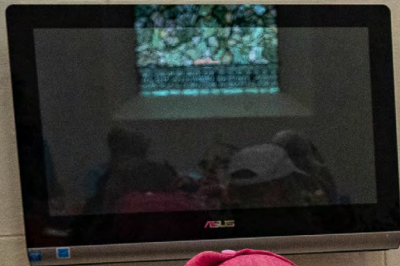


Corporate plan

2024 - 2027



TO THE MEMORY OF
MR JOHN LEACROFT FREER
BELOVED SON OF
MR KE FREER, VII, R.A.M.C. AND SARAH M. FREER
DEPARTED THIS LIFE AT NAIROBI, JUNE 14TH 1952, AGED 50.
IN DEEP AFFECTION BY HIS PARENTS, FAMILY
IN ENGLAND AND IN SOUTHWEST AFRICA.



IN MEMORY OF
THE LATE MR JAMES
LEACROFT FREER
WHO DEPARTED THIS LIFE
AT NAIROBI, JUNE 14TH 1952, AGED 50.
IN DEEP AFFECTION BY HIS PARENTS, FAMILY
IN ENGLAND AND IN SOUTHWEST AFRICA.



Unity Hubb, England

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Top right: 21 Together, England

Bottom left: Arts Ekta, Northern Ireland

Chief Executive's introduction

It starts with community: our corporate plan for the next three years, 2024-2027.

At The National Lottery Community Fund we believe social connections and community activities are at the heart of creating healthier, happier lives and a flourishing society.

From now to 2030 our strategy, It starts with community, will guide how we'll support community-led projects in every part of the UK, putting an equity-based approach to tackle inequality and focusing most where there is greatest need, at the core of all we do.

We're committed to stay rooted in the communities we serve from the smallest funded projects to the largest strategic investments. We are clear in our ambition to be more than a funder by learning and working with others as we do so.

This plan encapsulates the first three years of our strategy and coincides with a new chapter in The National Lottery story. It's one that anticipates increasing returns to good causes, as this year we celebrate its 30th anniversary. It reflects how we'll distribute funding from The National Lottery, Dormant Accounts, and work with other partners including governments, businesses, funders and foundations.

As One Fund, we'll build on the local and relational grant making approach we know is highly valued across all our grant making portfolios. This year will see renewed funding offers to deliver our missions while responding to devolved contexts in England, Northern Ireland, Scotland and Wales, and complemented by a UK-wide portfolio.

It's a stretching development plan with an ambition to innovate, learn and adapt. We've put a premium on partnership because we know the power in working with others. And we've put our people, who'll shape and deliver this, centre stage.



Corporate objective 1: making a difference

We'll focus our funding and support to have the greatest possible impact for communities across the UK. Building on changes implemented in 2023 for grassroots community funding, where we doubled both the grant amount and duration available through National Lottery Awards for All, this plan commits us to more, including piloting simple one-step grants up to £50,000.

We'll support communities to build from their strengths. We'll support what matters most to different communities, including long-term investment to address deep-rooted challenges and we'll strive to continually improve customer experience offering simple and quick funding routes where appropriate.

This plan focuses delivery across our four community-led missions. Our refreshed funding portfolios across the UK will reflect our missions through local priorities as well as the bigger and long-term changes we've heard communities want to see from us. We'll deliver and implement a missions framework and impact strategy to support our focus on the missions and strengthen our impact.

Corporate objective 2: advancing funding practice

We're committed to an equity-based approach to tackle inequality, investing most in places, people and communities who experience poverty, disadvantage and discrimination. We'll review and implement a new budget funding formula to support our delivery around equity and innovation, embedding change across our culture, systems and practice.

As an environmentally regenerative funder we'll embed support for environmental action across all funding, including supporting projects to consider the environment even when it isn't their main focus. In turn we'll manage our own environmental impact and influence change.

Corporate objective 3: One Fund

We'll invest in our people, culture, technology and wider operations to excel in how we support communities ensuring our funding is distributed effectively and efficiently. We'll maintain high performance across our functions and use resources well. Our values will be our springboard for a purposeful and engaged organisation, one that reflects diversity and experiences of communities across the UK.

