



# Candidate Pack For **Executive Director** (Country Portfolios)

# Welcome

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Thank you for your interest in the Executive Director (Country Portfolios) role at The National Lottery Community Fund.

We are the largest single source of funding for community activity in the UK, investing hundreds of millions of pounds each year across England, Scotland, Wales and Northern Ireland. As One Fund, we are rooted in the diversity of communities we serve, united by a belief in their power to shape their own futures.

Our strategy, It Starts with Community, reflects that belief. We support work that strengthens connections, improves lives and builds a more inclusive and environmentally sustainable society.

As we move into the next phase of our strategy, our scale and ambition are growing. We are investing more than ever before, through National Lottery funding, Dormant Assets and third-party programmes. At the same time, expectations of impact, accountability and leadership are increasing, and the challenges facing communities are becoming more complex.

This is a pivotal role at the heart of the organisation.

As Executive Director (Country Portfolios), you will provide leadership across our four country portfolios, working through our Country Directors and alongside our Country Committees. Your directorates are responsible for around £700 million of annual grant-making and the leadership of more than 500 colleagues.

Your focus will be on ensuring strong, consistent delivery across the UK, while strengthening our One Fund ambition - bringing together insight, learning and best practice to maximise our impact for communities.

As a member of the Executive Committee, you will help shape the Fund's overall direction, working closely with me, the Board and Committees. You will also represent the Fund externally, building senior relationships and contributing to wider thinking on community-led change and the future of funding. This role requires a systems leader - someone who can operate with clarity and judgement in a complex environment, lead through others, and balance performance and accountability with trust, learning and innovation.

You may come from government, funding, civil society or another complex public-facing system. Wherever you are, you will bring strong executive leadership, strategic capability and the ability to build credibility quickly.

Above all, you will share our belief in the power of communities to strengthen society and improve lives.

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 community funding in the UK. We support amazing projects that help to strengthen society and improve lives. National Lottery players raise an incredible £30 million a week for good causes. This money funds projects and activities that transform communities, protect our heritage, and enrich lives. We are proud to be one of 12 distributors responsible for awarding this funding across the UK.

We also distribute non-National Lottery funds, including Dormant Assets and Third Party programmes with governments or other partners.

## It starts with community - our journey to 2030

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. And why we're looking to make a bigger difference in the years ahead, by listening and responding to communities and by focusing on supporting bolder change.

The ambition through this strategy is to create resilient communities that are more inclusive and environmentally sustainable, funding activities and organisations that strengthen society and improve lives across the UK.

We're focusing our efforts where there is greatest need. We're looking to make a bigger difference in the years ahead, both by listening and responding to communities, and being more focused on supporting the greatest impact.

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

The National Lottery Community Fund is established as a non-departmental public body by an Act of Parliament. The Board is responsible for the overall strategic direction of the Fund and for the Fund's governance. It delegates the day-to-day running of the organisation to the Chief Executive and his Senior Management team.

Funding decisions are delegated to five funding committees (UK, England, Northern Ireland, Scotland and Wales) and to Executive Officers.

Policy responsibility for The National Lottery Community Fund in England, including setting policy directions, rests with the Department for Digital, Culture, Media and Sport.

The National Lottery Community Fund is governed by a Board. The Board is responsible for setting the Fund's long-term strategy and key policies, and making sure that it is run in an effective and efficient way.

