



Our Strategy, Communications and Impact Director



The National Lottery Community Fund

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“The National Lottery Community Fund has totally transformed our project and the community.”

Melanie,
Manager, The Senior Centre,
South Glasgow

Message from the Chair



Blondel Cluff CBE
Chair

“This record-breaking funding has not only provided lifelines for many but has also created a platform on which we may build back better.”

As a relatively new Chair, I am able to view things from a fresh perspective. From this vantage point, I see the Herculean achievement made by the Fund in attending to the needs of communities throughout the UK during a global catastrophe. I also saw the immense and unique power of community. At a time when personal interaction was curtailed in the interest of public health and safety, we witnessed countless community organisations successfully supporting the most vulnerable. I am proud of the Fund’s support for this endeavour, delivering National Lottery grants to a myriad of charities and community groups across the UK, while partnering with local governments, devolved administrations and central government.

During the past year, we delivered £1 billion of funding (including honouring pre-existing commitments) to over 20,000 organisations. This was an increase by 21% in payments made compared to the previous year.

All of this was achieved despite a step-change in our working model that, like so many others, saw our staff working seamlessly from home. This record-breaking

funding has not only provided lifelines for many but has also created a platform on which we may build back better. The stark reminder of the invaluable contribution that communities make is one the Fund will build on in earnest as we work to sustainably improve the general welfare of the UK’s communities for the prosperity of us all.

Having recently visited The Way in Wolverhampton, one of the 14 HeadStart projects in which we have invested over £68.5 million in support of the mental health of young people over the past five years, I recognise that much of the Fund’s work has had a huge impact on the nation’s resilience during this critical time, enhancing the potential for a swift recovery. I also noted the work we are developing in collaboration with the private sector which, alongside our work across government, I intend to develop further. It is also evident that each of the four nations has a special role to play in the recovery of the UK, with Northern Ireland, Scotland, Wales and England each being home to communities whose ingenuity and innovation, when shared, can so easily support others elsewhere across the UK. I have taken on the role of Chair of the

UK Funding Committee and its work will continue to reflect the increased importance of such collaboration.

Although we must always remember that the C in our name stands for community, it is clear that the Fund has a pivotal role to play in supporting civil society, not only financially, but also in convening and consolidating its many and varied components, and by adding a strong, apolitical voice that is readily heard. This is of grave importance to the UK given the estimated £200 billion worth of social impact generated by the sector each year.*

Having spent over six years as one of the regional chairs of The National Lottery Heritage Fund, which delivers a strong sense of community ownership of the UK's magnificent heritage, I am keen to ensure that the family of National Lottery distributors collaborate more closely. I hope that the Fund's uniquely granular interface with communities in each of the 650 constituencies of the UK will be put to use by all members of the lottery family in support of their respective mandates.

Over the next year, we have many exciting opportunities to utilise our extensive funding, knowledge, experience and networks, under the auspices of The National

Lottery brand (one of the leading brands in the UK) to address some of the most testing issues ever faced by the UK public. During the past year, we have awarded £59 million to projects with environmental elements through 742 grants thanks to funding from the National Lottery players. We teamed up with others to bring even more money to the table, with our investment in environmental projects increasing to £85 million through 1,476 grants in which we're working with others. Our £100 million Climate Action Fund lies at the centre of our Environmental Strategy over the next 10 years. We facilitated the celebrations of Her Majesty's Platinum Jubilee across the UK and use our convening power to provide catalytic support for countless local charities as both they and the communities they serve recover.

I am keen to ensure that the composition of the Fund reflects those we serve, and so am extremely grateful for the important contribution made by our Young People in the Lead advisory panel that we now intend to roll out into Northern Ireland and Scotland. Funding represents over a quarter of all published funding involving youth in the UK. In the last year, funding for children and young people exceeded £200 million for

National Lottery funded projects and over £300 million in partnership with others including government to make over 7,000 grants, providing much-needed opportunities for children and young people across the UK.

Our work is for the benefit of everyone and will continue to be deployed in reaching those communities that are hardest hit by the pandemic to ensure that no one is left behind. I am confident that despite the pain and suffering we have endured over the past year, by working together we will all fare better.

