

**MINUTES**  
**THE NATIONAL LOTTERY COMMUNITY FUND**  
**MEETING OF THE SCOTLAND COMMITTEE HELD ON**  
**THURSDAY 23 JANUARY 2025 AT 10.30AM**  
**AT BOARDROOM 4, THE SOCIAL HUB, GLASGOW & TEAMS**

**Present:**

Kate Still	Scotland Committee Chair
Lindsay Graham	Scotland Committee Member (on teams)
Martin Johnstone	Scotland Committee Member
Janet Miles	Scotland Committee Member
Aaliya Seyal	Scotland Committee Member
Naila Wood	Scotland Committee Member (on teams)

**In attendance:**

Roddy Byers	Head of Funding
Rebekah Dundas	Senior Grant Making Manager (items 6-8)
Fiona Grant	Business Support Officer (Governance) (minutes)
Susan Johnstone	Development Manager (items 6-8)
Lucy McDonald	Head of Knowledge & Learning
Neil Ritch	Scotland Director
David Sinclair	Head of Business Support
Landa Sullivan	Head of Communications & Engagement
Beatrice Thirkettle	Development Manager (items 6-8)

**1. OPENING REMARKS**

- 1.1 The Chair welcomed everyone to the meeting and noted the following:
- i. This is the first meeting of 2025
  - ii. Members of the New Portfolio Development team will join the meeting for item 6 and will observe the discussions for items 7 and 8

**2 APOLOGIES FOR ABSENCE**

- 2.1 There were apologies from absence from Jackie Brock.

**3 DECLARATION OF INTERESTS**

- 3.1 There were no declarations of interest.

**4 APPROVAL OF MINUTES OF SCOTLAND COMMITTEE MEETING HELD ON 20 NOVEMBER 2024 (SCOTLAND COMMITTEE MINUTES 24/07)**

- 4.1 The minutes of the Scotland Committee meeting held on 20 November 2024 were approved.

## **5 MATTERS ARISING**

- 5.1 The Chair gave an update on the UK Board meeting held on 5<sup>th</sup> December 2024 which the Committee noted.
- 5.2 The Chair gave an update on the on the UKFC meeting held on 14<sup>th</sup> January 2025 which the Committee noted.
- 5.3 David gave an update on the recruitment of four new Committee Members. The Committee noted that the interviews were held at the end of last year and four new Members have been identified and their appointment has been approved by the Scottish Government.

## **6 NEW PROGRAMME IMPLEMENTATION UPDATE (SCOTLAND COMMITTEE P25/01)**

- 6.1 The Chair welcomed Beatrice, Susan and Rebekah to the meeting.
- 6.2 Beatrice and Susan gave an update on the implementation of the new programmes highlighting the following:
  - i. The Community Action and Fairer Life Chances funding programmes successfully launched on the 27 November 2024 as planned
  - ii. Funding Teams have received training on both programmes prior to their launch to enable them to feel confident to provide enquiry advice to organisations
  - iii. Strengthening Organisations is on track for launch on the 29 January 2025
  - iv. Work commenced with Service Design on 6<sup>th</sup> January on the Strategic Investment programme, to start drafting web content for the health inequalities strand of this programme
  - v. Options appraisals are being drafted for the strands of sustainable community buildings and grantholder support
- 6.3 During discussion the main points raised were:
  - i. There has been a steady stream of enquiries about the new programmes and first applications have been received
  - ii. The funding place teams have been leading huddle sessions to help with learning and consistency
  - iii. Capturing learning is an ongoing process
  - iv. To help with the development of the strategic partnership element our internal Innovation Unit will provide an Innovator in Residence
- 6.4 The Chair thanked the team for the update and the great work that they have done.

