

Deputy Director Policy, Partnerships and Performance

Organisation: The National Lottery Community Fund

Directorate: England

Department: Policy, Partnerships and Performance

Role/Competency level: Level 5

Reports to: Director, England

Role purpose

To deliver the England Directorate's strategy through the implementation of the England Portfolio, leading our policy development and positioning, stakeholder engagement, partnership working, and performance function.

The role translates portfolio ambitions into coherent plans, effective partnerships, operational performance, continuous learning and measurable impact for communities.

Operating within the Fund's overall operating model, the role connects England's priorities and delivery to Fund-wide strategy, governance and enabling functions. It will maintain clear interfaces with Funding Strategy and Corporate Responsibilities, and model One Fund ways of working, so that planning, investment choices, accountabilities, risk and learning are aligned across the Fund.

Leading a set of high performing, multi-disciplinary teams to ensure England as a whole delivers our community led missions, deepens our equity-based approach and continuously evolves to meet the ambitions of the communities we serve.

There is a strong ambassadorial element to this role, developing relationships across a diverse stakeholder landscape, building our credibility and influence. Developing and expanding the scope and reach of our policy work will also be vital.

You will have experience of influencing, developing and implementing public policy at senior management level, alongside a strong understanding of delivery, performance management and evidence-informed improvement.

You will have operated within a decision-making environment at Board or Committee level, demonstrate outstanding communication and influencing skills, and have a

track record in external affairs, partnership development and strategic implementation.

You will be accountable for further developing the vision and strategy for our partnership work not just through direct funding partnerships, but also non-funding relationships. This includes all aspects of the strategy development, relationship and operational management, development of funding priorities, management of our grant budget, people management and development and key stakeholder engagement. Key skills to this will be inclusive co-design, convening, listening and learning – ensuring partnership opportunities are maximised across voluntary, public and private sectors.

You will lead England Operations, Performance and Improvement colleagues, funding teams and corporate functions to strengthen management information, improve consistency, identify delivery risks and opportunities, and support adaptive implementation of the portfolio. This will include ensuring performance insight informs strategic choices, resource allocation, governance, continuous improvement and the experience of applicants, grant holders and communities.

You will be accountable for ensuring that the performance function integrates planning, reporting, insight, improvement, risk and learning across the England directorate, and evidence delivery and measurable impact of the England portfolio. You will work closely with a range of corporate and enabling functions across the organisation to deliver this programme of work.

Key responsibilities

- You will be a key member of the England Senior Leadership Team, building strong relationships across country portfolios and corporate and enabling teams. You will maintain effective, accountable interfaces with Funding Strategy, Corporate Responsibilities, Communications and Impact, ensuring England's plans both contribute to and are shaped by Fund-wide priorities and decisions.
- You will champion One Fund ways of working through shared outcomes, clear accountabilities and practical arrangements, for joint planning, prioritisation, sequencing, decision-making and escalation across organisational boundaries, while respecting the distinct responsibilities of England and Fund-wide functions.
- You will lead the Policy, Partnerships and Performance function, ensuring it provides a strong strategic backbone for the England Directorate and supports effective implementation of the England Portfolio providing clear approaches to business planning, performance reporting, operational improvement, risk management, learning and evidence-informed decision-making.
- You will ensure England's portfolio implementation is coherent, well governed and adaptive, with performance insight and external intelligence informing priorities, resource allocation and continuous improvement, maintaining that England's policy, partnership and performance insight informs Funding Strategy and wider Fund-wide thinking, and that agreed strategic choices are translated into coherent portfolio plans, governance, resource decisions and consistent delivery practice.
- You will build and lead high-performing teams, coaching, inspiring and empowering colleagues while developing excellent relationships with a diverse range of senior internal and external stakeholders. You will create connections, facilitate diverse stakeholder networks and communicate confidently in all environments, by demonstrating an ability to work in an agile way, ensuring we are flexible and continue to improve in line with feedback, insight, performance evidence and learning from customers, communities and frontline colleagues.
- You will implement robust systems and reporting mechanisms for policy, partnership and performance activities, producing clear papers and presentations for senior governance forums, including Committee and Board meetings.
- Align policy, partnerships and performance across England and the wider Fund; connect policy positioning, portfolio implementation and evidence; and ensure implementation learning informs organisational decision-making.

Knowledge, skills and experience

- Passion for, experience in and understanding of the environment we operate in and the communities we serve, particularly from a grant-making perspective.
- Significant experience of policy and strategy development, partnership working, implementation and performance leadership designed to deliver greater joint impact.
- Excellent leadership capabilities and highly developed people skills, using your gravitas to enable others and motivate them to succeed. You will be able to introduce consistent and realistic core principles, priorities and deliverables based on an understanding of the organisational, operational and external context. You will have experience of leading dispersed teams through change.
- Experience of leading multi-disciplinary functions or teams, ideally bringing together policy, partnerships, performance, planning, improvement, insight or evaluation activity.
- Demonstrable experience of translating strategy into implementation, including setting priorities, aligning resources, managing risks, tracking delivery and adapting plans in response to learning and evidence.
- Developing and enhancing relationships with senior stakeholders across sectors, representing the Fund externally and building credibility, influence and shared purpose
- Extensive experience in policy development, positioning and implementation, with the ability to connect external insight, community need and organisational priorities.
- Previous experience in identifying and realising collaborative partnership opportunities, including through new products, services, activities, convening or non-funding relationships.
- Strong performance management, analytical and improvement skills, with experience of using data, evidence, management information and learning to support decision-making and improve operational effectiveness.
- Exceptional problem-solving and decision-making skills with a good mix of evidence-based decisions balanced with pragmatism, innovation, flexibility and common sense.
- Critical thinking, with a natural inclination to challenge the status quo as and when required to drive improvement, consistency and impact.

- Fluent communicator, both verbally and in writing, with an ability to adjust to the communication needs of a wide variety of audiences and produce clear, compelling advice for senior governance forums.
- Financially astute, numerate and analytical, with extensive experience of costing, financial modelling, budgeting and understanding the relationship between resources, performance and delivery.
- Able to show initiative and personal responsibility, working autonomously to achieve a shared goal while leading collaboratively across organisational boundaries.
- An understanding of governance structures, schemes of delegation, risk management and accountability in a complex organisation.
- Experience of working through a complex operating model, aligning directorate priorities with organisation-wide strategy and corporate responsibilities, and agreeing effective interfaces, accountabilities and ways of working across functions.
- Empathy for the needs of colleagues and diverse communities.
- Values-driven and passionate about the Fund's purpose.
- 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.

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.