Blondel Cluff CBE, Chair

*Law Family Commission on Civil Society: Andy Haldane, The Third Sector and the Fourth Industrial Revolution

Message from the Chief Executive



David Knott

CEO

“National Lottery players’ support along with emergency funding from governments has helped fuel a surge in community spirit.”

“Do you have the ideas and ambition to shape the future at the UK’s largest community funder?”

I was appointed Chief Executive of the National Lottery Community Fund in October 2021. Every day I feel humbled by the energy and resourcefulness of the communities we serve and privileged to lead an organisation full of passion, energy and expertise. Our mission, to support people and communities to prosper and thrive, has never been more needed.

I would like to thank you for applying for this new role of Director of Strategy, Communications and Impact at the National Lottery Community Fund. I hope by reading this you’ll share with me the excitement in the possibility of what we can together achieve at a critical time. It’s truly a unique opportunity.

We are the largest UK-wide community funder. Over the last five years we’ve backed more than 72,000 community projects through £3.4 billion of grants. We are here for the benefit of everyone, bringing a local approach to reach people and communities.

We’ve recently started a strategy renewal conversation - [Putting Communities First](#) -

that will set our shape and purpose for the years ahead to 2030. Put simply, we want to make the most difference we can. In doing this, we are ambitious to be relevant, connected and collaborative, to help unleash the potential in communities as we adapt to new challenges.

This is a newly formed role and directorate, and you will have opportunity to shape our strategy and how your teams lead and enable the Fund to succeed. I look forward to your ideas and experience. It’s a key role at the heart of our ambitions, with your teams leading our UK-wide funding and guiding wider funding practice working with England, Scotland, Wales and Northern Ireland directorates. Bringing it all together is how we communicate and engage to show our difference and harness our increased capability to be impact-driven in our approach.

This is an incredible role in a special organisation at a pivotal time. I hope you will share the passion we have for putting communities first. I look forward to your application!

David Knott, CEO

About us

Our core purpose is to support people and communities to thrive.

Supporting communities across the UK is now more important than ever as people and organisations attempt to survive, recover and support others as we emerge from the COVID-19 pandemic.



Lagmore Youth Project

We are one of 12 distributors of National Lottery funding. We work closely with the Department for Digital, Culture, Media and Sport (DCMS) and the license holder for The National Lottery, currently Camelot, to distribute National Lottery funding across the UK. Every year, as one of the largest distributors, we award around £600 million of funding raised by players of The National Lottery. Last year we awarded over £752 million of National Lottery money to communities and this amounted to over 20,000 grants.

The money we award is for everyone, enabling people and communities to thrive.

We work closely with The National Lottery family, other distributors and the lottery

games operator to share inspirational stories demonstrating the impact of National Lottery funding across the UK. This is a critical time to continue telling that story, not least as National Lottery funding continues to be a vital resource for communities as they recover from the coronavirus crisis.

Our Board is responsible for steering and setting our long-term strategy and key policies. They also make sure that as a large organisation, every pound is spent in the best possible way.

The Chief Executive and the Senior Management Team of eight directors are responsible for delivering the strategy and policies set by the Board. The Chief

Executive is also the Accountable Officer to Parliament under the National Lottery Act.

