

**MINUTES OF THE
MEETING OF THE NATIONAL LOTTERY COMMUNITY FUND BOARD
HELD VIRTUALLY ON
29th SEPTEMBER 2021**

PRESENT:

Blondel Cluff CBE Chair
Adrian Webb Vice-Chair
Emma Boggis Chair of Audit & Risk
Perdita Fraser Board member
Simone Lowthe-Chair, Wales
Thomas Committee
John Mothersole Chair, England
Committee
Elizabeth Passey Board member
Kate Still Chair, Scotland
Committee
Paul Sweeney Chair, NI
Committee
Danielle Walker Board member
Palmour

IN ATTENDANCE:

David Knott Interim Chief Executive
Neil Harris Corporate Services Director
Matthew Green Technology and Data Director
(Item 4)
Emma Ackerman Funding Strategy Director (Items 9, 11,
12, 13)
Harnish Hadani Interim Finance Director (Item 5, 6, 7)
Jon Eastwood Interim England Director (Item 9)
Kate Beggs NI Director (Item 9)
Ruth Bates Head of Communication, Wales (Item 8,
9)
John Rose Wales Director (Item 8, 9)
Neil Ritch Scotland Director (Item 9)
Cassie Robinson Deputy Director, UK Portfolio (Item 9)
Michelle Everitt People Director (Items 10, 11, 12)
Helen Jones Head of Funding Equity and Inclusion
(Items 11, 12)
Jennifer Rouse Senior Head of Controls, Policy and
Practice (Item 13)
Hannah Malik Deputy Director, DCMS
Catherine Roberts Head of Governance (minutes)

1. CHAIR'S WELCOME AND REPORT

- 1.1 The Chair welcomed all. Apologies were received from Rachael Robathan who was unable to rearrange previous commitments following the late rescheduling of the Board meeting. Perdita Fraser would have to leave the meeting at 10.30 and 11.00 for a short period of time to join a previously arranged meeting. Loren Elliott Townsend had also sent apologies. The Chair informed Board that she had had the pleasure to meet the Young People in The Lead group and was hoping to meet them again before the end of the year.
- 1.2 No declarations of interest were received.
- 1.3 The Chair thanked the Board for their comments on the minutes; Para 6.4 should refer to the NI Funders Group and at 16.5 CCSF should be replaced by Emergency Fund in the context of Northern Ireland. Para 4.4 would be amended as discussed. Under Matters Arising mention would be made of the response on Board indemnity insurance and the point made on post event assurance at the June meeting would be added. Subject to the changes discussed the minutes Board(21)M02 were approved as an accurate record.

- 1.4 Neil Harris reviewed the action log explaining that some of the actions which were missing in the June log had now been added. The Board pointed out that a deep dive on Trusts was outstanding and were particularly keen to understand future aspirations regarding TNLCF endowments. This topic would be brought back at a later date. The addition of further deep dive topics in the forward look would be considered.

ACTION: Governance

- 1.5 An action from the previous meeting for David Knott to update the Board over the summer on the progress of the post event assurance work had not been followed as the work was not completed. It was also noted that not all Board and Committee minutes were available on the Fund's website, this would be addressed.

ACTION: Governance

- 1.6 John Mothersole clarified that the England Committee had approved an extension to the Power to Change Trust and that it was not an investment in a new trust.

