



# Corporate Plan

2022-24

## Introduction

# Our Corporate Plan for the year ahead: Putting communities first

**At The National Lottery Community Fund, our enduring focus is on supporting people and communities across the UK to prosper and thrive. Each year we award around 12,000 grants to the value of about £600 million, reaching every local area across the country and ensuring that National Lottery funded projects are at the forefront of improving lives.**

As the UK emerges from the pandemic, it is clear our funding will be needed more than ever. In the year ahead, our first focus is this **commitment to communities**. We will use the Fund's resources, playing to all our strengths, our people, our purpose and our passion to support communities to recover, rebuild and grow. As we do this, we'll be demonstrating the difference we can make together and challenge ourselves to achieve the greatest impact with and for communities.

Our funding will remain open and accessible – National Lottery funding is for everyone – with a range of programmes and portfolios meeting the needs of diverse groups and communities. We'll also support communities to play their part in tackling the global threat posed by both the climate and nature emergencies and will identify the most effective role the Fund can play. 2022 will see a year of national celebration (#Celebrate2022) and we are delighted to be supporting moments of national pride, in particular the Commonwealth Games and the Queen's Platinum

Jubilee - moments that will bring people together and boost community spirit and connectivity.

This year we have started work to renew our strategy. This move is timely, reflects the changes and challenges, the new opportunities and hopes, that we know the communities we serve have. We will be ambitious and bold, reshaping our work with greater purpose, impact, relevance, and value added for the years ahead. We will be consultative, thorough and probing, looking outside and from our recent work to listen and learn from all.

Finally, we are taking forward the organisational improvements we committed to in 2021 and will be transparent and accountable for the progress we make.

From all of us at The National Lottery Community Fund, thank you to all the amazing projects that seek our funding and make a difference to lives across the UK – and of course to National Lottery players who raise an astonishing £30 million a week for good causes and who make our funding possible.

We will continue to deliver on our commitment to communities and distribute this funding efficiently, wisely and with impact.

### **David Knott**

Chief Executive of The National Lottery Community Fund

Front cover image caption: Monkstown Boxing Club and L'Arche Village

# Our purpose

We support people and communities to prosper and thrive



Footprints Women's Centre



Scotland's Bravest

## 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



Image caption: Jigsaw Ni

# Our goals in practice



## Goal 1

The National Lottery Community Fund supports projects that make a difference to people and communities across the UK

## Goal 2

Our funding anticipates and catalyses wider change to ensure that communities across the UK, and the organisations that support them, prosper and thrive

## Goal 3

The National Lottery Community Fund is valued, trusted and efficient

Portglenone Enterprise Group

# Goal 1

The National Lottery Community Fund supports projects that make a difference to people and communities across the UK

**Strategic focus area 1:** Through excellent grant making we will invest a further **£1.4bn<sup>1</sup> in communities across the UK over the next two years** thanks to National Lottery Funding. We will work in partnership with others to maximise broader investment potential to achieve the most impact for communities

## How we determine success:

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

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

- 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 develop effective mechanisms for driving improved environmental performance in funded organisations including the introduction of minimum environmental requirements for funded projects, and will begin to implement this across our funding products
- We inspire and raise the level of environmental ambition across the community sector; signposting best practice and providing quality advice to applicants, grant holders and other sector stakeholders
- We will implement a refreshed approach to capital projects ensuring that the assets we fund meet best practice in environmental performance

<sup>1</sup> Figure includes £650 million of projected Lottery grant budgets per year and current Dormant Accounts projected income of c£100m

# Goal 1

The National Lottery Community Fund supports projects that make a difference to people and communities across the UK

**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 making demonstrable impact and reflects the diversity of the UK

## How we determine success:

### **Our funding is more accessible, flexible and equitably distributed**

- We will enable greater equity, diversity and inclusion through the design and delivery of our funding programmes and the relationships we form and sustain at local, regional and national levels
- We will innovate our funding programmes to reflect the intersectionality of issues
- We will collect evidence and data on the geographical reach, diversity, accessibility, inclusivity and impact of our funding
- We will use our evidence and data to identify relative need and inequity, improving the geographical reach, diversity, accessibility, inclusivity and impact of our funding

### **As a leader and catalyst, we promote diversity and inclusion**

- We will use our unique relationships, resources, knowledge and data to identify and share what works for communities most in need
- We will use our resources to convene and collaborate to understand challenges and increase accessibility and inclusion for communities
- We will develop a framework to maximise the value of working groups and advisory groups at the Fund and ensure that their contribution is valued and supports delivery of greater impact in communities