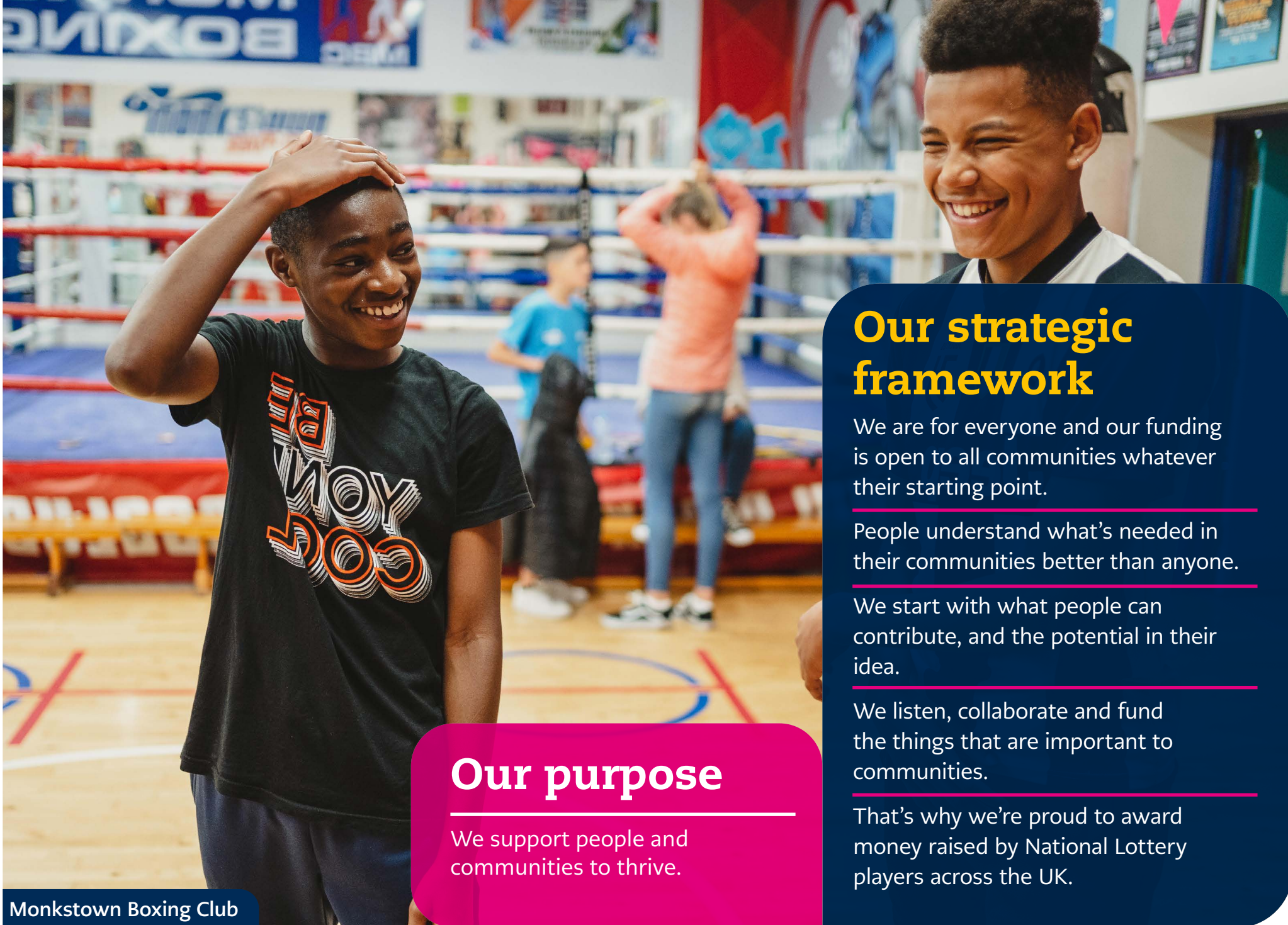
Our work is divided into five portfolios, covering funding across England, Northern Ireland, Wales, Scotland, and the UK.

Each of these portfolios has its own committee of non-executives making major funding decisions via three funding streams: small grants under £10,000, larger grants of over £10,000 and partnership grants that support organisations to collaborate and innovate.

We published our [Corporate Plan, 2022-2024](#) recently, where you will find out more about our priorities.



East Lothian Council



Our strategic framework

We are for everyone and our funding is open to all communities whatever their starting point.

People understand what's needed in their communities better than anyone.

We start with what people can contribute, and the potential in their idea.

We listen, collaborate and fund the things that are important to communities.

That's why we're proud to award money raised by National Lottery players across the UK.

Our purpose

We support people and communities to thrive.