2. CHAIR'S INTRODUCTION

- 2.1 The Chair gave an introduction in which she outlined the work she had undertaken since the last meeting:
- 2.2 An official visit to Wales where she had toured Cardiff and Newtown, visiting several grantees, and meeting staff from both offices and Sir Adrian, vice-chair of the Board. This afforded a valuable opportunity to witness the impact TNLCF work is having at grassroots level, and the opportunities that may arise from the Platinum Jubilee both in convening stakeholders but also in collaborating with fellow Lottery distributors.
- 2.3 An unofficial visit to Northern Ireland where she met the Lord Lieutenant to discuss the Jubilee.
- 2.4 A Jubilee Steering Group had been formed gearing up towards deriving legacies from the event and bridging the various events to which the Fund is contributing, including the Commonwealth Games, the City of Culture, together with assisting on Festival 2022 with our knowledge, experience, and networks.
- 2.5 She had also widened the catchment of the existing informal Chair's group to include all four nations, reflecting the Chair's four nations approach to all that we do, the Fund's own internal levelling up.
- 2.6 As new UK Funding Committee chair, she had met with the portfolio team ahead of the next UK Funding Committee in early November. A review of the UK portfolio was due soon to bring it in line with all the countries and this will feed into the Fund's future strategy and policy

directions. This may result in a portfolio refresh dependent upon the needs of communities.

- 2.7 The Chair was pleased to report that interviews had now been conducted alongside DCMS of the candidates shortlisted for the position of Chief Executive and an offer had been made to the preferred candidate. Subject to receipt of an acceptance, this will be followed by a recommendation of the Prime Minister, and thereafter our sponsoring department appointing the person to the role of Accounting Officer.
- 2.8 There had been a robust response to the campaign for Board members and the Chair was confident that the numerous gaps in the Board skills matrix could be addressed accordingly.
- 2.9 With regards to the DCMS Inquiry into the culture and leadership of the Fund there was no news to report on the matter.
- 2.10 As the Board was aware, a new Secretary of State, Nadine Dorries was in post and we awaited the appointment of a new Minister of State as Baroness Barran had moved to the Department of Education.
- 2.11 The rest of the points and any elaboration on the points made would come under the CEO report.
- 2.12 Answering a question on the Chief Executive appointment process, the Chair clarified that the Prime Minister would be notified of the appointment as she believed was the convention prior to announcement. DCMS would endorse the appointment as regards the eligibility of the individual as Accounting Officer. The Chair also confirmed that six members of the Board were part of the shortlisting panel including the four Country Chairs, the vice-chair and herself, which was more comprehensive than the previous process. This panel had satisfied themselves that the shortlisted candidates were all appointable.

3. CHIEF EXECUTIVE REPORT

- 3.1 David Knott introduced the latest CEO monthly report, sharing some of the highlights. He had no further updates on the outcomes on the spending review, CEO process or culture inquiry. In the meantime, the papers and topics discussed today reflected the way the executive endeavoured to put the right foundations in place to make progress, particularly on themes such as EDI, finance and commitments to communities.
- 3.2 Teams continued to work hard showing pride and passion for the communities we serve. Data was encouraging with awards 40% up, 6.5m people reached, and 11m people supported through the covid crisis. 4000 charities were still operating thanks to TNLCF funding.

- 3.3 The executive had engaged with colleagues during the pandemic to talk about the future and continue to explore new models of working. The circumstances were different across the UK, but the Fund had shown that it had continued to support communities throughout the pandemic.
- 3.4 Since the last Board meeting the Transformation and Improvement Group (TIG) had met once before being discontinued as it was felt that the work streams could transition into standard Senior Management Team business. There would be further updates later in the agenda on the Annual Report and Accounts (ARA) and on the data breach. The completion of the ARA was taking longer than anticipated due to post-event assurance work but there was now an agreed approach with the NAO and KPMG. Regarding the data breach, the Fund's report on the investigation would be sent to the ICO shortly. There had been an update to the Audit and Risk Committee and further discussions would follow.
- 3.5 The impact report was close to publication and showed for the first time the impact of small grants, which represent 70% of the total volume of grants and 6% of total funding, and the role they play in helping local communities. It should be a positive and thought-provoking report. The Chair congratulated the team on reaching 11m people and supporting 350,000 volunteers. A link would be shared in due course and hard copies provided.