## **7 NEW PROGRAMMES - DECISION MAKING AND DELEGATED AUTHORITIES (SCOTLAND COMMITTEE P25/02)**

- 7.1 David introduced the paper highlighting the following:
  - i. Decision-making for pre-existing programmes (National Lottery Awards for All and Young Start) will continue to be taken by place-based teams in monthly meetings
  - ii. For new standard programmes (Community Action and Fairer Life Chances) our proposal is to manage decision-making outside of place-based teams during the initial months

- iii. This responds to Committee's desire to be involved directly in early decision-making to boost understanding and shared learning, and to contribute to consistency and prioritisation
- iv. We are proposing that applications for new standard programmes be considered in a large national group setting
- v. This national group would be composed of around three Committee Members, two MTS members and two representatives of each place team (rotational by team)
- vi. The frequency of meetings will depend partly on the volume of applications
- vii. The Committee will have opportunities for collective sensemaking, to reflect together on their experience of and involvement in the early decision-making meetings and this will be included as part of agenda planning for each of the Committee meetings in the first half of 2025
- viii. This arrangement will be reviewed with the Committee at its meeting planned for 23 April 2025
- ix. Decisions in the range £250k-£500k for applications primarily for applications from Fairer Life Chances will initially be taken by the full Committee
- x. We are proposing that the interim arrangement of decisions being taken by full Committee be applied initially up to June 2025
- xi. We will review with Committee at the meeting planned for 18 June 2025 the appropriate timing and next steps for implementing the fuller approved delegation up to £500k

7.2 During discussion the main points raised were:

- i. It was helpful to understand the thought process of the proposals
- ii. It can be challenging in the initial stages for Committee members to engage in place based decision meetings without having a full understanding of the process that applications have been through
- iii. A thorough induction process would be required for new Committee Members and this would benefit from the shared experience of other Members
- iv. The Committee felt that the decision making on applications for over £250,000 and up to £500,000 could be potentially extended until September
- v. To support staff members in working with higher value applications, lessons could be learned from other Committees (such as early Scottish Land Fund) around building up and getting the right scale and pitch
- vi. As part of the induction process for new Committee Members a sampling approach could be taken, similar to that recently adopted at England Committee meetings
- vii. Officers responded that care needs to be taken when reviewing decisions from a learning perspective and this is something that we will take away and think about  
**ACTION, Neil Ritch**
- viii. A digest of decisions made across the Scotland portfolio will be shared with Committee in a similar way that place based delegated decisions are currently shared  
**ACTION, Fiona Grant**

7.3 The Committee agreed that:

- i. Decision making on applications for Fairer Life Chances and Community Action up to £250,000 will be considered in a large national group

setting involving up to 3 Committee members at each meeting; this will be reviewed in April

- ii. Decision making on applications for Fairer Life Chances (and, in due course, strategic funding) for over £250,000 and up to £500,000 will initially be taken by the full Committee; this will be reviewed in June with the possibility of the arrangement being extended until September
- iii. There will be time on the agenda at each Committee meeting until June for Members to share their reflections on decision making

**ACTION, Fiona Grant/David Sinclair**

## **8 PROPOSED EVIDENCE NEEDS FOR SCOTLAND DIRECTORATE (SCOTLAND COMMITTEE P25/03)**

8.1 Lucy introduced the paper highlighting the following:

- i. From February 2025 onwards, a new Evidence and Impact function will be launched across the Fund
- ii. There will be a Head of Evidence Services for Scotland, Wales and Northern Ireland and they will lead the evidence needs for those portfolios
- iii. The intention is for each portfolio to have its own Evidence Plan
- iv. The proposed evidence needs identified in annex 1 has been developed through a collaboration between New Programme Development, Knowledge and Learning and Evaluation teams
- v. The short-term focus of the approach will be on implementation of new programmes, process, demand & reach, review and trouble-shooting
- vi. In-depth programmatic/thematic evidence needs to be defined over time
- vii. The Evaluation Team will lead a '£50k pilot' evaluation of Strengthening Organisations
- viii. At this stage we seek to ensure the proposed approach broadly meets the evidence needs of the Scotland Directorate for 2025/26, for the purpose of monitoring implementation of the new funding offers and informing strategic decision-making.