Monkstown Boxing Club

Our principles

What we do and how we act as an organisation is based on our principles



Our goals in practice

Portglenone Enterprise Group

Goal 1

The National Lottery Community Fund supports projects that make a difference to people and communities across the UK

Goal 2

Our funding anticipates and catalyses wider change to ensure that communities across the UK, and the organisations that support them, prosper and thrive

Goal 3

The National Lottery Community Fund is valued, trusted and efficient

Our year in numbers

Our funding goes to the heart of what matters to people and communities



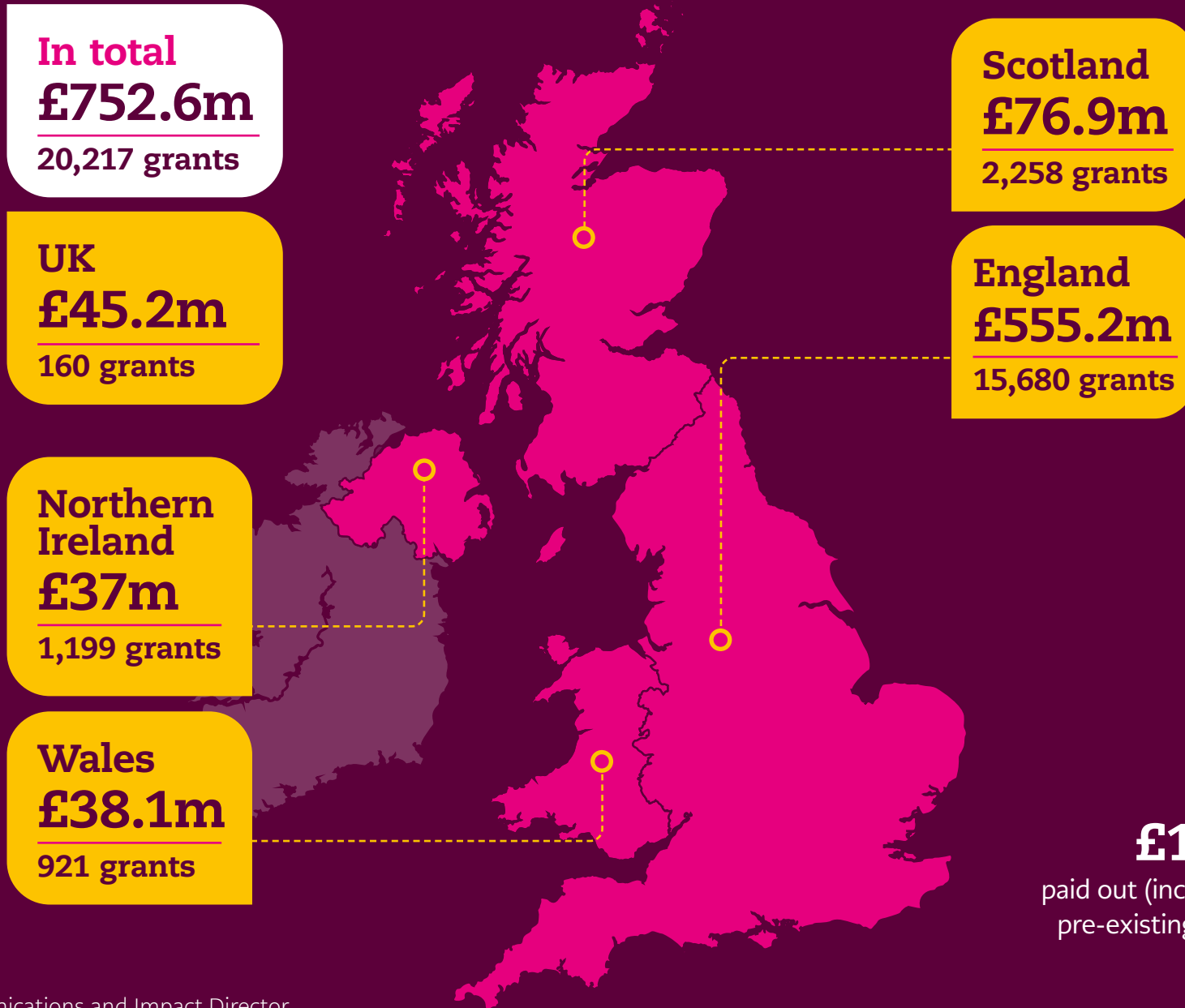
Numbers from 2020 - 2021



“I’m excited to see what we’re going to achieve in the future, and I hope to be an inspiration to other young people.”

Rachel, 17
Member, Young People in the
Lead Advisory Group

National Lottery money awarded in 2020-21



Totals for country portfolios include funding in partnership with third parties.

