



Head of People
& OD



Starfish

Welcome

Dear Applicant

Thank you for your interest in joining our organisation as Head of People & OD. The Health Foundation is an independent charitable foundation committed to bringing about better health and health care for people in the UK. Through giving grants to those working at the front line, to carrying out research and policy analysis, we shine a light on how to make successful change happen that is improving health and health care for the UK population.

At the Health Foundation, we believe that every person in the UK should have access to the same standard of health care, irrespective of their background. The coronavirus (COVID-19) pandemic has had an unprecedented impact on our national health and care services; it has also further highlighted great health inequalities across the country between wealthy and deprived areas.

Through our research, data analysis and policy insights, we are informing individuals and companies across the health and social care system to navigate their way through the current challenges, as well as building the evidence needed to understand the longer term implications the pandemic will have on the nation's health. Our ongoing and high-profile programme of work Promoting healthy lives for all in the UK aims to remove the health inequities between people from socioeconomically diverse backgrounds and level up on health care across the nation. We want to change the conversation to health being viewed as an asset, rather than illness as a burden.

This role comes at an important time for us at the Health Foundation, continuing to explore new, agile ways of working and implement hybrid models as we emerge from the pandemic. We have an internal development programme, the Better Health Foundation, designed to enable the Foundation to deliver our strategy effectively by investing in our people; how we work together; the tools we use and the space we work in. You will continue the development of our leadership programme, which was launched in 2019 to support our emerging leaders. You will also continue our commitment to wellbeing, which has been a key priority for the Foundation over the past year, to ensure all of our staff have access to the support that they need. Importantly, our new Head of People & OD will also lead on our ongoing work to strengthen Diversity & Inclusion across the Foundation. While many organisations have been bruised by the impact of the pandemic, we have been fortunate, pivoting our work, responding to external circumstances quickly to inform the debate around the roots causes and impact of Covid19. Internally, we have continued investment in our people, reshaping learning opportunities, enabling everyone – individuals and collectively - to respond to working well remotely, in dispersed teams, and able to embrace the tools needed for remain effective in their roles. Our commitment to Our people programme sits at the core of how we are adapting to meet the needs for our organisational future.

The ideal candidate will be a transformational leader who shares our values and who can engage, inspire and influence at all levels; you will provide a clear vision, harness the ideas and talents of our committed staff and develop both our future people strategy and organisational culture in keeping with the purpose and values of a well-established and growing organisation. You will be able to build credibility quickly with a range of stakeholders and be an active member of the senior leadership team, with strong communication skills and a commitment to continuous improvement in all aspects of their work.

This is a senior and highly visible role within the Foundation. We are therefore looking for an individual who is comfortable advising and guiding senior directors and board members, but also won't shy away from being hands-on when required. With strong commercial awareness, you will also bring a sound understanding of HR processes across the employee lifecycle. Finally, as an inspiring leader, you will embrace the role of managing a small and diverse team and know what it takes to get the best out of people.

I hope, having read the information below and published on our website, that you are inspired to join our organisation. If you believe you can demonstrate the experience, skills and attributes we are looking for, I very much look forward to hearing from you.

Paul Hackwell
Chief Operating Officer

About the Health Foundation

Our aim is a healthier population, supported by high quality health care that can be equitably accessed. We learn what works to make people's lives healthier and improve the health care system.

The Health Foundation make links between the knowledge gained from working with those delivering health and health care and their research and analysis. The aspiration is to create a virtuous circle, using what they know works on the ground to inform effective policymaking and vice versa.

The Health Foundation believes good health and health care are key to a flourishing society. Through sharing what learnings, collaborating with others and building people's skills and knowledge, we aim to make a difference and contribute to a healthier population.

The Foundation employs approximately 180 people with an office in Blackfriars, Central London. The organisation has several teams: Improvement; Policy; Economics; Research; Data Analytics; Healthy Lives; Communications; Investments and Corporate Resources (HR, Finance, Operations, IT, etc.). There is a high level of satisfaction amongst employees and an attractive, modern working environment.

