CRONFA GYMUNEDOL COMMUNITY FUND

Starfish

The National Lottery Community Fund
Deputy Director People, Transformation (Future Ready) & Organisational Design



November 2026

Welcome

Thank you for your interest in the role of Deputy Director People, Transformation (Future Ready) & Organisational Design at The National Lottery Community Fund.

At the Fund, our work is rooted in a simple but powerful belief: It Starts with Community. Every day, we support people across the UK to strengthen their communities, build connections and create positive change where they live. Our colleagues, and the skills, insight and commitment they bring, are central to making that possible.

As we deliver the next phase of our strategy, we are evolving how we work so that we can support communities now and in the future. Our Future Ready programme will help us build the structures, roles, skills, capacity, services and ways of working we need to fulfil that ambition. This role will be pivotal in shaping and delivering that change.

Reporting to me as Director of People & Culture, you will lead our growing Future Ready team, bringing together organisational design, strategic workforce planning and transformation delivery. You will provide strategic oversight of a transformation portfolio spanning digital, people and funding, working closely with our digital and technology colleagues and leaders across the Fund to turn shared priorities into sustainable improvements.

This is an opportunity to connect organisational ambition with the everyday experience of colleagues and the communities we serve. You will champion human-centred, agile and evidence-led approaches: simplifying processes, improving services, enabling multidisciplinary teams to test and learn, and ensuring that new ways of working are understood, adopted and deliver measurable outcomes.

We are looking for an inclusive and thoughtful leader who can bring clarity through complexity, build trust and work in genuine partnership with colleagues, recognised trade unions and staff networks. You will help ensure that transformation is compassionate, collaborative and grounded in the needs of the people it affects.

To be a credible and effective funder, we need to reflect the communities we serve. Our commitment to equity, diversity and inclusion means reducing unnecessary barriers and creating a workplace where everyone feels connected and valued. You will bring that commitment to the way we design and deliver change, helping colleagues from a wide range of backgrounds contribute and thrive.

As a member of our People & Culture senior leadership team, you will work closely with me and our Deputy Director for Culture, Talent & Inclusion to develop a high-performing, future-ready function. You will also help us apply the changes we champion across the Fund to our own services and ways of working.

If you bring significant leadership experience in organisational transformation and design, a strong understanding of strategic workforce planning, and the ability to unite people, services and technology around a common purpose, we would be delighted to hear from you.

Thank you for considering this opportunity to help shape the future of the Fund and strengthen our impact for communities across the UK.

Liz Church

Director, People & Culture
The National Lottery Community Fund







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About us

The National Lottery Community Fund is the largest community funder in the UK. Each year, we distribute hundreds of millions of pounds raised by National Lottery players to support people and communities across England, Scotland, Wales and Northern Ireland.

Our purpose is simple: to support communities to thrive. We fund organisations and initiatives that strengthen connections between people, improve wellbeing and help communities come together to shape their own futures.

It Starts with Community

Our strategy, It Starts with Community, reflects our belief that the best ideas and solutions come from communities themselves. Through our funding, we support people to build strong relationships, take action on the issues that matter most to them and create lasting change where they live.

We fund a wide range of organisations, from small, volunteer-led community groups to larger charities and partnerships. We work closely with communities to understand their priorities and the challenges they face. Alongside our funding, we share learning and insight to help strengthen the wider community and voluntary sector.

Thanks to National Lottery players, we plan to distribute at least £4 billion of funding by 2030, supporting projects that create resilient communities that are more inclusive and environmentally sustainable, strengthen society and improve lives across the UK.

Our people and our future

As a UK-wide organisation, we are proud of our presence in every nation and region of the UK. Our colleagues work in a distributed way, connected through shared values and a common purpose. This helps us stay close to the communities we support while working together as one organisation.

Future Ready will help ensure that our structures, workforce, services, technology and ways of working support the next phase of our strategy. This role brings together organisational design, strategic workforce planning and transformation delivery, working across People & Culture and the Fund's wider functions.

Our values

Our values shape how we work together and how we lead change.

- **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.