£1 billion
paid out (includes honouring pre-existing commitments)

Our governance

The National Lottery Community Fund is a non-departmental public body (NDPB), created by the National Lottery Act 2006. The Department for Digital, Culture, Media and Sport (DCMS) is our sponsor Department and alongside the devolved administrations in Scotland, Wales and Northern Ireland can issue us with Policy Directions, which inform our funding strategy.

As a UK funder, we have four country committees who make decisions about our funding priorities across England, Wales, Scotland and Northern Ireland. These committees work with the devolved administrations and our staff teams based in communities across all parts of the UK to ensure our funding is for everyone.

Our Board is made up of ten members including the Chairs of each country committee, with the Board Chair appointed by DCMS. [You can meet our Board here.](#)

Our Senior Management Team is appointed by the Chief Executive and supports the strategic and operational leadership of the Fund, with each undertaking responsibilities to ensure the Fund lives up to the commitments in our [Corporate Plan](#).

The National Lottery Community Fund

A non-departmental public body, created by the National Lottery Act 2006

DCMS

Sponsor department of the Fund

Our Senior Management Team

Deliver the strategy and policies set by the Board

Chief Executive

The Fund's designated Accounting Officer

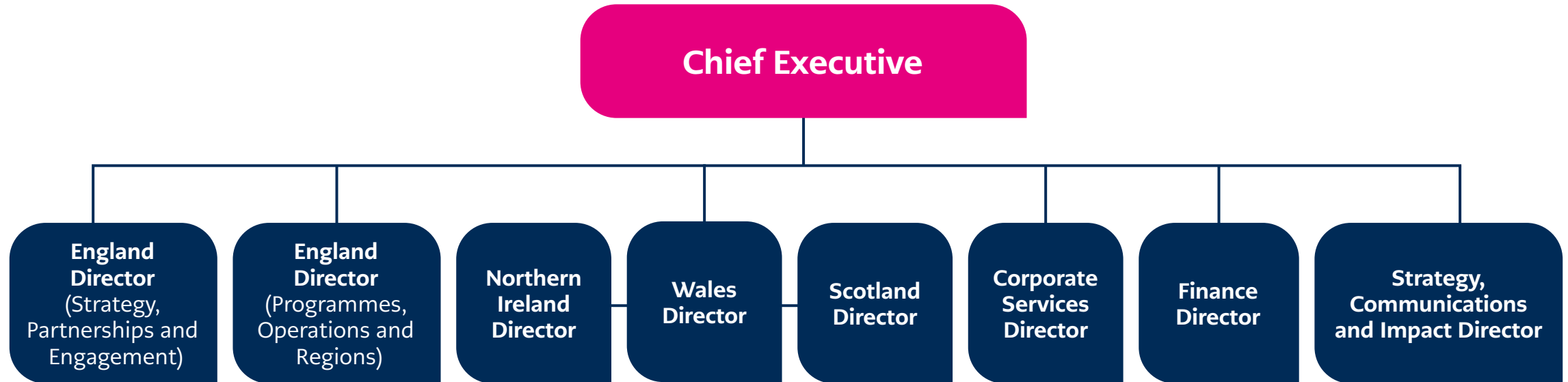
Our Board

Set our long-term strategy and policies

Four Country Committees

Make decisions on funding priorities across the UK

Our Senior Management Team



Meet our Senior Management Team and read their biographies on our website

tnlcommunityfund.org.uk/smt

What we are planning to achieve

We have budgeted to deliver total operating costs within a 7.75% cost threshold, with capacity for some additional investment in service improvements based on the three-year rolling measurement approach. The target is founded on budgeted National Lottery income of £675 million, derived from our forecast of revenues for 2021/22 at the time of budget preparation and taking account of anticipated changes in operations during the year.

The budget has been based on developing activities in support of our Corporate Plan, continuing our programme of change and seeking efficiencies, enabling us to resource and deliver investment activities that will support delivery of the Strategic Framework.

We have begun the process to renew our UK-wide strategy. Our [Commitment to Communities](#) explains clearly what people and our partners can expect from us as we strive to put communities first.

This strategy renewal is about ensuring we are future-fit. The next 12 months will see the delivery and conclusion of this process ensuring that, as the largest funder of community activity in the UK, we have clarity about how we work with those people and communities in the future.

