



Deputy Director - Culture, Talent & Inclusion

The National Lottery Community Fund



Welcome

Thank you for your interest in the role of Deputy Director, Culture, Talent & Inclusion at The National Lottery Community Fund, and for taking the time to explore this opportunity.

At the Fund, everything we do is rooted in a simple but powerful idea: It Starts with Community. Every day, we support people and communities across the UK to bring their ideas to life, strengthen local connections, and create lasting change. The work we do is only possible because of the passion, commitment and expertise of our colleagues, and the values that shape how we work together.

This is a particularly important time to join us. As we continue to deliver our strategy, we are committed to building a culture where everyone feels they belong, where diverse voices are heard, and where colleagues can grow and thrive while remaining connected to the communities we serve. The Deputy Director, Culture, Talent & Inclusion will play a vital role in helping us realise that ambition.

This role sits at the heart of our People & Culture function and will lead work that is fundamental to the future of the organisation. From embedding our values in everyday practice, to strengthening equity, diversity and inclusion, to developing talent and learning pathways that support colleagues at every stage of their careers, this position will help shape how we work, lead and learn together. It is also a role that will help ensure we continue to evolve as an organisation- embracing digital opportunities and new ways of working while protecting the relational, community-centred approach that defines us.

We are looking for a leader who shares our commitment to inclusion, collaboration and purpose. Someone who is thoughtful and strategic, but also deeply motivated by people and culture. Someone who can help us translate values into lived experience for colleagues across the organisation.

I hope this candidate pack gives you a sense of the importance of the role and the opportunity it presents. If our mission resonates with you, we would be delighted to hear from you.

Thank you again for your interest in joining The National Lottery Community Fund.

Liz Church

Liz Church

Director, People & Culture

The National Lottery Community Fund





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 do this by funding organisations and initiatives that strengthen connections between people, improve wellbeing, and help communities come together to shape their own futures.

Our current 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 and 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.

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 allows us to stay close to the communities we support while working together as one organisation.

At the heart of our work are the values that shape how we behave and how we work together. We aim to be inclusive, collaborative and open, creating an environment where different perspectives are welcomed and where colleagues feel able to contribute and grow. We know that the diversity of our people and their experiences strengthens our understanding of communities and helps us make better decisions. Every day, National Lottery players make our work possible. Thanks to them, we are able to support thousands of projects that bring people together, build resilience, and help communities across the UK to flourish.

You can hear from our CEO, David Knott, as he introduces our community-led strategy and explains how it will make a difference. You'll also hear from inspiring community members sharing what the strategy means to them. [Watch the video on YouTube.](#)

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. We're looking to make a bigger difference in the years ahead by listening and responding to communities and by supporting bolder change.

Thanks to National Lottery players, we plan to distribute at least £4 billion of funding by 2030. Supporting projects that will create resilient communities that are more inclusive and environmentally sustainable. Projects that will strengthen society and improve lives across the UK. Full details of our strategy can be found [here.](#)



Job description

Job title: Deputy Director - Culture, Talent & Inclusion

Reports to: Director of People and Culture

Direct reports: Head of Talent, Head of Learning and Development, Head of Internal Communications and Equity, Diversity and Inclusion Manager

Role purpose:

As Deputy Director, Culture, Talent and Inclusion, you will lead a dispersed team and be responsible for building an inclusive, future-ready workforce by ensuring a diverse workforce can join, grow and thrive at the Fund whilst staying deeply connected to the communities we serve, our values and purpose. You will provide input into the creating of the overarching People and Culture Strategy and will develop underpinning strategies for areas within your remit. You will work collaboratively with leaders, colleagues, and our recognised trade unions to ensure people experience; development and inclusion are at the heart of how we work. You will lead on our work around:

Culture and Values:

You will translate values into lived experience and protect relational, community-centred ways of working through change.

Equity, Diversity and Inclusion (EDI):

You will lead the delivery of our EDI Statement of Intent, ensuring it is embedded in our People Strategy, Leadership practice, talent, learning and progression.

Talent, Recruitment and Progression:

You will lead on: talent pipeline and succession planning, emerging leaders' programme, partnership with communities, apprenticeships and secondments, internal mobility and progression pathways.

Learning and Development:

You will own a single learning and development strategy that enables us to deliver "It starts with Community" covering: digital and future skills, leadership and management, early careers and apprenticeships, culture and vision, inclusion and equity, environment.

Engagement and Lived Experience:

You will lead culture and people engagement through transformation and change. You will lead an engagement strategy that: builds trust, recognises impact and celebrates success, connects people to "It Starts with Community" and supports colleagues through change.

Digital and Future Capabilities:

Through your teams you will lead and build confidence in: digital literacy, ethical and practical AI use, technology-enabled ways of working. You will ensure technology strengthens, not replaces relational community-based work.

Main responsibilities:

- You will ensure our culture and values are visible in everyday behaviours, reflected in leadership practice and reinforced through recognition and storytelling.
- You will work to address structural inequality and bias, ensure representation and belonging and champion inclusion as a core organisational value.
- You will lead inclusive recruitment and attraction that reflects the communities we serve, ensuring we: attract values-aligned people, reflect the communities we serve, remove bias from recruitment and progression.
- You will work with DD People, OD and Change to respond to agreed workforce plans, design recruitment, retraining and development pathways. You will ensure workforce change is inclusive and deliverable. You will design pathways for people to "step up, step across and step out" to build their careers at the Fund and beyond.
- You will promote continuous learning, use digital platforms to scale impact, ensure equitable access to development.



Person specification

Knowledge, skills and experience

- Senior experience in people, culture, talent or inclusion leadership.
- Deep expertise in EDI and systems-level change.
- Strong understanding of culture and behaviour change.
- Ability to lead through complexity and ambiguity.
- 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.



Terms of appointment

Salary

The salary for this role is £72,625 - £80,000 per annum on a full-time permanent basis.

Location

Hybrid working with the expectation of regular to our main offices Newcastle, Birmingham and London.

Offices: Belfast, Birmingham, Cardiff, Exeter, Glasgow, Leeds, London, Manchester, Newcastle, or Newtown.

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 go to <https://starfishsearch.com/jobs/tnlcf-dd-cti/> 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 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: Monday 27th April 2026

Starfish Preliminary interviews: w/c Monday 11th May 2026

Final Panel interviews: w/c Monday 1st June 2026