# 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.



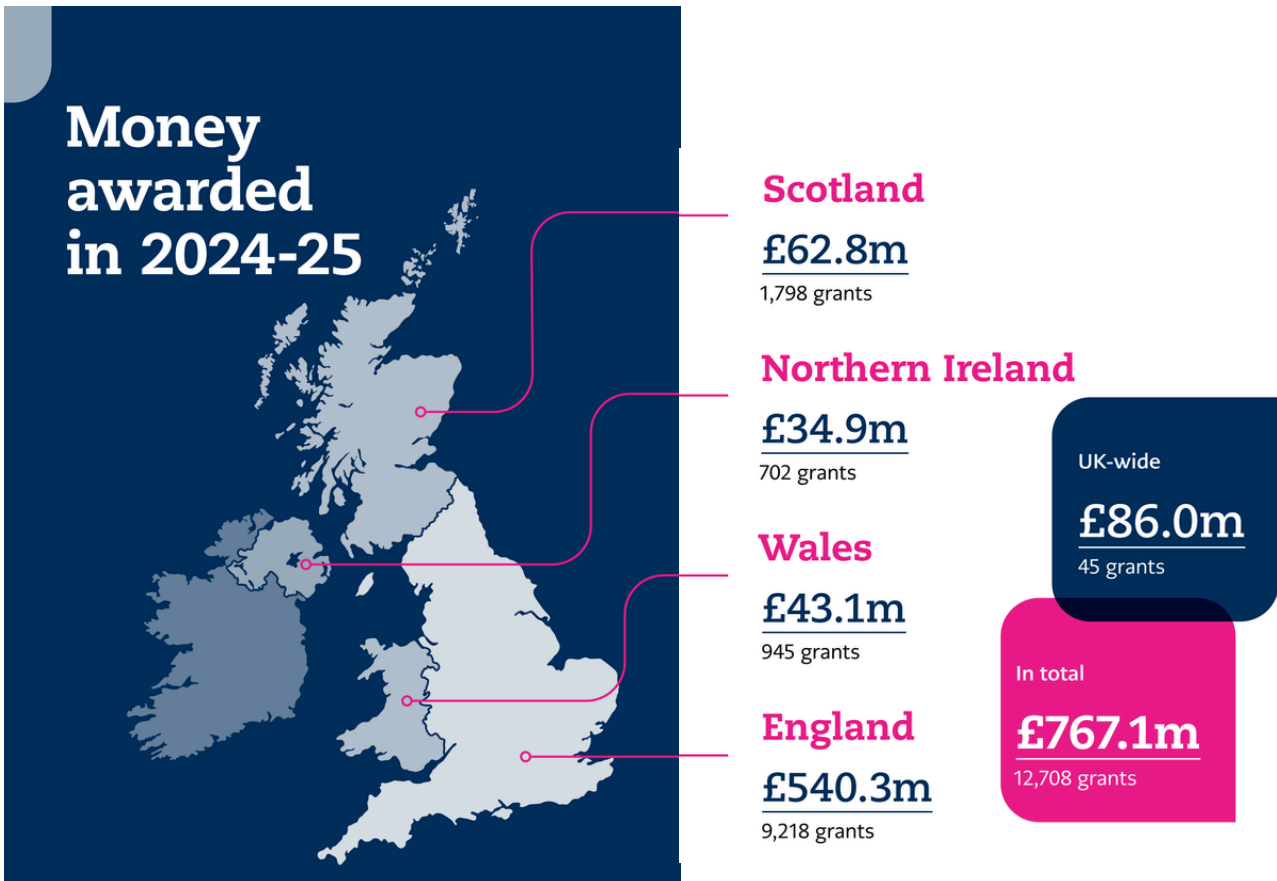
**We are impact focused**  
We are inspired by communities and learn with them. We listen, reflect and use evidence to improve knowledge, inform action and increase impact.



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



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



\* anticipated increase to over £930m in 25/26

To read more about our funding and accounts, see link [here](#)

# Our key performance indicators (KPI):

**KPI 1** - More than **80%** of areas across the UK will apply for National Lottery Awards for All funding and at least 60% of areas will receive a grant award.

**KPI 2** – The primary focus of more than **90%** of grants is on one of the four community-led missions.

**KPI 3** - More than **50%** of all grants by volume will go to communities experiencing greatest poverty and disadvantage.

**KPI 4** - At least **15%** of our grants will go to projects that have environmental sustainability as their primary aim.

**KPI 5** - Our employee engagement score will be in the **top quartile** when compared with similar and comparable organisations.

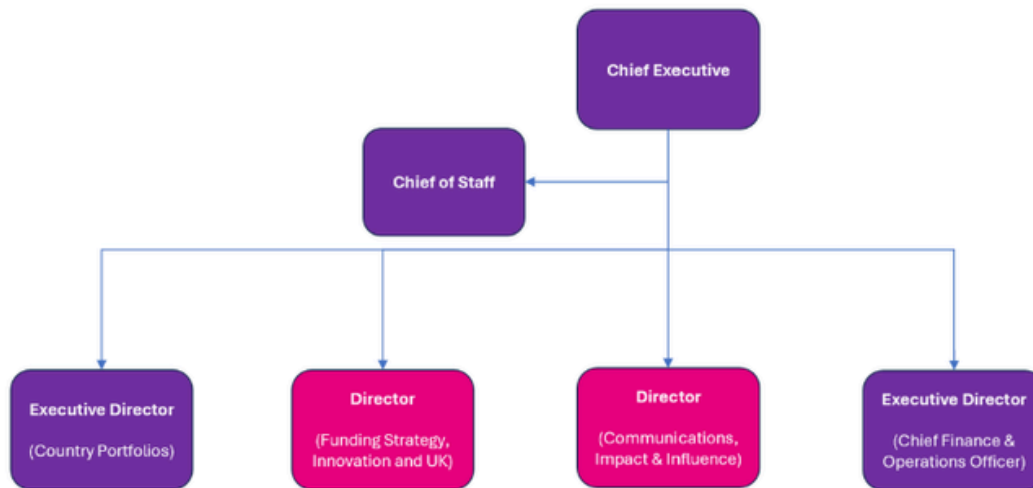
**KPI 6** – More than **50%** of elected members (MPs and representatives in devolved administrations) and the general public are aware that the Fund supports good causes thanks to the National Lottery.