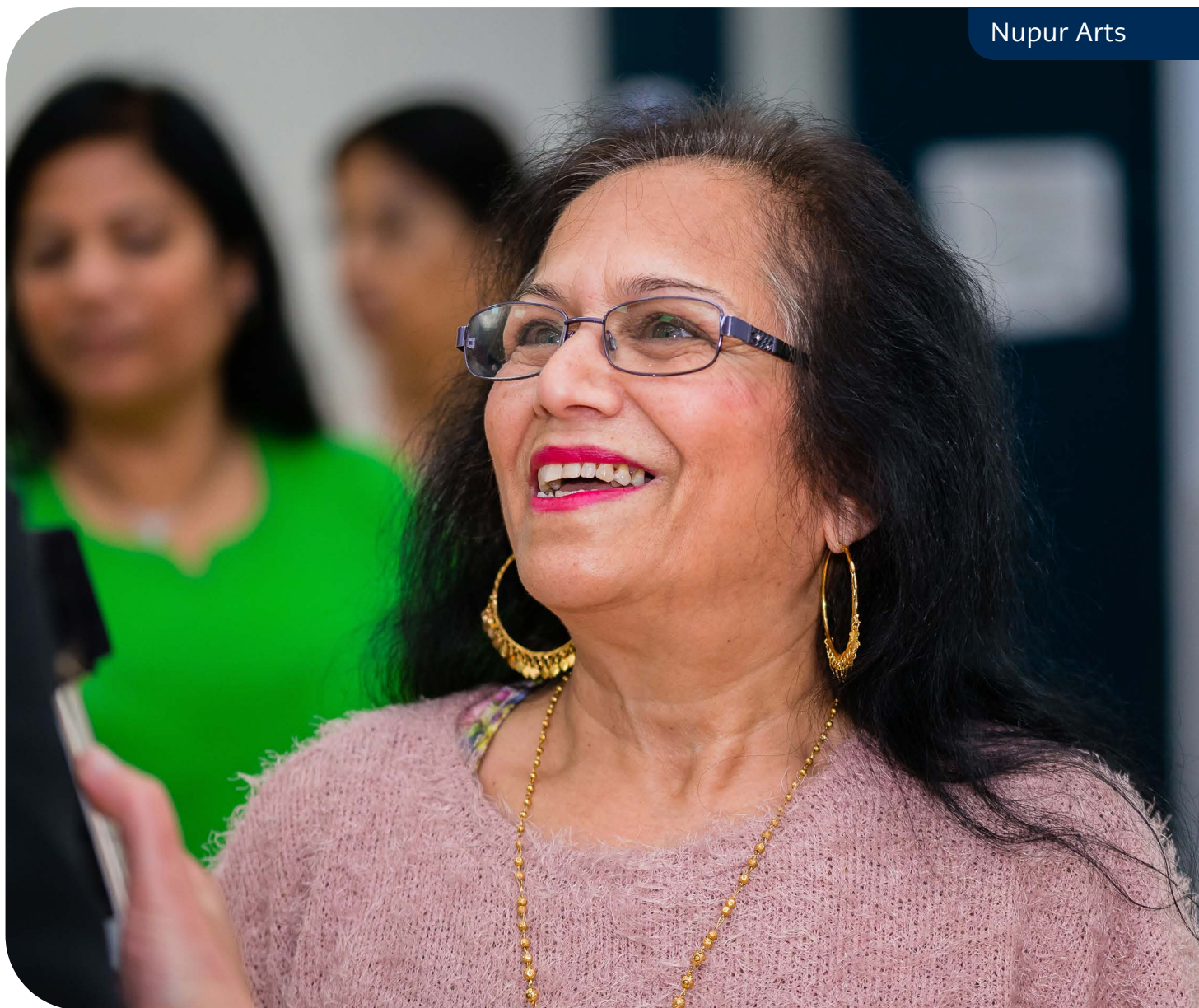



African Caribbean Community Association

Our funding strategy

For our National Lottery funding programmes, our strategy is to award the maximum amount of funding that we can safely commit to over a five-year period considering our anticipated income. Since many of our grants pay out over a number of years following the initial award, this strategy ensures that the projects and activities our awards support are able to deliver their benefits as early as possible while ensuring we remain protected from any unexpected changes in income.