## Goal 2

Our funding anticipates and catalyses wider change to ensure that communities across the UK, and the organisations that support them, prosper and thrive

**Strategic focus area 3: We support communities**, and the organisations that work with them, to develop appropriate skills, assets, and capacity **to achieve their ambitions**

### How we determine success:

**We have conducted a strategic review, that enables us to reflect a new ambition and strategy for communities**

- Our renewed strategy is responsive to community, evidence and in alignment with government policy
- We focus on themes where we can make a distinct and value adding difference, including youth, addressing the climate and nature emergencies and community renewal
- We keep an eye to the future, promoting collaboration and innovation that helps level up and unite the communities we serve

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

- 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 evolution for communities
- We gain a greater understanding of leading impactful practice that can help inspire and support community renewal and resilience

**We have developed our funding programmes, policies and practices to reflect our understanding of the needs and value of communities**

- We review our Country Portfolio funding programmes with a refreshed funding offer that is relevant for the future
- We develop enabling funding policies and practices to support evidence and data informed strategy and decision making
- We use our central position in the sector to make appropriate links between organisations to improve capacity and efficient service delivery, support with upskilling those working with communities, and encourage the peer-to-peer sharing of best practice



## Goal 2

Our funding anticipates and catalyses wider change to ensure that communities across the UK, and the organisations that support them, prosper and thrive

**Strategic focus area 4:** We will **take an impact-based approach**, using our funding, insight and relationships to **build connections** across and within communities, **guide our funding and strategy, and engage and inform others**

### How we determine success:

**We maximise impact through the data, insight, knowledge and learning gained from and about our funding and use it to improve future practice**

- Our Data is focussed, consistent and accurate and informs our funding decisions
- We will publish evidence of our impact to share what we know with others, to inform and improve wider practice
- We will build capability in collecting and sharing thematic and geographic data

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

- Building on the achievements of the data strategy, we will develop a holistic impact strategy detailing the generation, presentation and utilisation of information in our grant making decisions, strategy development and contribution to broader public good
- 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 and issues

# Goal 3

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

**Strategic focus area 5:** Excellent corporate services, leading positive **organisational change** and enabling efficient and effective delivery of our renewed strategy

### How we determine success:

#### Develop a responsive organisation and embed a continuous improvement culture

- We will develop and track efficiency measures, driving improvements in our core processes
- We will actively manage and improve our high levels of employee engagement
- We will have a refreshed Learning and Development offer and model of delivery to enable all colleagues to experience tangible development opportunities
- We will reimagine our property and technology strategies to reduce total space contracted, minimise any negative environmental impacts 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

- We will increase the focus on our environmental responsibility in everything we do, including home working, through our core teams and the Climate Action Network
- We will achieve carbon neutrality, and move towards being a net zero organisation by 2030, by:

- » Reducing our carbon footprint in relation to gas and electricity supply, travel, overnight accommodation, ceasing all flights within the island of Great Britain<sup>2</sup> and reducing waste to landfill as per our Environmental Action Plan
- » Undertaking research to better understand and reduce the carbon footprint of our technology and other procurement, implementing measures to reduce carbon emissions further and influence our suppliers to do the same
- » Undertaking research to establish the environmental impact of our grant making, identify steps to reduce harmful impacts

#### 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
- We will increase diversity through creating opportunities to recruit colleagues from a range of backgrounds

<sup>2</sup>includes England, Scotland and its islands, and Wales

## Goal 3

The National Lottery Community Fund is valued, trusted and efficient

**Strategic focus area 6:** We are committed to making the **greatest possible difference that National Lottery funding can make to communities and to measure, understand, share and celebrate this**

### How we determine success:

**We will evaluate, learn from and communicate 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 reflect 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 meet emergent societal challenges, contributing actively to national priorities across the UK

**We work with grant holders to share practice and inspire community spirit, encouraging people to support the National Lottery**

- Alongside our funding colleagues, local networks across the UK can speak with confidence about the impact that National Lottery funding has had in their communities
- We will actively work as part of the National lottery family, to profile where communities are taking the lead to address local and national issues of importance

The background features a dark blue color with a pattern of white, thin-lined rounded rectangles and lines. Some shapes are solid, while others are just outlines, creating a layered, architectural feel.

**Thank you**