**KPI 7** – The value of grant awards will not be less than **95%** of budget.

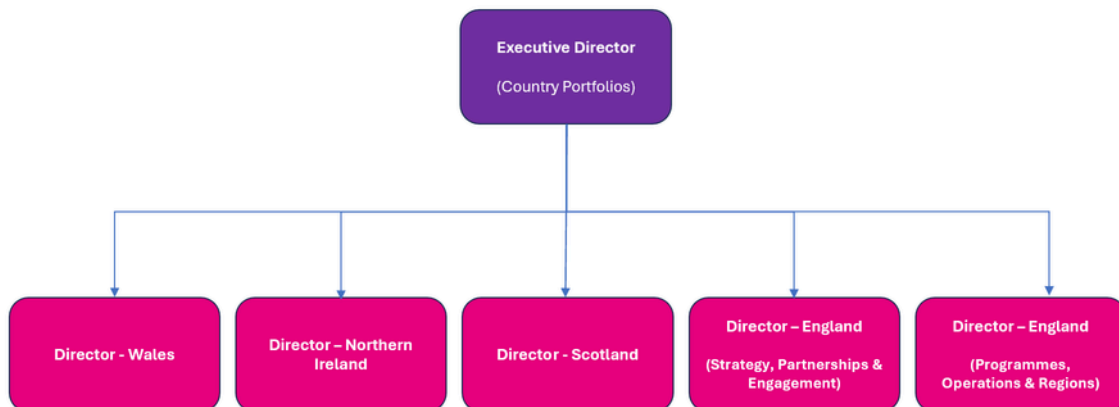
**KPI 8** - Overall customer satisfaction will be over **80%**.

# The National Lottery Community Fund Senior Management Team

## Leadership Structure:



## Direct Reports:



# Job description

<b>Job title:</b>	Executive Director (Country Portfolios)
<b>Directorate:</b>	England/Ni/Scotland/Wales
<b>Department:</b>	Senior Management Team
<b>Role/Competency level:</b>	Level 5
<b>Reports to:</b>	David Knott

## Role purpose

As Executive Director (Country Portfolios), you will provide executive leadership to the Fund's Country Portfolios across England, Scotland, Wales and Northern Ireland. This role has been created to strengthen leadership, coherence, and performance as the Fund grows in scale, ambition and impact.

You will lead, support and hold to account the Country Directors, working through them and in partnership with our Country Committees to ensure strong delivery, alignment with our strategy and a cohesive leadership culture. You will play a central role in strengthening our One Fund ambition by ensuring insight, learning and best practice from across the UK are actively shared and applied to maximise community impact.

This is a significant executive role, with responsibility for Directorates delivering around £700m of annual grant awards and leadership of over 500 colleagues. You will ensure clarity of purpose, effective use of resources, and consistent standards of performance, judgement and assurance across Country Portfolios.

As a member of the Executive Committee, you will work closely with the Chief Executive, Board and Committees to shape and deliver the Fund's overall strategy, with particular responsibility for country grant making. You will represent the Fund at the most senior levels across governments, civil society and beyond, and support Country Directors in their ambassadorial and stakeholder roles.

You will contribute to the Fund's external voice and influence, helping to shape thinking on community-led change, place-based investment and the future of funding. You will play a key role in ensuring strong alignment between Country Portfolios and the Fund's wider strategic investments, helping connect country and place-based delivery with these.

You will operate in a context of growth in our National Lottery, Dormant Assets and Third-Party grant making, and increasing public and political scrutiny, ensuring strong performance, clarity and accountability at scale. You will provide clear, timely decision-making and prioritisation in a complex and evolving environment. You will operate as a systems leader, working across organisational and sector boundaries to strengthen the conditions for the community-led change It starts with community demands.

You will embody and promote the culture and values of the Fund, one that puts people and communities at the heart of our grant-making, and that encourages feedback, innovation and continuous improvement. You will foster a high-performing, inclusive leadership culture - developing people, enabling teams and creating the conditions for strong delivery.

You will build trusted and influential relationships with key stakeholders across governments, the Civil Service, the private sector, our communities, and wider civil society. You will believe in the impact the Fund can play in society, and in our ability to strengthen society and improve lives.