ACTION: Engagement & Insight

- 3.6 The Board noted that the timing of the fourth license had been delayed, but the Fund was looking forward to working with the successful bidder. The Board asked for more information on the Fund's engagement in COP26; an update would be presented at the next meeting. There was a recognition that as a public body we need to be at the forefront of the environment agenda and lead the field on contribution to net zero through our funding and internally.

ACTION: Governance

- 3.7 To a query raised by the Board, it was confirmed that Neil Harris had been deputy Accounting Officer since Dawn Austwick's departure so there had been no change to his status in the course of 2021. With regards to engagement with the leadership team, David was confident that in the current context of change and transition, the team were clear about their collective responsibility to provide leadership and shape the direction of the organisation. They would continue to work together in the moments ahead as a strong and committed leadership team across the organisation.
- 3.8 The Board expressed interest in a round table held with ProBono Economics and the Clore Leadership Programme in Wales which Simone Lowthe-Thomas would give more details on later.
- 3.9 Sustainability post funding was an important point and programme legacy over the past ten years would be reviewed. The Chair highlighted the

aspirations of the Climate Action Fund work and ambitions to involve communities. The Building Connections programme was a good opportunity to build links with other Lottery distributors and explore how to work together in consolidating the legacies and outputs of distributors' mutual investments. Finally, David mentioned the Fund's aspirations for the Jubilee next year and how TNLCF would play a role in this key national event with an intended £3m programme, which would be funded through the UK portfolio.

Matthew Green joined the meeting.

4. KPI PERFORMANCE

- 4.1 The Chair welcomed Matthew to his last meeting. She recognised his hard work for the Fund and thanked him for all he had achieved.
- 4.2 Matthew presented the Fund's progress towards its Key Performance Indicators to the end of August at Board(21)P34. He reminded the Board of the improvements to the report format over the past two years and the attempt to bring more benchmarking. The Board were invited to share further feedback to ensure the team continues improving for further meetings. He noted that scores last year had been lowered by the effects of the Covid Crisis Support Funding (CCSF) but were back to more stable levels.
- 4.3 KPI3 was out of tolerance with forecast year end figure had been revised to +8%. The largest under-commitment was due to revised profiling for the Climate Action Fund awards and resulting delays. This would be updated at the next meeting. KPI14, 15 and 16 would be reported on later.
- 4.4 The Board welcomed the new format and found the benchmarking anecdotes useful context. More context and a 'so what' note against the KPIs to better understand the implications would be appreciated in the future. More information would be provided on Ipsos Mori public perception customer survey.

ACTION: Faiza Khan

*Matthew Green left the meeting.
Harnish Hadani joined the meeting.*

5. FINANCIAL SUMMARY - P35

- 5.1 Harnish Hadani presented the financial summary to the end of August 2021. He reported an operating cost underspend of 11% below budget and grant commitments which were year to date under budget. Income continued to perform well and above the most recent Gambling Commission forecast. As a result of revenues being higher than budget excess was going to NLDF balance. Once the outcome of the Spending Review was known on 27 October it was proposed to engage in a full

re-forecast of income and subsequently a full forecast of our grants and awards.

- 5.2 The Board queried investment in onboarding and supporting staff working remotely. They received reassurance that there is a strong induction programme in place and significant investment over the past months in core grant funding skills training as work continues in Training and Development. The Board discussed greater integration of social and environmental impact and carbon offsetting in the financial reporting.

ACTION: Harnish Hadani

- 5.3 Neil Harris also confirmed that the executive would be reflecting on how to re-invest operating costs savings thoughtfully, taking into consideration the lessons learnt over the past year.

6. UPDATE OF GRANT AWARD ALLOCATION AND PAYMENT FORECASTS - P36

- 6.1 The Board received Board(21)P36 and Harnish Hadani presented the latest update on grant awards allocation and payment forecast for 2021/22 onwards. There had been a modest increase at quarter 1. The Board confirmed that they were content with the forecast outturn for 2021/22 and the indicative awards allocations presented in Table 1.