David Knott

Chief Executive, The National Lottery Community Fund

Our purpose

It starts with community.

Social connections and community activities are at the heart of creating healthier, happier lives and a flourishing society. That's why The National Lottery Community Fund supports amazing community-led projects. And why we're looking to make a bigger difference in the years ahead, by listening and responding to communities and by focusing on supporting bolder change.

Thanks to National Lottery players, we'll distribute at least a further £4 billion by 2030, supporting activities that create resilient communities that are more inclusive and environmentally sustainable - activities that will strengthen society and improve lives across the UK.



Dates-n-Mates, Scotland

Our missions

We're supporting communities to tackle the challenges they face, strengthening our grassroots funding. We've set four community-led missions where we'll focus funding, learning and efforts.

Our funding has always supported these areas. Now we're going further, bringing renewed focus to make a bigger impact.



Communities are healthier



Communities come together



Communities help children and young people to thrive



Communities are environmentally sustainable

Our values



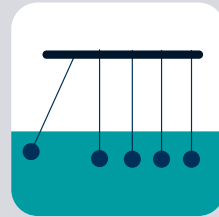
We are inclusive

We know that communities and organisations are stronger when everyone can participate, and work to increase inclusion.



We are ambitious

We believe in the power of community and connection and are ambitious for its potential. We support people and communities to shape the future and lead change.



We are impact focused

We are inspired by communities and learn with them. We listen, reflect and use evidence to improve knowledge, inform action and increase impact.



We are adaptable

We welcome and embrace new ideas and ways of working.



We are compassionate

We work with care, consideration and humility.

Our ways of working



We start with, and build from, the strengths of individuals and communities.

We listen to communities and trust in their abilities. We collaborate, provide support but also challenge, to help make great things happen.



Simple processes, open ways of working.

We operate with transparency, openly sharing information and requirements. We're honest, clear and straightforward, and provide and welcome respectful feedback.



Open to all, investing in need.

Our funding is open to all communities, but we invest most in those with greatest need. We listen and use evidence to target resources to help communities overcome barriers and achieve their potential.



Positive action for the environment, climate and nature.

We're an environmentally regenerative funder, so our decision making and investment is focused on environmentally positive actions, climate adaptation, climate resilience and nature recovery.



Impact and learning.

We use and invest in evidence, both lived and learned, and share what has and hasn't worked. We're creative, using our learning to adapt and help those we work with to do the same. We focus the funding we provide on where it can help make the biggest impact.



Making connections, building partnerships.

Wherever possible, we build partnerships that bring people together with a common purpose. We encourage everyone we work with to collaborate and share their experiences with others.

Our key performance indicators (KPI):

KPI 1 - More than **80%** of areas across the UK will apply for National Lottery Awards for All funding and at least **60%** of areas will receive a grant award.

KPI 2 – The primary focus of more than **90%** of grants is on one of the four community-led missions.

KPI 3 - More than **50%** of all grants by volume will go to communities experiencing greatest poverty and disadvantage.

KPI 4 - At least **15%** of our grants will go to projects that have environmental sustainability as their primary aim.

KPI 5 - Our employee engagement score will be in the **top quartile** when compared with similar and comparable organisations.

KPI 6 – More than **50%** of the general public and elected members (MPs and representatives in devolved administrations) are aware that the Fund supports good causes thanks to the National Lottery.

KPI 7 – The value of grant awards will not be less than **95%** of budget.

KPI 8 - Overall customer satisfaction will be over **80%**.



Ethnic Youth Support Team, Wales

Corporate objective 1 – making a difference

We will focus our funding and support to have the greatest positive impact for communities across the UK.

Strategic priority 1: We will expand our grassroots community funding.

To succeed we will:

- ensure our processes are clear and simple to increase access to funding for grassroots communities,
- build on the expansion of our small grants programme, National Lottery Awards for All, including piloting a £50,000 grant award,
- deliver a consistently high-quality customer experience, with a commitment to continual improvement, ensuring we have efficient and accessible processes for applying for and receiving funding, and
- use our knowledge and learning to understand the impact our funding has on grassroots communities.

Strategic priority 2: We will focus around our four community-led missions.