At 31 March 2021, we had £875 million (2019/20 £1,052 million) of outstanding commitments with respect to awards made while we held £264 million (2019/20 £303 million) in the National Lottery Distribution Fund (NLDF) with which to meet them. This means we had made net commitments of £611 million (2019/20 £749 million) above our currently available resources. This is equivalent to about 11 months of National Lottery income based on our current projections.



A photograph of two women embracing in a garden. The woman on the left is wearing a grey patterned t-shirt and red pants. The woman on the right is wearing a black t-shirt and patterned pants. They are standing in front of a garden with various plants and a brick building in the background.

“Not only does this project have a positive impact on the environment in Hackney, it also helps reduce social isolation and enables people to thrive.”

Siobhan,
Community Projects Coordinator,
St Mary’s Secret Garden

The role

We've recently launched a major national strategy renewal conversation – Putting Communities First – that will set a new strategy to 2030. Put simply, we want to make the most difference we can. We are ambitious in remaining relevant, connected and collaborative in our approach, unleashing the potential in communities as we adapt to new challenges. As a national funder we look to work with shared and galvanising purpose and be increasingly impact-driven in our funding decisions, and in how we use our data, knowledge and insight to influence and engage.

This a new role, leading a newly formed directorate to help drive these ambitions. You will have the opportunity to shape form and function as we develop the strategy that we expect to launch in Spring 2023. You will report directly to the Chief Executive and will be responsible for leading the Fund's specialist activities across funding strategy, communications and engagement, and impact:

Funding Strategy

Our strategy renewal is about how we can make the most difference in the years ahead, looking at questions from our priority themes, our funding programmes and products, to our ways of working with others. By joining now, we expect you'll be able to shape this strategy and work with others across the organisation to ensure we are ready to deliver in the years ahead. Your teams have direct responsibility for our UK-wide funding as well as our funding policy and working closely with national portfolios in England, Northern Ireland, Scotland and Wales.

Impact

We've set strong ambitions to be ever more impact-driven in our work, using a range of insight to shape our funding decisions and how we influence and engage. Last year we published our first ever comprehensive Impact Report covering what we've learned from the last five years. We're now bringing together three existing teams - our knowledge and learning, our evaluation and customer insight, and our information and data analysis, to accelerate our ambition.

Communications and Engagement

As we look ahead to the 30th birthday of the National Lottery in 2024 we want to demonstrate our difference and share the story of the amazing things made possible thanks to those who play the National Lottery. Your expert teams have responsibility ranging from our strategic and digital communications to our brand, campaigns, and policy public affairs work maximising our influence and stakeholder engagement. Crucially they are at the heart of how we bring it all together across the Fund, working with local and national teams.

As a senior leader you aren't expected to be an expert in all these fields. We will look to you to bring together these functions, spot and translate new opportunities, and harness and develop the professionalism in your teams to bring common value and shared purpose across the National Lottery Community Fund.

Your experience

As a Director, we are looking for an outstanding person with established leadership skills and a passion for people and communities. You'll need to demonstrate your experience and qualifications in these areas:

- Experience and understanding of the environment and community policy grant making domain that the Fund operates in.
- Significant experience at a senior level in at least one of strategy, communications and impact fields.
- Proven leadership, able to develop, coach and manage multidisciplinary and expert professional teams, creating positive and engaged team culture.
- Extensive experience of partnership working, external engagement and stakeholder management.
- Excellent influencing and negotiating skills, developing and enhancing relationships with senior stakeholders across sectors, and working with non-executive Boards and Committees.

How to apply

Candidates should apply for this role through our website at tnlcommunityfund.org.uk/about/jobs.

Click on the view our current vacancies button and then apply online following the instructions to complete our online application form.

The closing date for applications is midnight on **Sunday 3rd July**.

If you wish to speak with us ahead of applying, please contact Eloise Dalglish on recruitment@tnlcommunityfund.org.uk to arrange a call.



Footprints

Images in this booklet feature our grant holders across the UK.

Front cover left to right:

1. Shantona
2. Coopers Wood



Call our advice line : 0345 4 10 20 30

Text Relay: 18001 plus 0345 4 10 20 30

Visit our website: [tnlcommunityfund.org.uk](https://www.tnlcommunityfund.org.uk)