For more information, visit www.health.org.uk. You can find a copy of the Strategic Plan here. You can also find more details about the Foundation's current work on Twitter www.twitter.com/healthfdn.

The road ahead for the Health Foundation

Our aims

- Promote healthy lives for all
- Understand the quality of health and care
- Support health care improvement
- Make health and care services more sustainable

How we'll get there

By conducting and commissioning analysis, evaluations and research to influence health and care now and for the future.

By investing in large-scale initiatives that focus change in key areas of health and care.

By using our work to inform national policy and local action.

By providing funding to build capacity, generate knowledge and accelerate impact on the front line.

By working with external partners to make a bigger difference.

We want better health and health care for people in the UK.

Background & Context

Against the backdrop of recent changes, we are developing our ways of working to build the Foundation for a hybrid working model. This is an internal-facing priority area that will continue to be led out of the People and OD function; engaging all stakeholders to define what we mean by a hybrid working model, develop our people so they are well equipped to work in a hybrid environment and continue to deliver high quality output that achieves impact, and develop our ways of working, policies and processes to support a hybrid organisation.

Launched in 2019, our Leadership programme has engaged executive and senior levels and is now getting ready to roll out to middle level managers and beyond. The Leadership programme is a bespoke blend of leadership modules, skills development and action learning, designed to build and maintain a strong people-orientated culture underpinned by our Behaviours Framework.

Over the last year the Foundation has also prioritised and strengthened its commitment to workplace wellbeing. All-staff engagement has provided insight to what our people need and want to enable them to work remotely while maintaining a balance between work and home life. As we continue to work in a more dispersed way, we are prioritising support for individual and team wellbeing, in these exceptional circumstances and as we return to business as usual.

Working collaboratively with staff groups we have been developing our approach to Diversity and Inclusion. In the first quarter of this year, we carried out the Foundation's first D&I Survey. We are keen to learn from both external circumstances and our own work – the Young People's Enquiry for instance – and strengthen our commitment to create an environment that is open, supportive and conducive to all staff feeling safe, welcome and able to challenge and give voice to their views.

The Foundation recognises that our people are at the heart of our success, and our continuing engagement of our people will drive what we deliver. As a member of the senior leadership team, the Head of People and OD will play a key role in managing the organisational development and change management initiatives to enable and drive a high-performance culture while maintaining the necessary capacity and capabilities, HR systems and processes are in place to support our strategic aims.

Based in our Blackfriars office, you will work closely with and act as a partner to Directors and the wider leadership team to develop our people strategy, promote our values, and help shape our culture. You will build and head up the People and OD Team, supporting our goal to attract, develop and retain the best talent out there. You will make sure we get the most out of- and develop our people and make them proud as they contribute to our joint success.



Role Description

| | |
|-------------------------|---|
| Accountable to: | Chief Operating Officer. |
| Direct reports: | HR Business Partners x2; HR Assistant; Resourcing Partner; D&I & Wellbeing Project Manager; OD Partner. |
| Role dimensions: | c200 employees; 20% on fixed term contracts; 73% female; 75% aged 25-44; 22% from a minority ethnic background. |

Job Purpose

To provide leadership, vision and strategic direction to support the Chief Executive and Leadership Team in the achievement of the Foundations priorities, driving organisational culture change, leadership development and employee engagement. Lead relevant HR and OD programmes ensuring that they are business orientated, fit-for-purpose, and focused on performance improvement for the Foundation. Make a significant contribution to the development and implementation of the strategic agenda and aims of the Foundation.

Supported by a wider HR and OD team, and underpinned by internal engagement, you will develop insight led People and Workforce strategies ensuring that the Foundation has the tools in place to deliver and embed culture and change programmes that modernise and transform the way we work and build our leadership capability.

