



**Deputy Director, People, Organisation Development
& Change**

The National Lottery Community Fund



Welcome

Thank you for your interest in the role of Deputy Director, People, Organisation Development & Change 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. None of this would be possible without our colleagues; their commitment, insight and passion are central to the impact we make.

As we continue to deliver our strategy, we are evolving how we work as an organisation so that we are best placed to support communities now and in the future. This means ensuring we have the right structures, capabilities and ways of working in place, while remaining true to our values of collaboration, inclusion and openness. The Deputy Director, People, Organisation Development & Change will play a critical role in helping us achieve this.

This is a significant leadership role within our People & Culture team. The postholder will lead key areas including HR business partnering, people operations, organisation development and workforce planning, helping to shape the organisation we need to deliver our strategy. You will work closely with leaders across the Fund to ensure that change is well designed, well-paced and grounded in the experiences of our colleagues.

A key part of the role will be bringing clarity and confidence through periods of transformation. You will help leaders navigate complexity, strengthen organisational capability and ensure that our systems, processes and structures support colleagues to do their best work. At the same time, you will ensure that our approach to change remains compassionate, inclusive and aligned with our values.

We are looking for an experienced and thoughtful leader who brings both strategic perspective and operational credibility. Someone who understands how to shape organisations to deliver impact, and who values partnership, engagement and good governance in how change is delivered.

I hope this candidate pack gives you a sense of the importance of this role and the opportunity it offers to help shape the future of the Fund. If our purpose resonates with you and you are excited by the opportunity to contribute to an organisation dedicated to strengthening communities across the UK, we would be delighted to hear from you.

Thank you for considering this opportunity.

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 - People, Organisation Development & Change

Reports to: Director of People and Culture

Direct reports: Head of Organisational Development & Transformation, Senior People Operations BP and two Senior People Business Partners

Role purpose:

As Deputy Director, People Organisation Development & Change, you will lead a dispersed team and be responsible for ensuring the Fund has the right structure, roles, capacity and operating model to deliver "It Starts with Community", shaping the organisation we need to deliver on these outcomes. Through expert leadership of HR partnering, people operations, transformation, OD and change, you will create clarity, consistency and confidence for leaders and colleagues through transformation. You will provide input into the creation of the overarching People and Culture Strategy and will develop underpinning strategies for areas within your remit. You will lead on and be accountable for our work around:

Business Partnering:

You will lead the HR Business Partnering model ensuring it: supports leaders to deliver high performance with humanity and fairness; build confidence in performance management and accountability; embed values-led culture in everyday practice; ensure change is well-paced; integrated and grounded in evidenced and lived experience, and support employee relations.

People Operations:

You will lead people operations including payroll, benefits, HR systems, MI reporting and helpdesk services. You will drive efficiency, accuracy and user centred design; lead continuous improvement and digital enablement; ensure a "customer first" culture in every interaction.

Organisation Development (OD), Transformation and Workforce Planning:

You will lead on organisation-wide OD including organisation and role design,; transformation blue-printing and operating model development; workforce planning and modelling, job architecture and role frameworks, governance, sequencing and assurance for transformation programmes. You will ensure workforce plans reflect future capability needs, are deliverable and well phased, are developed in partnership with DD Culture, Talent and Inclusion and the Head of Talent.

You will work closely with our recognised trade unions and diversity networks to ensure change is delivered in a compassionate, inclusive and supportive way.

Reward, Governance and Assurance:

You will lead our reward strategy and delivery ensuring: fairness, transparency and equity; alignment to values and performance legal and regulatory compliance. You will provide assurance to Executive and Board on: workforce risk, capacity and capability, delivery of people strategy.

Key responsibilities:

- You will set the direction for the HR Business Partnering function, helping to embed consistent partnering across the Fund and ensure that people advice supports strategic delivery.
- Lead on people operations including payroll, benefits, HR systems, MI reporting and helpdesk services.
- Lead on organisation-wide organisation development and workforce planning.
- Lead our reward strategy and delivery.
- Provide assurances to Executive and Board on risks, capacity, capability and development of our People Strategy.



Person specification

Knowledge, skills and experience

- Significant senior experience in HR, OD or people leadership.
- Experience leading organisation design, workforce planning and change.
- Strong knowledge of people systems, reward and governance.
- Experience working with unions and stakeholder groups.
- Ability to lead through complexity and ambiguity.
- Ability to operate within policy, legislation and good governance.
- Ability to balance strategic ambition with operational discipline.
- 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 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 17th April 2026

Preliminary interviews with Starfish: w/c Monday 27th April 2026

National Lottery Community Fund Panel interviews: w/c Monday 18th May 2026

