



Connect Community Trust

# Strategic Operating Plan 2019-21



## 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 goals in practice

- The National Lottery Community Fund supports ideas and projects that matter to people and communities.
- We use our funding and relationships to help create stronger, more connected communities.
- Charities and community organisations across the UK are vibrant, diverse and active.
- The National Lottery Community Fund is valued, trusted and efficient.

## Our principles

We will be guided in the choices we make by a set of principles.

### **For everyone**

Our funding is open to all communities whatever their starting point and we understand that some will need extra support.

### **The strengths people bring**

We start with what people can contribute, and the potential in their idea.

### **A catalyst for others**

We listen to, learn from, act on and facilitate the things that matter to people, communities and our partners.

### **Shared direction, diverse approaches**

We value the diversity of communities we work with across the UK, are consistent in the quality of opportunities we offer, and support people to tackle inequalities.

### **Confidence, not control**

We trust in people's ability to make great things happen, believing that our funding should enable rather than control.

### **Simple processes, good judgements**

We use simple, proportionate processes which enable us to make good judgements.

### **Using resources well**

We make informed choices about the resources given to us by National Lottery players: with knowledge, with people and with money, and in an environmentally sustainable way.



## The next two years

In each of the next two years we will make approximately 12,000 grants across the UK to the value of c£600 million.

90% of our grants will be for £10,000 or less, reaching communities across the land, and at least 80% of our funding will directly go to charities and community organisations.

Our funds will be allocated via our four country portfolios: England, Northern Ireland, Scotland, and Wales; and our fifth UK portfolio to which we allocate c10% of our available funding.

We will move towards operating three funding streams in each of our country portfolios: simple grants via National Lottery Awards for All, standard grants (often multi-year funding for charities), and partnership grants (for organisations working collaboratively for greater impact).

In addition to these core activities we have an ambitious two-year development plan, which is set out in the following pages. These development activities will accelerate the delivery of our strategic ambition.

In doing so, the highest priority in 2019-20 will be the delivery of our new grant making system, which will give us a flexible, modern customer relationship platform. This in turn will enable us to deliver even more effectively on many of the other development priorities we have identified.

All of this will be delivered within an 8% cost envelope.

## 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 **77%**
- 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** At least **80%** of our grants will be awarded to charities and community organisations



The NOW Group

# Our goals

<p><b>Goal 1</b></p> <p>The National Lottery Community Fund supports ideas and projects that matter to people and communities.</p> <p><b>Strategic focus area 1</b> Move to a common funding approach, using service design principles</p> <p><b>Strategic focus area 2</b> Harness our insight and learning to inform policy and practice</p>	<p><b>Goal 2</b></p> <p>We use our funding and relationships to help create stronger, more connected communities.</p> <p><b>Strategic focus area 3</b> Ensure our funding is open to all and, together with our workforce, reflects the diversity of the UK</p> <p><b>Strategic focus area 4</b> Use our funding, influence and relationships to build connections across and within communities</p>
<p><b>Goal 3</b></p> <p>Charities and community organisations across the UK are vibrant, diverse and active.</p> <p><b>Strategic focus area 5</b> Integrate our strategy for supporting charities and community organisations into our day to day working practices</p> <p><b>Strategic focus area 6</b> Champion and support the sector's contribution to society</p>	<p><b>Goal 4</b></p> <p>The National Lottery Community Fund is valued, trusted and efficient.</p> <p><b>Strategic focus area 7</b> Build a culture of efficiency and continuous improvement at the Fund</p> <p><b>Strategic focus area 8</b> Celebrate the difference that National Lottery funding makes to communities</p> <p><b>Strategic focus area 9</b> Implement and support effective environmental action</p>

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## Get in touch

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