Key responsibilities and accountabilities

- Partners with the CEO and Directors Team to translate strategic aims into aligned and integrated Workforce and People strategies.
- Trusted partner, strategic advisor and confidante for the CEO and Directors Team, able to think holistically to solve evolving organisational requirements.
- Deploys recruitment, performance, succession planning, talent management and organisation development to deliver strong impact of critical HR and OD practice and processes.
- Builds and leads a high performing and organisationally aligned team of HRBPs, D&I Manager, Resourcing Partner and OD Partner to support managers and deliver against workforce and people strategies.
- Leads the business through people elements of change ensuring a consistent and robust approach for engagement and productivity.
- Works in partnership with leaders across all corporate functions to shape and deliver strategic initiatives.
- Collaborates effectively across the organisation to enable development of relevant initiatives, and leads delivery across all areas of HR and OD back into the business, delivering a seamless experience for employees and managers.
- Successfully leverages internal and external resources to design and develop fit for purpose solutions as and when business needs arise.
- In partnership with the COO pre-empts / pro-actively identifies and develops the strategic capabilities required for future business success and growth.
- Leads the design, improvement and delivery of all people processes and policies that ensures a robust, equitable and transparent HR service offering.
- Builds effective and productive working relationships with internal stakeholders at all levels of the organisation
- Able to convert data into insights to inform proposals and influence people matters to solve business challenges or opportunities.

Knowledge and Experience:

Essential:

- Experience of the development and execution of people agenda to support the business strategy.
- A track record in building and managing strong and credible relationships at senior leadership team levels and ability to effectively challenge and influence at this level.
- Strong business acumen and the ability to translate business requirements into progressive people-focused priorities for a business in growth.
- Strong curiosity and business understanding, putting HR and people related issues into the context of addressing business issues and or opportunities.
- An awareness of working with a mission-driven, not-for-profit organisation with similar dimensions.

Skills and Abilities:

- Highly collaborative with the ability to adapt your style, think on your feet and have a can-do mentality.
- A high level of influencing skills, stakeholder management, diplomacy and adaptability in a changing, complex and uncertain environment.
- Ability to lead a team and effectively manage staff and resources from a variety of disciplines.
- The ability to absorb information, critically evaluate it and make considered, succinct and well-argued recommendations, sometimes in uncertain circumstances – orally and in writing.
- The capacity to lead and manage change effectively.

Leadership Style and Behaviours:

- Agile leadership style and high learning capacity, able to explore complex and ambiguous challenges and influence stakeholders effectively.
- Establishes and maintains credibility with a range of internal and external stakeholders.
- Demonstrates a high level of personal drive, energy and commitment.
- Works effectively and confidently with ambiguity and uncertainty.
- Works flexibly, openly and collaboratively and in a way that is responsive to the needs of internal and external stakeholders.
- Brings highly developed interpersonal and relationship building skills, and works co-operatively and effectively with a wide range of internal colleagues.
- Effectively plans and organises; sets and works to deadlines.
- Presents complex information simply and effectively, to all levels of the organisation either individually or in groups, orally and in written form.
- Has a drive for continuous improvement across the organisation.

Terms of Appointment

| | |
|----------------------------|--|
| Salary | Circa £85,000 per annum. |
| Location | Our office is based at 8 Salisbury Square, London, EC4Y 8AP. We are working remotely and adapting how we work to ensure we can collaborate and engage effectively with our partners and those we support during this period. |
| Flexibility | We are developing new working arrangements to support a hybrid model, which will give people more freedom to choose where and when they work. You can expect this role to be full-time with regular presence in our office. We would welcome applications based on job-sharing. |
| Pension | The Foundation will match and double employee pension contributions up to a maximum employer contribution of 10%. |
| Annual leave | 25 days per year (with an additional 3 days given when the office closes at Christmas), plus statutory holidays. |
| Additional benefits | Enhanced occupational sick pay scheme; income protection scheme following 26 weeks of continuous sickness, or disability; death in service benefit of six times annual salary; enhanced maternity, paternity and adoption policy; funding for job-related development plus corporate learning and development opportunities. |



How to Apply

To make an application, please go to <https://starfishsearch.com/jobs/hf-head-of-people-od/> 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 experience and knowledge criteria.

We would also be grateful if you would also 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 20th August 2021

Preliminary interviews with Starfish: w/c 30th August 2021

Final Panel Interviews with Health Foundation: w/c 20th September 2021