## Key responsibilities

- **Executive Leadership and Performance** - Accountable for the overall performance, coherence and impact of Country Portfolios, ensuring strategic priorities are delivered consistently and effectively across our four country portfolios.
- **Leadership of Country Directors** - Lead, develop and hold to account the Country Directors for the effective delivery of Country Portfolios. This includes ensuring that programmatic, financial and impactful strategic outcomes are delivered across Lottery, Dormant Asset and Third-Party funding in a way which is aligned with the Fund's strategy, corporate plan and annual business plans.
- **Integration and Learning** - Strengthen One Fund UK-wide leadership by embedding learning, insight and innovation from across country grant-making into strategic decision-making, organisational development and policy formation.
- **Financial and Resource Planning** - Ensure grant-making and operational budgets across Country Portfolios are set, governed and managed effectively, aligning in-year delivery with longer-term strategic outcomes. Take a holistic view of capacity, capability and spend, making clear, evidence-based decisions on the deployment of people and resources to maximise impact and value for money, while maintaining strong financial stewardship and assurance.
- **Board and Committees** - Report to the Board and relevant Board Committees on country portfolio performance, grant management and assurance. Support and oversee Country Directors in their engagement with Country Committees.
- **Governance and Risk** - Uphold strong corporate governance standards, including identifying and managing risk, ensuring compliance with legal and regulatory requirements, and safeguarding the organisation's reputation and interests.
- **Significant Operational Issues and Assurance** - Provide executive leadership on significant operational matters and emerging issues within Country Portfolios, exercising sound judgement in complex or high-risk situations. Ensure timely escalation, effective resolution, transparent engagement with senior colleagues and the Board, and that learning is embedded to strengthen future performance and assurance.
- **People, Culture and Inclusion** - Recruit, develop and lead senior leaders effectively, fostering an inclusive culture that values diversity, promotes equity and is aligned with the Fund's wider organisational goals.



## Knowledge, skills and experience

- **Executive Leadership** - Demonstrated experience of leading with accountability for large-scale delivery at senior executive level, creating a collaborative and inclusive culture while operating with clarity, integrity and transparency. Able to adapt leadership style to engage and influence a wide range of audiences.
- **Strategy and Impact** - Proven track record of developing and delivering complex funding or investment strategies that improve effectiveness, coherence and impact at scale, translating strategic intent into measurable outcomes.
- **Political and Contextual Awareness** - Strong understanding of the UK political and policy environment as it relates to funding, with clear insight into devolution and the distinct contexts of countries, regions and communities of the UK, and the judgement to operate sensitively and effectively within them.
- **Funding, Grant-making and Delivery** - Experience of delivering large-scale funding, grant-making or comparable investment programmes, with a focus on outcomes, assurance and value for money.
- **Financial Acumen** - Strong financial and commercial capability, with experience of managing substantial budgets and resources, making evidence-based decisions, and operating within robust governance and control frameworks.
- **Change and Transformation** - Proven experience of leading complex change and transformation in a funding or public-facing environment, maintaining delivery while reshaping structures, processes or ways of working.
- **Analysis and Decision-making** - Highly developed critical thinking and analytical skills, with the ability to use data, insight and professional judgement to make sound decisions in complex or ambiguous situations.
- **Stakeholder and System Leadership** - Strong ability to build, maintain and lead senior relationships across executive teams, Boards, Committees and external stakeholders, acting as a trusted executive contributor who can challenge, influence and align diverse interests.
- **Desirable** - Experience of, or strong understanding of, operating within a non-departmental public body or similarly regulated environment, including the implications for governance, assurance and public accountability.
- 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.

# Terms of appointment

## Salary

The expected salary range for this role is £110,000-£120,000 per annum based on a full-time, permanent contract. Our policy is to appoint at the lower end of the scale, however in exceptional circumstances this may be flexible.

## Location

UK-based and hybrid. The Fund is committed to providing a working environment that offers colleagues choice and flexibility. We encourage hybrid working, with an appropriate balance of home and office working, unless business needs or customer service requirements necessitate otherwise.

The Fund has larger offices in Belfast, Birmingham, Cardiff, Glasgow, London and Newcastle, with Country Portfolios dispersed across these locations, but other hubs include Exeter, Leeds, Manchester and Newtown.

Given the UK-wide nature of this role, you must be willing and able to travel regularly to engage with teams, attend Board and Leadership meetings, and maintain a visible presence across the organisation. Regular travel across the UK is an essential requirement.

## 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 30 days per year on joining The National Lottery Community Fund plus bank holidays. 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 prorata 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

We hope you will consider making an application. To make an application, please go to <https://starfishsearch.com/jobs/tnlcf-edcp/> 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.

<b>Closing date:</b>	Friday 5 <sup>th</sup> June 2026
<b>Preliminary interviews:</b>	End of w/c 15th June and w/c 22nd June 2026
<b>Final Panel interviews:</b>	w/c 6th July 2026