- 6.2 In terms of payment forecast, using the latest cash modelling, cash outflows were meeting the thresholds set with total cash outflow in the period to 2025/26 shown to be £248.4m cumulatively below maximum so the Fund was operating confidently within the set parameters. With regards to income forecast, the National Lottery was performing above Gambling Commission forecast.

- 6.3 Payments in 2021/22 had reduced by £19.9m largely due to the England portfolio and changes in the payments profiling.

7. AUDIT AND RISK REPORT - P37

- 7.1 Emma Boggis, Chair of the Audit and Risk Committee (ARC) presented the minutes of the Audit & Risk Meeting held on 7th September 2021 alongside a summary highlighting the key points of the Committee's discussions.

- 7.2 ARC had raised concerns at the number of outstanding audit recommendations and requested an ongoing review between meetings, with an update provided to ARC before their next meeting. Progress had subsequently been made in the completion of actions. ARC had also discussed the Annual Report and Accounts and the data breach. It was hoped that the final report on the data breach would come to ARC in November. The focus on grant management and objective decision-making was welcomed and a deep dive into this topic could be helpful in the future.

ACTION: Governance

- 7.3 Neil Harris provided a detailed update on the data breach, informing the Board that the investigation had now concluded and been conducted in a very thorough manner. He confirmed that the full investigation report would be submitted shortly to the Information Commissioner Office with whom the Fund

had been in regular contact over the course of the investigation. The Department for Digital, Culture, Media and Sport had also been kept informed. The Board and Audit and Risk Committee would be informed of the outcome of the ICO review and there would be a substantive item on the data breach at the November ARC meeting.

ACTION: Neil Harris

- 7.4 The Board felt that cyber security was raised as a major risk. The executive explained that lessons had been learnt and steps taken to strengthen IT security and more investment was planned. TNLCF had accreditation through the National Cyber Security Centre and used that process to ensure that the required infrastructure was in place. However, improvements would continue and the point made about an externally supported review of cyber security and data would be considered.

ACTION: Neil Harris

- 7.5 Board members were reminded that they have Crown indemnity cover, and would be informed of any additional insurance policy the Fund holds that covers IT security.

ACTION: Neil Harris

- 7.6 Emma Boggis would follow up with ARC on the points raised above.

John Rose and Ruth Bates joined the meeting.

8. WALES PORTFOLIO

- 8.1 Simone Lowthe-Thomas thanked all for their warm welcome into the Fund and provided some context to the Wales report.

- 8.2 She highlighted the strength of community activism in Wales through history until now, with an estimated 33,500 voluntary organisations for a population of over 3 million people and the fact that the voluntary sector contribution to Welsh life is enshrined in law. The Welsh language was embedded in the country's identity with 28.5% of the population speaking Welsh in 2020. Since 2017 a fully bilingual approach had been taken working with the Welsh Language Commissioner to implement Welsh Language Standards. Wales has ground-breaking legislation for sustainable development in the shape of the Future Generation Act which requires public bodies to implement local plans. TNLCF in Wales has become a key partner in policy making. TNLCF priorities in Wales align with the recently published Welsh programme for government and care is taken that we remain additional and complementary in our funding. With a high level of poverty and child deprivation our continuing culture of community action and connectivity, and our rural community-centred approach are both needed and valued across the country.

- 8.3 John presented the annual funding report which covered the period at the end of the emergency response and the emergence of projects adapting to the pandemic. He noted that over the pandemic TNLCF had awarded over £31m to more than 800 projects from end of September 2020 to end of August 2021. Most of the funding was distributed through

responsive themes, National Lottery Awards for All, People and Places and a small amount to Growing Great Ideas. The Homelessness Scheme had to be paused during the pandemic to ensure that it remained additional to government funding.

