

It starts with community

The National Lottery Community Fund
Role Profile



Head of Performance and Improvement

Directorate: England

Department: England Policy, Partnerships and Performance

Role/Competency level: Level 4

Reports to: Deputy Director, England



Role Profile: Head of Performance and Improvement

Role purpose

The Head of Performance and Improvement leads our work to drive excellence in our grant making in England. They play a critical role in ensuring our grant-making is not only delivered, but understood, improved, and aligned with our purpose. This team helps us answer key questions about our grant making: Are we doing what we said we would? How well are we doing it? What have we learned? And what should we do next?

With oversight of performance frameworks, funding tools and best practice, and learning and improvement activity across England, the Head of Performance and Improvement ensures our grant making is evidence-informed, insight-driven, and continuously evolving. You will lead the Performance and Improvement Team to monitor delivery quality, track key performance indicators, and support teams to reflect, adapt and improve based on learning and performance insights.

Partnering with the Head of England Operations and working closely with senior leaders, this role ensures performance insight informs improvements to our grant making as well as feeding into decision-making, and strategic direction. It's a role that connects information and delivery, helping us fund with confidence and learn with purpose.

The role will lead the Performance and Improvement Team and use strong relationships across the Fund (including with enabling teams) to support funding teams to realise our ambitions of excellent grantmaking – all in service of our mission to support communities across England.

The role partners with the Head of England Operations to align planning with analytics and learning, collaborating with Hub Leaders and senior colleagues to support strategic delivery and coherence across the directorate. The role leads a high performing, agile team, creating a positive team culture that can flex and adapt quickly in response changing requirements.

We expect all roles to work in a collaborative and connected way across the Directorate and wider Fund in line with our values.



Role Profile: Head of Performance and Improvement

Key responsibilities

- Funding Development and Delivery - Leads on best practice in funding development and delivery across England, acting as a point of expertise and advice for funding teams as required. Oversight of improvements to funding tools and guidance, ensuring funding models are accurate, accessible, and meet our needs. Advises on best practice throughout the funding development cycle. Acts as a key conduit between policy leads and funding teams to help translate the vision for our future portfolio into operational delivery.
- Directorate coordination of improvements to our grant making - Leads improvement, priority setting and improvement project coordination across England. Maintains a clear view of activity and ensures readiness for future priorities, providing recommendations to the England Senior Leadership Team (ESLT).
- Performance Management & Management Information - Oversight of the development and delivery of performance frameworks and reliable data to track grant-making effectiveness. Sets clear KPIs for our grant making, monitors results, and identifies and drives improvements through collaboration and capability building with funding teams and enabling functions.
- Learning & Continuous Improvement - Promotes a culture of reflection and learning. Turns insights from data, feedback, and delivery experience into practical improvements that strengthen funding practice. Drives improvements to the directorate's culture, ways of working and learning to enable teams to meet the vision of the new portfolio.
- Grant making Risks & Issue Spotting - Maintains oversight of funding risks and dependencies. Anticipates issues early, enabling proactive mitigation and contingency planning. Ensures readiness for future demands and opportunities, supporting scenario planning across leadership. Works closely with CAT
- Audit, Oversight & Compliance - Oversight of compliance checks and maintains records to assure quality and consistency in grant-making decision-making. Works with teams across the Fund to flag risks and assist in resolving issues promptly. Supports funding teams to ensure grant-making follows organisational standards and guidance.
- Leadership Collaboration & Strategic Alignment - Partners with the Head of England Operations and senior leaders to align performance insight with planning with analytics and learning. Collaborates with Hub Leaders and senior colleagues to support strategic delivery and coherence across the directorate.



Role Profile: Head of Performance and Improvement

Knowledge, skills and experience

- Experience of leading a multi-disciplinary team.
- Experience of embedding and establishing performance management frameworks.
- Strong knowledge of the funding cycle and implementing grant making best practice.
- Extensive experience of engaging effectively with a range of stakeholders.
- Excellent communication and negotiation skills, with an ability to communicate complex information to all levels of the business.
- Ability to build strong relationships, influence a range of stakeholders and build buy in to bring about changes for users and customers.
- Strong planning, priority setting and organisational skills within a complex environment.
- 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 Profile: Head of Performance and Improvement

Role competencies: Level 4

- **Strategic direction**
Leads the implementation of strategy, creating high engagement and performance.
- **Leading our culture**
Generates a supportive work environment that is actively sensitive to colleague well-being.
- **Working together**
Enables teams to implement strategy and support a collaborative and inclusive working environment.
- **Delivering quality results**
Leads teams to achieve Key Performance Indicators (KPI) and ensure delivery of Corporate and Directorate Plans.
- **Diligence and control**
Performs duties in line with set expectations and policy and/or regulatory considerations.
- **Developing self and other**
Recognises and harnesses creativity and innovation to improve services and supports development of self and others.

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.