Equity, Diversity and Inclusion

We want all communities to be empowered to thrive. As the UK's largest community funder, we have a responsibility to make sure National Lottery funding is accessible to everyone, whatever their background or experience.

We apply equity, diversity and inclusion principles in how we fund communities, how we work with people and in reducing unnecessary barriers at every stage.

A diverse workforce makes us stronger

To be a credible and effective funder, we need to reflect the communities, customers and society we serve. We also value the business benefits of hiring talented people from a wide range of backgrounds.

We are committed to being:

- A fair, equitable and inclusive place to work.
- A workplace where everyone feels connected and valued.
- Flexible in our working practices.
- Supportive, with a range of first-class benefits.

We have well-established staff networks to support colleagues. Our active EDI Colleague Forum helps us discuss and address equity, diversity and inclusion issues at work.

Tackling barriers in recruitment

We take practical steps to remove barriers in recruitment and welcome applications from underrepresented groups.

Ethnic minority candidates: We are signed up to the Race at Work Charter and encourage applications from people from ethnic minority backgrounds.

Disabled candidates and people with longstanding health conditions: We are proud to be a Disability Confident Employer. We guarantee an interview to disabled candidates who meet all the essential criteria for a role, and encourage applications from disabled people and those with health conditions.

LGBT+ candidates: We are members of Stonewall's Diversity Champion scheme. We aim to be a great place to work for lesbian, gay, bisexual, transgender and non-binary people, and encourage LGBT+ candidates to apply.

We have signed the Age-Friendly Employer Pledge and recognise the value of older workers in a multi-generational workforce. If you are in your 50s or 60s, we welcome your application.

Information on recruitment adjustments and alternatives to the online application form is provided in the **How to apply section.**

Read more about equity, diversity and inclusion at work at the Fund here.

Job description

Job title:	**Deputy Director People, Transformation (Future Ready) & Organisational Design**
Reports to:	**Director of People & Culture**
Direct Reports:	**Head of Organisation Development and Transformation, Service Designer**

Role purpose:

You will report to the Director of People & Culture and play a key leadership role in shaping a future-ready, impactful and inclusive organisation through your leadership of our Future Ready fund wide programme.

You will lead our growing Future Ready team (organisational design, strategic workforce planning and transformation delivery). Working closely with our digital and technology teams and the wider People & Culture team you will ensure that the Fund has the right structures, roles, skills, capacity, services and ways of working to deliver the next phase of our It Starts with Community strategy.

This is a pivotal role in shaping how the Fund operates and evolves. You will bring together expertise in people management, organisational design and transformation, agile working and change leadership to enable sustainable organisational improvement and transformation across the organisation, as well as in the People & Culture function as we adopt those changes ourselves.

You will lead an integrated, human-centred and evidence-led approach to change, ensuring that organisational structures, people processes, services, technology and ways of working are designed around the needs of our colleagues, communities and strategic priorities.

Working across People & Culture and the Fund's wider functions, you will provide strategic leadership for the design and delivery of our Future Ready transformation programme, supporting multidisciplinary teams to simplify processes, improve services, test and learn, and deliver measurable outcomes.

You will contribute to the evolution and delivery of the overarching People & Culture Strategy, leading the approach and priorities within your remit.

As a member of the People & Culture senior leadership team, you will work closely with the Director of People & Culture and the Deputy Director for Culture, Talent & Inclusion to build a high-performing, future-ready function that enables the Fund to deliver.

Key responsibilities

- Lead on the delivery of the Fund's transformation agenda including organisation design, workforce planning and agile ways of working, ensuring operating models, structures and ways of working support strategic priorities, organisational effectiveness and future capability needs.
- Lead agile, human-centred and evidence-led approaches to organisational change and transformation, enabling the successful design, implementation and adoption of sustainable new ways of working across the Fund.