- 8.4 There was strong collaboration and regular meetings with other funders, and there had been outstanding customer satisfaction with 87% despite the challenges faced during the year. 90% of customers were making contact before applying and early feedback was valued. Work had gone into mechanisms to connect with new groups and communities and cold spots. The portfolio was also committed to enhancing youth voice both in grant making and governance. The Young People Advisory Panel appointed in 2020 was helping to shape the work and bring solutions on mental health or climate change. Three new members had been recruited to the Wales Committee.
- 8.5 The Wales team had been at the forefront of championing environmental activity and had supported 60 groups to an amount of £500,000. This informed the work with Dormant Accounts and launch of a new programme supporting climate change. The refreshed, more diverse Committee and its new Chair would drive the next portfolio review.
- 8.6 John Rose provided some additional insight into COP26 and the cross-Fund input listing some of the initiatives launched such as Together for Our Planet in partnership with UK and Scotland portfolios, and the climate hub new pages. The Board discussed enquired about TNLCF approach to cold spots which are under-represented in our funding, such as the funding to communities in Blaenau Gwent. The Chair could provide further thoughts into that from her experience at Heritage Fund. It was pointed out that the issue was a lack of infrastructure and anchor organisations and competent social leaders had to be mobilised.
- 8.7 A further point was made about ensuring that our funding staff are representative of lived experience. Board members also noted their interest in portfolio review work and felt that the content of the reports could be less focussed on activity whereas implications and impact could be explored in more depth to support strategic decision making.
ACTION: Governance
- 8.8 The points on Clore Foundation and leadership development would be taken under AOB.

Emma Ackerman, Cassie Robinson, Kate Beggs, Neil Ritch and Jon Eastwood joined the meeting.

9. PORTFOLIO REPORTS

- 9.1 The Board received Board(21)P27 providing an update on the England, Scotland, Wales, and UK Portfolios. Portfolio directors briefly introduced the highlights in

their respective portfolios over the last quarter and noted comments and questions.

UK report

- 9.2 Cassie Robinson reminded all that the Jubilee programme would be launched in six weeks. IKEA grants had been awarded with 56% applicants first timers and it was pleasing that efforts to reach new people had been successful. The Board asked for anything of note regarding TNLCF overseas funding which was not covered in the paper. It was highlighted that a specific grant had been discontinued for safeguarding reasons in one of our international programmes. A portfolio review would start in November which would investigate our international funding. This would be monitored from an Audit and Risk perspective.

Northern Ireland Report

- 9.3 Kate Beggs described the external context and reported that Northern Ireland had hosted a visit from the Secretary of State for DCMS and Sue Graham from the Levelling Up team. Dormant Accounts continued to be the programme distributing the highest amount and many learnings had been derived from the implementation of the programme in terms of wider sectoral issues to strengthen organisational resilience and support. Two new NI Committee appointments would be announced shortly.
- 9.4 The Chair reported that she had recently visited Northern Ireland privately and would follow up with Kate on any introductions resulting from the visit.

Scotland

- 9.5 There was genuine appreciation in Scotland for the role that voluntary organisations, including those the National Lottery funded, had played over the past eighteen months. A rapid six-month transitional review of the portfolio had been completed. The sector presented a mixed picture with some uncertainty still prevalent, and a proportion of organisations still focussed on Covid response funded through government. Neil Ritch cited as an example of collaboration with the government TNLCF partnership with the Queens Nursing Institute giving small grants to tackle health inequalities.
- 9.6 The more isolated islands such as Shetland and Orkney had fared well, and the way of working during the pandemic had benefitted them.

England

- 9.7 Jon Eastwood highlighted key updates from the England portfolio. The Impact report on the Covid Crisis Support Funding (CCSF) would be published in due course as we awaited the announced the new minister for Civil Society. Work continued within the teams looking at levelling up in close collaboration with Information team colleagues. The England team were also looking at the closing of strategic programmes in the next financial year.

Emma Ackerman, Cassie Robinson, Kate Beggs, Neil Ritch and Jon Eastwood left the meeting.

Michelle Everitt joined the meeting.