To succeed we will:

- implement a missions framework that describes the specific outcomes our funding will contribute to across our four community-led missions, supporting communities to:
 - come together
 - be environmentally sustainable
 - help children and young people thrive
 - enable people to live healthier lives
- launch new funding portfolios in England, Northern Ireland, Scotland and Wales, complemented by a UK-wide portfolio in 2024 that reflect our four community-led missions, the missions framework and funding needs across the UK,
- develop meaningful partnerships to inform our strategic investment decisions and have a bigger impact,
- design, launch and implement an impact strategy with a focus on supporting both greater impact and making the biggest difference, and
- use our knowledge, learning and evidence to share with others what has and hasn't worked.



Corporate objective 2 - advancing funding practice

We will improve and innovate how we fund and in our ways of working, prioritising an equity-based approach and environmental action.

Strategic priority 3: We will take an equity-based approach to tackle inequality.

To succeed we will:

- review and implement a new grant budgets and allocations formula across all our funding portfolios, that incorporates equity-led measures to better reflect the needs of communities,
- invest most in places, people and communities who experience poverty, disadvantage and discrimination,
- innovate our funding practice and partner with organisations who have a deep understanding of communities, people and issues to reach new and underserved communities,
- improve learning and understanding of inequality and use this knowledge to advance funding practice and reach,
- convene stakeholders and other funders to explore challenges and develop new opportunities, and
- enhance our systems, culture and ways of working to support our staff and customers in embedding our equity-based approach to tackle inequality.

Strategic priority 4: We will put environment at the heart of our funding and operations.

To succeed we will:

- leverage our position as the UK's largest community funder to build towards an environmentally regenerative future,
- support our customers, applicants and grant holders to strengthen their environmental understanding and commitments,
- fund impactful projects that protect the environment and matter to local communities,
- be an exemplar in managing our own environmental impact by working towards net zero and sharing our practice along the way to inspire others, and
- utilise our influence and leadership through convening stakeholders and sharing expertise.



Corporate objective 3 – One Fund

As One Fund we will invest in our people, culture, technology and operations to excel in our support for communities.

Strategic priority 5: We will ensure our people and culture practice reflects our values and the communities we serve.

To succeed we will:

- lead and support our colleagues to enable an ambitious and inclusive workforce, equipped to deliver our strategic ambitions,
- ensure our organisation reflects the diversity and experiences of the communities across the UK,
- deliver people strategies, policies and practices and ways of working that are agile and adaptable delivering highly engaged colleagues supporting people and communities, and
- actively promote, embed and celebrate our values so that, as One Fund, all colleagues are empowered to live them day to day.

Strategic priority 6: We will use our resources well to deliver funding and support to communities.

To succeed we will:

- maximise our grant making whilst proactively managing financial and other risks,
- drive efficiency and adapt to use our resources effectively through continual and transformational improvement,
- be optimistic to embrace new, emerging technology and digital capability that simplifies, reimagines and improves our funding process for colleagues and customers, and
- bring to life the story of how National Lottery funding, and our other funding, helps strengthen society and improve lives across the UK.





Ellesmere Community Centre, England

Thank you

The National Lottery Community Fund is the largest single source of funding for community activities in the UK. We're One Fund based in communities in England, Northern Ireland, Scotland and Wales, and our work reflects the diversity of the UK.

We're a non-departmental public body. We're operationally independent and distribute funding from The National Lottery, Dormant Accounts and other third parties, receiving policy directions from the UK Government and devolved administrations. Players of The National Lottery provide most of our resources every time they play.

We support activities that create resilient communities that are more inclusive and environmentally sustainable – activities that will strengthen society and improve lives.

We fund communities across the UK and will award over £4 billion by 2030. We receive and award 40% of The National Lottery's good causes income and determine our yearly investment budgets based on the amount raised by National Lottery players across the UK. We're here to support and enable communities to connect, build relationships and take action on the things that matter most to them.

We invest in projects supporting bold approaches and long term change and we listen and respond to what matters most to communities as we deliver our four missions. We have a flexible grant making model offering funding from £300 through National Lottery Awards for All to longer term grants and significant strategic partnerships.

We are committed to be more than a funder offering support through learning, convening, partnering and championing.