

Each year we plan to award 12,000 grants to the value of about £600 million, with reach to every local area across the country. And in doing so, we will be taking specific action to support our grant holders as they work through the coronavirus crisis and its longer term effects.

Based in the communities we serve, we offer simple and straightforward funding that can make a real difference with the smallest sums — 90% of our grants will be for £10,000 or less and at least 80% of our funding will directly go to charities and community organisations. We also continue to offer longer term and flexible funding – providing multi-year support for charities and partnership grants that can kickstart collaboration and help innovation to really take off.

We know the value of bringing people together and as well as widespread activity to engage and inspire communities, our funding is allocated via our four country portfolios: England, Northern Ireland, Scotland, and Wales; and our fifth UK portfolio to which we currently allocate 10% of our available funding.

In addition to these core activities, we have an ambitious three-year development plan rooted in our principles, which is set out in the following pages. These development activities will accelerate the delivery of our strategic ambition – you can find out more about that by looking at our goals in practice and our strategic areas of focus set out here.

Whilst we recognise that the challenges of early 2020 may produce some initial impact on cost efficiency, we expect to deliver our commitments within a 7.75% cost envelope. We balance that with what is needed to make the most of resources we distribute to good causes across the UK thanks to National Lottery players.



**Dawn Austwick**

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

To ensure we maximise the impact we can make with National Lottery money that we distribute across the UK, we track our performance using a set of key performance indicators (KPI) that help us monitor the efficiency and effectiveness of our organisation.

**KPI 1** Customer satisfaction will be over **80%**

**KPI 2** Operating costs will be in line with our agreed threshold of **8%** of income over three years

**KPI 3** Grant awards to be **+/- 5%** of budget

**KPI 4** At least **65%** of our colleagues will recommend the Fund as a good place to work

**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.



A photograph of two young boys playing football on a grass field. One boy in a black kit is kicking a yellow and green ball, while another boy in an orange bib watches. The background shows a wooden fence and trees.

# Our goals in practice

1

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

2

We use our funding and relationships to help create stronger, more connected communities.

3

Charities and community organisations across the UK are thriving, diverse and fit for the future.

4

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 £1.5bn in communities across the UK by 2023.**

## How we determine success

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

- >95% of grant budget committed.
- All portfolios will use, and continue to improve upon, our three core funding products to deliver inclusive and accessible grant making; we will further explore and develop innovations including participatory funding and micro grants.
- Portfolio reviews engage with diverse communities and ensure that our funding offer continues to meet their needs across the UK.
- Development of reporting enables robust, data driven reporting of progress and impact of all live grants across portfolios and themes.
- All portfolios will direct funding activity during the first part of 2020/21 to support communities through the coronavirus crisis.

Completion of our grant making system (GMS) project delivers better informed grant-making and an improved experience for applicants and grant holders.

- GMS moves to operational and benefit realisation phase by end of 2020/21.
- All portfolios report that they benefit from direct access to key local data sets enabling better decision 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 £1.5bn in communities across the UK by 2023.**

## How we determine success

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

- Grant holders report continued improvement in funder-grantee relationships.
- Funding staff report that training and development activity enables them to deliver better grant-making.
- Customer satisfaction among enquirers, applicants and grant holders exceeds 80%.
- Our grant holders report that the Fund supported them effectively during the coronavirus crisis.

We challenge and support grant holders to improve environmental performance.

- Full rollout of Climate Action Fund with at least 50% budget committed by 2023.
- Test, develop and adopt effective mechanisms for driving improved environmental performance in funded organisations.
- Increased collaboration with other funders and organisations, which strengthens links between funders and projects engaged in environmental action.
- Our role as a significant funder of community environmental action is more widely recognised and we actively champion the role of communities in taking positive climate action.



# Goal 1

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

**Strategic focus area 2:** Ensure our funding is a **catalyst** to wider change.

## How we determine success

Establish the Engagement and Insights function, and a new Fund-wide Knowledge and Evidence Strategy that brings together key insights and learning from all funding areas.

- Establish a data strategy for the Fund and enable improved and consistent analytics.
- Five Fund-wide thematic experts will be appointed with internal networks across the Fund to share knowledge, develop thinking and propose policy and practice positions, and act as external Fund leads.
- The policy function should build on its work, horizon scanning and understanding the external stakeholder and political landscape, to identify opportunities to use our insight across the Fund to support national and local external policymaking processes.
- Establish a new stakeholder relationship management process, underpinned by the new GMS, to ensure we are engaging strategically with key stakeholders, practitioners and commissioners.
- Produce key external reports that synthesise our learning with regards to funding and interventions, initially in the areas of the Environment and Youth Voice; these will be used to underpin a range of stakeholder and policy engagement activity.

# Goal 2

We use our funding and relationships to help create stronger, more connected communities.