10. ANNUAL PEOPLE REPORT

- 10.1 Neil Harris welcomed Michelle Everitt, People director, who had joined the Fund in January. He introduced Board(21)P41 which provided insights, achievements, and opportunities of the people strategy over the last year.
- 10.2 There was renewed focus and energy around Equity, Diversity and Inclusion which was woven through the next papers on the agenda. Neil reported that staff reflect the full diversity of the communities we serve, and data bears out comparing favourably with both public and private sectors. He outlined the achievements of the past eighteen months and the progress made in pioneering policy and practice examples of this being mental health support, carers leave, shared parental leave and publishing the ethnicity pay gap. However there remained some systemic issues and there was an opportunity to expedite some positive changes, based on solid foundations in terms of our policies and practice, and look at key questions about the culture of the organisation. The forthcoming findings of the DCMS Culture Inquiry would bring welcome views.
- 10.3 Summarising the paper, Michelle Everitt highlighted the significant amount of work to help staff throughout the pandemic, which had been well received. The focus over the next few months was on modelling future ways of working. Supporting colleagues on mental health had also been a priority. Positive progress had been made on Fairness and Inclusion, including a review of the Fund's recruitment practices, with some very tangible results already. Work would continue in the coming year to become an accessible and inclusive employer. Further attention would be paid in two areas with less satisfaction; pay increase and progression.
- 10.4 The Board asked about tools to measure progress in terms of the organisation's cultures and behaviours. Staff surveys were used to measure and build improvement. The Board noted that the results of the Inquiry would be a moment of deeper reflection and further emphasised the importance of lived experience in recruitment.
- 10.5 Concluding David Knott shared everyone's eagerness to receive the diagnosis and recommendations of the Inquiry to create a constructive platform to move forward. He conveyed thanks to Michelle for her presentation.

Emma Ackerman and Helen Jones joined the meeting.

11. ANNUAL INCLUSION AND FAIRNESS REPORT

- 11.1 The Board received the annual report into Inclusion and Fairness at the Fund. Emma Ackerman highlighted the progress made and continual rise in funding people with characteristics over the past five years, CCSF was of note in that respect. Staff representation benchmarked well against statistics for the general UK population and there had been significant progress in meeting our ambition regarding the reach of our funding and profile of staff in terms of equalities.
- 11.2 The team supporting fairness and inclusion was expanding and a steering group of senior leaders chaired by the Interim Chief Executive was in place. The report was encompassing and attempted to cover all factors that contribute to discrimination and exclusion.

- 11.3 The Board thanked the executive for the holistic approach they had taken. They were interested in hearing more from staff, and how this could be incorporated in future agendas. There was an encouragement to remain open minded and thoughtful when assigning labels in terms of EDI to ensure that we were truly inclusive and representative. The difficulties experienced by young people during the pandemic were highlighted and it was felt timely to look at engagement with young people in a broader and strategic way. The Board also raised a point around intersectionality. The executive recognised that understanding the interaction between various groups and characteristics was important to be an effective funder. The Board were also mindful that systems can contribute to oppressive practice and again there should be an awareness around this.
- 11.4 To conclude this section the Chair gave a personal account of her lived experience at the Fund that reflected the fact that the Fund has a long way to go in becoming a truly inclusive and fair place in which to work, stressing that the approach to equalities needed to be yet more comprehensive, encompassing the nine characteristics stipulated by the Equalities Act 2010 in their entirety rather than simply focusing solely on gender and race.
- 11.5 It would be important for the Fund to look at the whole issue of EDI in a holistic way more so than in the report and presentation, representing and embracing the whole of the people of the United Kingdom with their richness of opinions, beliefs and politics as a public body with a duty to support the public at large.
- 11.6 EDI is a matter for the Fund in its entirety, including its leadership at every level, recognising that leaders must set an example for others. The Chair voiced deep sadness in noting that the Fund had a long way to go if it is to be a truly inclusive and fair place in which to work and now looks forward to a positive step change in this critical aspect of the Fund.