- Lead the Fund's organisational design and strategic workforce planning agenda, developing strategies and priorities that align transformation activity with organisational objectives, capacity and long-term sustainability.
- Provide strategic oversight of the Fund's transformation portfolio, digital and people; ensuring effective governance, prioritisation, stakeholder engagement and the successful delivery and adoption of organisation-wide transformation initiatives.
- Work closely with the People & Culture Director and Deputy Director of Culture, Talent & Inclusion to provide strategic leadership within a forward-looking People & Culture Directorate, driving an integrated, customer-focused and digitally enabled approach to colleague experience, service improvement and inclusive organisational change.
- Build effective partnerships with senior leaders, recognised trade unions, staff networks and key stakeholders to shape, communicate and embed organisational change and transformation priorities.
- Provide inclusive and empowering leadership to high-performing multidisciplinary teams, role modelling the Fund's values while building organisational capability, fostering cross-functional collaboration and ensuring resources are deployed to deliver strategic transformation and organisational change.

Knowledge, skills and experience

- Significant senior leadership experience in organisational transformation, change and organisational design, with a proven track record of leading complex programmes, developing multidisciplinary teams and delivering measurable organisational outcomes.
- Substantial expertise in organisation design, strategic workforce planning, agile and human-centred service design, with a strong understanding of digital transformation and the role of technology, data and culture in enabling sustainable organisational change.
- Strong understanding of people leadership, HR business partnering, people operations and employee relations, with the ability to lead through complexity and ambiguity to deliver high-quality services and strategic organisational outcomes.
- Demonstrable commitment to equality, diversity and inclusion, with strong stakeholder engagement and relationship-building skills and a collaborative leadership style that builds trust, enables cross-functional working and supports colleagues through change.
- If the role is based in Wales, or supports customers or colleagues in Wales, an understanding of Welsh language legislation and the Welsh Language Standards of the Fund is required.

Role Competencies: Level 5

Strategic direction:

Creates and communicates a clear, compelling direction and infrastructure that aligns the Fund's capability with its strategic objectives.

Leading our culture:

Embeds an inclusive culture of creating positive and supportive teams who consider the diverse needs and feelings of other colleagues. Ensures consideration and support for the wellbeing of all individuals across the Organisation.

Working together:

Builds inclusive teams, working collaboratively and encouraging challenge.

Delivering quality results:

Develops a strategy that delivers the Fund's aim and supports a positive reputation.

Diligence and control:

Responds to main risks that threaten achievement of Directorate's aims, objectives and policies whilst also safeguarding the public funds and assets, for which the directorate is responsible.

Developing self and other:

Creates opportunities and welcomes ideas for continuous improvement which will support the Fund's strategic progress. Promotes the importance of developing everyone to their full potential.

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Terms of appointment

Salary	The salary for this role is £72,625 to £80,000 per annum on a full-time permanent basis.
Location	Hybrid working with the expectation of regular travel to our main offices Newcastle, Birmingham and London. Offices in Belfast, Birmingham, Cardiff, Exeter, Glasgow, Leeds, London, Manchester, Newcastle.
Pension	The Fund operates two pension schemes, Alpha, our Principal Civil Service Pension Scheme (PCSPS) and a Partnership Pension Scheme with Legal & General. For Alpha, the employer's contribution is between 26.6% and 30.3% and the employee contributions rates are between 4.6% and 8.05% depending on salary. For Partnership, the employer's contribution rate is between 8% to 14.75% of your earnings. You do not have to contribute to this scheme, but if you do, the Fund will match your contributions up to 3% of your pensionable pay.
Annual leave	Annual leave is 25 days per year on joining The National Lottery Community Fund plus bank holidays, rising by one day every year of employment up to a total of 30 days. An additional three days of leave is given every year - normally at Christmas.
Additional benefits	Full employment benefits are available to view here

How to apply

We hope you will consider making an application. To make an application, please click here with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 8th January 2027
Preliminary interviews:	w/c Monday 18th January 2027
First Panel interviews:	w/c Monday 1st February 2027
Final Panel interviews:	w/c Monday 8th February 2027

Starfish Search is managing applications for this role on behalf of The National Lottery Community Fund. If you need recruitment adjustments or an alternative to the online application process, please contact Starfish Search to discuss your requirements and the options available

info@starfishsearch.com or please call 0203 971 0831

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