



# Recruitment Pack

## Chief of Staff

# Welcome

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Thank you for your interest in the Chief of Staff role at The National Lottery Community Fund.

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

We are now seeking a Chief of Staff - a newly formed, critical role supporting the Chief Executive and wider organisation in the delivery of The National Lottery Community Fund's 'It starts with community' strategy to 2030. This is an exciting, demanding and varied role at a time of optimistic change and growth as we deliver our ambitious new strategy. As Chief of Staff the role incorporates responsibility for the Governance and Legal Group as part of its remit which as Deputy Director you will lead and oversee.

As Chief of Staff, you will enable the Fund to drive forward its strategy, corporate plan and organisational priorities on behalf of the CEO, Board, and Senior Management Team, understanding and navigating the complexity of our internal landscape and the external environment we inhabit. You will support the CEO driving accountability for delivery in an enhanced performance culture, lead strategic and tactical problem solving, and support and enhance positive team dynamics. You will lead special projects on behalf of the CEO, and support high quality governance and decision making. As Deputy Director for Governance and Legal Group, you will lead the professional service delivery and development of a cohesive team across these vital enabling functions.

You might already have served as a Senior / Principal Private Secretary in a government department or public body, in a similar cross-cutting organisational capacity in a funder, charity, or social purpose organisation, or in a corporate sector. Wherever you are, you will have the capability to build personal credibility quickly; you will be someone who has well-prioritised, standard-setting approaches to delivery, with highly developed influencing skills, sharp attention to detail and the capacity to handle competing priorities, in breadth and volume. You will drive transformation and thrive in it, with both a strategic and tactical mindset.

Finally, guiding and shaping our discussions on governance and regulatory matters will require you to be highly effective as a trusted advisor to the CEO and Board. As such, you will be an individual who brings stature, maturity and sound judgement to the role and who is known for operating with insight, discretion and positive personal impact.

If you believe you have the skills and qualities required, we would be very pleased to hear from you.



**David Knott, Chief Executive**  
**The National Lottery Community Fund**

# About The National Lottery Community Fund

## Background

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 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.

## *It starts with community - our journey to 2030*

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.

We will be delivering this strategy to 2030 at a time of renewal and expected growth in returns to 'good causes' from The National Lottery, alongside the Fund's third party and dormant assets work.

## The organisation

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.

# Our purpose

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We support activities that create resilient communities that are more inclusive and environmentally sustainable - activities that will strengthen society and improve lives across the UK.

Our community-led missions and what we'll achieve by 2030

## We'll support communities to connect by:

- creating accessible, welcoming places, both physical and virtual, for people to meet initiating engaging and inclusive activities that support connections within and between groups of people.
- enabling people from all backgrounds to shape the future of their communities cultivating an increased sense of belonging.

## We'll support environmentally sustainable communities that:

- reduce carbon emissions and negative environmental impact.
- create positive environmental impacts.
- establish equality of access to the natural environment improve the quality of natural spaces.

## We'll enable children and young people to thrive by:

- creating opportunities for children and young people from all backgrounds to enjoy community experiences.
- helping children and young people shape the decisions that affect them and their communities.
- providing children and young people access to safe spaces to play, participate, socialise and get support.

## We'll enable people to live healthier lives by:

- helping reduce health inequalities.
- increasing opportunities for community participation to shape better health services.
- taking a preventative approach to health.



# 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.



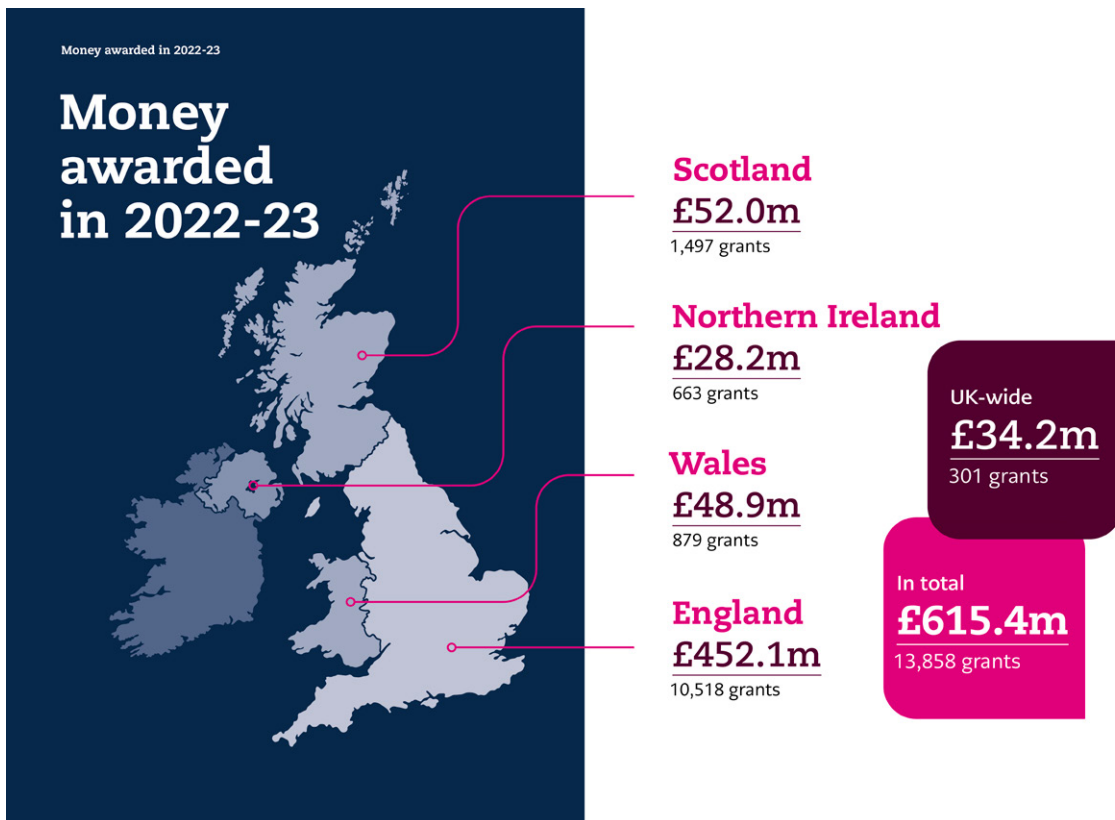
**We are impact focused**  
We are inspired by communities and learn with them. We listen, reflect and use evidence to improve knowledge, inform action and increase impact.