12. COMMITMENT TO FAIRNESS AND INCLUSION

- 12.1 The Board noted the draft commitments to Fairness and Inclusion presented at Board(21)P43 which was a statement of intentions looking at the future, building on the work already under way. There had been wide consultation across the Fund, other distributors and DCMS to help find a balanced position. The outcomes of the Inquiry would also bring further insight into this evolving work. The Chair felt that the Fund should lead in this area and be at the head of the curve. Another iteration of the commitments would be brought back to Board in the future, although it was felt that December was not realistic.
ACTION: Emma Ackerman
- 12.2 It was felt that more governance input was needed, and the Board could work constructively on the issues being reported. However, the Chair advised to wait until after the Inquiry recommendations were published to engage more comprehensively in that work.
- 12.3 David emphasised the extensive work that had been carried out over the summer in the hope that the Inquiry would have been completed by the June report. The executive would revise the timeframe and plans moving forward.

Helen Jones and Michelle Everitt left the meeting.

Jenny Rouse joined the meeting.

13. COMMITMENTS TO COMMUNITIES

- 13.1 Board received Board(21)P44 following the discussion at June Board of the plan to refresh TNLCF funding principles as we emerge from the pandemic. The proposed statement was an update on that work and had been renamed Our Commitments to Communities. The paper outlined the process followed and the resulting proposed statement intended to impart a clear sense of direction to staff and communities. Further refinement would be needed once Board had had the opportunity to feedback, and once the findings from the Inquiry and Spending Review were available. A further iteration would be brought back to Board in due course.

ACTION: Emma Ackerman

- 13.2 The Board queried whether there was a change of focus from organisations to communities and if this would impact on the work and operation of the Fund. Emma explained that referring to communities reflected our broad thinking to support communities and in turn those who support them, so not a movement away but a reflection about the complexity of a changing landscape. The Board felt it was a concise and coherent statement, however it needed more reflection from the Chief Executive once in place to ensure that the intent was clear and could not be open to interpretation. It would also be helpful to include some pivot points could to situate the statement more clearly.
- 13.3 Board members were reassured that there had been wide consultation with portfolio executives and non-executives who shared an overriding feeling that renewed clarity on our sense of direction was needed. The statement also tried to recognise the different contexts teams are operating in across the UK.
- 13.4 David concluded that the community point was important, as a new paradigm reflected through the pandemic and strengthened by the data in our impact report. It was not about changing the operating model but project a sense of purpose as we emerge from the pandemic and allow us some more time for a deeper reflection over the coming year.

Emma Ackerman and Jenny Rouse left the meeting.

14. BOARD FORWARD LOOK

- 14.1 The Head of Governance presented the Board schedule for the year ahead. The items discussed today would be added to the current timetable. Cyber-crime was an important and urgent topic and a deep-dive would be helpful in due course. Final meeting dates would be confirmed before the next meeting and calendars updated.

ACTION: Governance

- 14.2 There was a strong interest from some Board members in meeting face to face for the next meetings and reinstating engagement with stakeholders, particularly the overnight strategic away days. This was noted for further consideration.

ACTION: Governance

15. ANY OTHER BUSINESS

- 15.1 The Clore Leadership programme and wider leadership support were discussed; Simone Lowthe-Thomas would follow up on the latter and on the Wales Climate Boost programme. It was suggested that staff colleagues could join the discussions and reflect on the leadership programme question.
- 15.2 A point of clarification was raised regarding the next steps in the Chief Executive recruitment. It was noted that the process would complete in the next two weeks. The Board would be informed as soon as the information was available before it was more widely communicated.
- 15.3 The Chair thanked all for an interesting meeting. There being no other business, the meeting closed at 13.20.

Minutes agreed



Date: 10th December 2021

Blondel Cluff CBE, Chair of the National Lottery Community Fund