**Strategic focus area 3:** Ensure our funding is **open to all** and, together with our workforce, reflects the diversity of the UK.

## How we determine success

Our funding is more accessible and flexible.

- 90% of customers agree our processes are simple and straightforward and under-represented groups are not disadvantaged by any of our grant-making processes.

- By 2023 we have robust data, which enables each portfolio to understand the spread and impact of funding across diverse communities, identify areas of under-representation and implement plans to address this.

We create an inclusive culture and sense of belonging for a diverse workforce.

- 80% of colleagues feel proud to work at the Fund.

- We exceed Civil Service and distributor benchmarks for representative workforce.

- We have pay gaps for both gender and BAME of <5%, with plans in place to achieve pay equity within three years.

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

- We share practice and learn from participation in the Diversity, Equity and Inclusion Coalition and develop frameworks for ourselves and others in the sector.

- We deliver an annual programme of regular internal and external communications and engagement on our diversity and inclusion ambitions.

# Goal 2

We use our funding and relationships to help create stronger, more connected communities.

**Strategic focus area 4:** Use our funding, influence and relationships to **build connections** across and within communities.

## How we determine success

A Fund-wide Bringing People Together strategy will be established, placing some of our signature grant-making, such as The Big Lunch and Fun Palaces, in the context of a broader programme of activity aimed at bridging divides, connecting communities and increasing a sense of belonging across the UK.

- An increase in grant holder awareness that The National Lottery Community Fund awards bring communities together.
- Develop thematic work around Loneliness/belonging, Youth Voice, Environment, Future of Civil Society in the first instance.
- Develop narrative and understanding of “belonging”, linking to work around community practice, infrastructure and place.
- Establish an approach to sharing our knowledge, the work of our thematic experts, engagement strategy and emerging data strategy to support and connect communities and organisations we work with.

# Goal 3

Charities and community organisations across the UK are thriving, diverse, and fit for the future.

**Strategic focus area 5:** We **support** charities and community organisations to develop appropriate skills, assets and capacity to achieve their ambitions, and we **actively participate** in shaping the future of the sector.

**How we determine success:** By 2023 we will have implemented the Fund's Civil Society Strategy and as a result we will have:

facilitated broad stakeholder engagement and discussion debating the future role of charities and community organisations in supporting thriving communities, and stakeholders recognise the Fund's positive contribution in supporting civil society.

- Cross UK stakeholder engagement events held.
- Blogs/articles published in relevant journals.
- Civil Society Strategy continuously reviewed and improved to inform delivery.
- Following initial engagement during the coronavirus crisis we will be reflecting on how communities are changing and adapting our engagement and insight work to learn from and reflect this.

developed a package of practical support that helps charities and community organisations operate effectively and be well placed to support the communities they serve and 80% of organisations that receive this support agree it has been beneficial to them.

- Round 2 of Digital Fund completed.
- Evidence and Insight Fund developed and launched.
- Package of support to aid organisational resilience developed and delivered.

built our internal capacity to understand and support charities and community organisations and 80% of funding colleagues agree they are confident in supporting charities and community organisations to operate effectively.

- Training and development implemented as part of grant-making skills.

# Goal 4

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

**Strategic focus area 6: Build a culture of efficiency and continuous improvement at the Fund.**

## How we determine success

Accelerate our plans in order to become a carbon neutral organisation by 2020/21.

- Through our core teams and our network of Green Champions, increase the focus on environment in everything we do.
- Reduce use of internal UK flights by 20%.
- Achieve Carbon Neutral through offset of unmitigated CO2 from 2020.

Develop a responsive organisation and embed a continuous improvement culture.

- Develop and track efficiency measures, driving improvements in our core processes.
- Establish benchmark costs of key activities to support productivity optimisation.
- Actively manage and improve our high levels of employee engagement.
- Reduce annual operating costs through savings of at least £2 million following the implementation of GMS.
- Reduce processing time in grant-making activities through exploiting GMS capabilities.

Meet the aims of our property and technology strategies in order to maximise our organisational capabilities.

- Reduce total space contracted in our portfolio while optimising flexible, engaging spaces for teams and stakeholders.
- Ensure our teams have access to key business systems wherever they may need to work.

# Goal 4

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

**Strategic focus area 7: Celebrate** the difference that National Lottery funding makes to communities.

## How we determine success

The role of funding from The National Lottery Community Fund in supporting communities to thrive will be recognised by the general public, stakeholders and practitioners all across the UK.

- Thriving communities framework adopted and adapted as part of National Lottery impact development.
- An increase in public awareness that The National Lottery funds good causes.
- Gather and share knowledge and insight about how communities respond to the coronavirus crisis.
- An increase in public awareness of The National Lottery Community Fund's purpose.
- Establish a new UK-wide stakeholder engagement strategy, providing clarity as to who the Fund's key stakeholders are, and how we will engage with them over the coming three years.