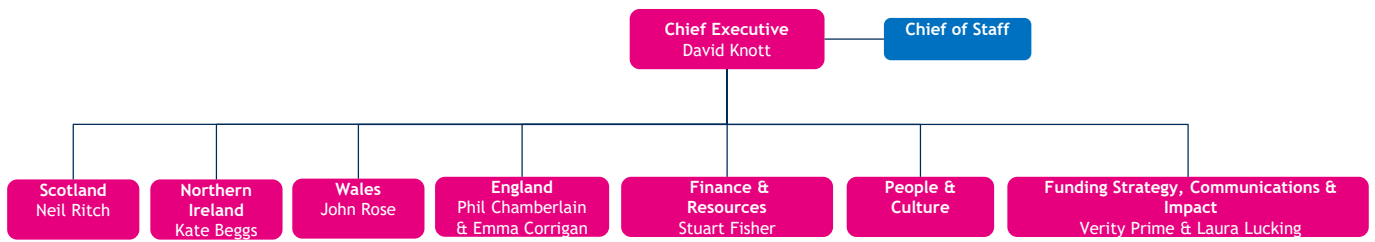
**We are adaptable**  
We welcome and embrace new ideas and ways of working.



**We are compassionate**  
We work with care, consideration and humility.



# The National Lottery Community Fund Senior Management Team



# Role description

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**Job title:** Chief of Staff

**Reports to:** Chief Executive

**Direct reports:** Legal and Governance Group (around 25)

## Role purpose:

As a leader at the Fund, whatever your specialism, you will be accountable for and lead a team and/or area of work, playing a pivotal role in delivering our most complex work to deliver our strategic objectives.

You will drive a high-performance culture, and your ability to coach, inspire and empower people will be second to none. You will encourage and engage, nurturing team development and people's career paths. Your project management skills and your ability to critically analyse information will be equally strong, along with your ability to build and nurture relationships with stakeholders and understand their needs. You will be creative and innovative in your approach and encourage others to work in this way. By drawing on previous learning and experience inside and outside the Fund you will enable continuous improvement and better ways of working. You will be politically astute and have the ability to understand and interpret the external & internal environments, local context, and the impact on our business activities.

As Chief of Staff you will enable the Fund to drive forward its strategy, corporate plan and organisational priorities on behalf of the CEO, Board, and Senior Management Team. You will develop an excellent understanding of the context and external environment we operate in, and leverage your exceptional organisational and influencing skills. You will support the CEO driving accountability for delivery in an enhanced performance culture, lead strategic and tactical problem solving, and support and enhance positive team dynamics. You and your team will lead special projects on behalf of the CEO, and support high quality governance and decision making, for example reviewing and preparing SMT and Board papers.

As part of the Chief of Staff remit, as Deputy Director for the Governance and Legal Group, you will lead the professional service delivery and development of a cohesive team across these vital enabling functions. You will establish, maintain and oversee excellent standards and service levels in a busy and multifaceted non-executive and executive governance environment, in a funder that provides over £650m in grant funding each year, roughly 14,000 grants, equivalent to one every 7 minutes.