8.2 During discussion the main points raised were:

- i. Rob Roffe, the new Head of Evidence Services for Scotland, Wales and Northern Ireland is keen to engage with MTS and the Scotland Committee and will attend the April Scotland Committee meeting
- ii. It would be good to see organisations doing their own story telling
- iii. It would be good to consider the benefits of University partnerships
- iv. There is space to share learning with other agencies to benefit community knowledge and intelligence
- v. It would be useful to consider not only internal learning but also relevant external evidence
- vi. It is important that we don't lose sight of what we already know
- vii. The language around story telling needs to be considered and a recognition that this isn't a story but reality telling/reality sharing
- viii. Officers highlighted that the Fund does have a robust due diligence process in this regard

8.3 The Committee agreed:

- i. the proposed evidence needs identified in Annex 1

## **9 REVIEW OF SCOTLAND COMMITTEE TERMS OF REFERENCE (SCOTLAND COMMITTEE P25/04)**

9.1 Neil introduced the paper highlighting the following:

- i. The Country Committees' Terms of Reference (ToR) were last revised in December 2020
- ii. The Board agreed in June 2017 that we would continue to review Committee Terms of Reference regularly and submit them for Board's approval at least every four years
- iii. The ToR have been reviewed by Country Directors and teams.
- iv. All proposed changes have been included in a generic template which was presented to the Policy & Practice Committee for their feedback on 12 November 2024, and reported to the Senior Management Team for their information on 21 November 2024
- v. The Sub-Committee recommended the ToR for approval by Country Committees and Board.
- ii. The revised ToR are presented in Annex B

9.2 During discussion the main points raised were:

- i. The way we are handling the Youth Voice membership with an aspiration that in future we can simply smooth that out into full membership
- ii. It is useful to have the option of creating short term, non-decision-making focus groups
- iii. Scotland Committee Members are already contributing to current groups looking at remuneration of stakeholders and anti-poverty work

9.3 The Committee noted the revisions to the ToR for Country Committees and recommended the updated Scotland Committee ToR for approval by Board.

## **10 COMMUNICATIONS REPORT (SCOTLAND COMMITTEE P25/05)**

10.1 Landa introduced the paper highlighting the following:

- i. There had been good feedback from customers for the launch event for the new programmes
- ii. We had good pieces in the third sector and local media promoting the new programmes and featuring individual stories that share the kind of impact we aspire for through our new funds
- i. The team have been busy creating a video animation for the new programmes webpage
- ii. In early March we will have a week long stand in the Scottish Parliament providing an in person opportunity to introduce our new funds to MSPs.

## **11 DIRECTOR'S UPDATE**

11.1 Neil gave an update on new programme development, staffing changes in the Scotland Directorate and recent stakeholder meetings that the Committee noted.

11.2 Recognising that this would be her final Committee meeting as a member of the Scotland Directorate, the Committee thanked Lucy for her hard work and wished her well with her new role in the UK Evidence and Impact team.

## **12 PLACE UPDATE (SCOTLAND COMMITTEE P25/06)**

12.1 The Committee noted the place update and noted that it is interesting to find out the breadth of projects that are being supported.

**13 OVERVIEW PAPER (SCOTLAND COMMITTEE P24/07)**

- 13.1 Roddy introduced the paper highlighting the following:
- i. The current budget position
  - ii. The pipeline for Supporting Great Ideas

**14 SCOTLAND FUNDING OFFICER MOVEMENT**

- 14.1 Roddy led a discussion about some of the reasons behind and implications of staff turnover over recent years.
- 14.2 The Committee noted that it is useful to have a conversation about the impact of staff turnover.

**15 PROCESS OF HANDOVER TO NEW COMMITTEE MEMBERS**

- 15.1 The Committee discussed the process of handover to new Committee Members and recognised the importance of a comprehensive induction programme for incoming Committee members to support them in their role over the initial months.
- 15.2 The outgoing Committee Members agreed to be a buddy to the new Committee Members.

**16 AOB**

- 16.1 There were no items for AOB.

**17 DATE AND VENUE OF NEXT MEETING**

- 17.1 The next meeting will be held on 11 March 2025 at a central Glasgow location.

**18 FINISH**

- 18.1 There being no further business the meeting finished at 2.25pm.