## Main responsibilities:

### Chief of Staff

- Work with the CEO and their Business Manager, supporting timely and effective decision making, ensuring time and focus is on the right things, in so doing balancing a complex strategic and tactical workload.
- Develop strong relationships across the Fund, support and lead senior engagement internally and externally.
- Act with delegated authority using judgement and tact and referring up only when necessary.
- Apply a business and process improvement lens to leading our teams to provide pragmatic, timely and risk appropriate advice and services across the following key areas: Executive and Non-Executive Governance, Agreements, Information and Disputes, Commercial Property; and Assets and Information Governance.
- Oversee a professional service both fit-for-now and fit-for-the future, which delivers a timely and quality service for the Fund and its internal customers and external stakeholders.

### Governance and Legal

- Implement best in class governance standards and approaches which enable a quality debate on strategically important topics and supports the Fund to make insightful and clear decisions which are actively followed through to support the Fund's strategic change agenda.
- Provide advice to the Chair, CEO and Board on governance and legal matters with pragmatism and high standards of propriety.
- Line manage the Head of Governance and Head of Legal Services, with a current overall team size around 25. In both areas you will sequence, monitor and manage activity to meet deadlines set by the Fund.





# Person specification

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This is a critical and highly visible leadership role which demands role modelling of our values and behaviours. You will invest in and develop relationships across our organisation, using well developed interpersonal and stakeholder management skills.

As a Leader in the Fund you will likely lead or shape areas of corporate duties and development beyond your immediate focus, role model values and behaviour, and manage and maintain your personal and professional development.

## Essential:

- Extensive experience operating in a cross-cutting, corporate or coordinating capacity at leadership level. This will have included working directly with/to a CEO, minister, director or senior official, or lead non-executive.
- Robust record of developing and delivering on complex issues across organisational boundaries, with ability to identify opportunities and approaches that are not yet utilised.
- Experience working in a complex organisation, including drafting and presenting papers at Executive and Board level, achieving corporate and commercial outcomes and driving change across functional/accountability areas, and using judgement and problem-solving to balance short- interest and long-term outcomes.
- Experience of tackling challenging issues, with multiple differing views across organisations to find solutions.
- Experience of development of, and implementation of, delivery plans that cut across multiple functions. Leading on resolving competing priorities and tensions across teams and with senior leaders while maintaining pace and progress.
- Experience of building and leading brilliant teams through your ability to coach, inspire, and empower people. You will position yourself as a role model and motivate expert teams while working fluidly across a large, geographically dispersed organisation.
- Proven track record of organising teams which deliver high quality, strategically value-added outputs to agreed and sometimes tight deadlines. You will have experience of working in, alongside or overseeing governance and legal teams, and be aware of the expectations and pressures placed upon these teams, and have a track record of developing strategies for delivering against these.
- Experience working with a range of senior stakeholders as a trusted adviser. An ability to develop and enhance excellent relationships with a diverse range of senior level internal and external stakeholders, you will have experience in creating connections and driving shared responsibilities.

- Proven track record of measuring and managing performance of services to ensure continuous quality. Good experience of budgetary management techniques, including commercial contract and procurement to drive value for money.
- Experience of operating in and driving a performance management culture.
- Passion for, experience in, and understanding of the communities we serve and the environment we operate in.

### Desirable:

- A legal qualification or knowledge would be desirable to facilitate the management and commissioning of legal advice; however, you will not need to provide legal advice. Similarly professional governance or company secretary qualifications are an asset but not essential.
- Understanding of or experience in the following would be advantageous: a non-departmental public body; UK and devolved delivery; the charity, community and grant-making environment; organisational development, change and improvement.



# Terms of appointment

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## Salary

The salary range for this role is £69,953 - £96,690 rest of UK and £76,273 - £103,717 London per annum on a full-time permanent basis. Flexibility may be available for an exceptional candidate.

## Location

UK-based, London preferred.

The Fund is committed to providing a working environment that gives everyone choice and flexibility. We encourage flexible working, including hybrid working combining balance of home and office working, unless there is a conflict with business needs and/or customer service. The Fund has larger offices in Birmingham, London, Cardiff, Glasgow, Belfast, and Newcastle. The CEO is based in London and the majority of governance and legal teams are based either in London or Birmingham. Board and SMT meetings are held across the UK. The postholder can be based anywhere in the UK and expect to work a balance of their time remotely. Regular presence in London and Birmingham and travel to Board, SMT and meetings to engage colleagues across the UK is a requirement of the role.

## 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. Your entitlement will vary according to your date of appointment, and is pro-rata for part-time employees.

## Additional benefits

We recognise that keeping our people happy and healthy enables us to be a more effective organisation and makes The National Lottery Community Fund a better place to work.

Benefits include:

- Generous Civil Service Pension scheme
- Flexible working
- Enhanced paid maternity/paternity/adoption leave
- Paid volunteering leave
- Season ticket loan
- Healthcare cash plan
- Cycle2work
- Employee discount scheme

# How to apply

To make an application, please go to <https://starfishsearch.com/jobs/nlcf-cs/> and click on the apply now button, 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 also 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 17th May 2024

Preliminary interviews: Monday 27th May and Monday 3rd June 2024

Final Panel interviews: Tuesday 18th June 2024

