



Director of Partnerships
Research and Influence
Recruitment Pack 2022

Welcome from our Chief Executive

Dear Applicant

Thank you for your interest in the post of *Director of Partnerships, Research and Influence*.

Our current Director of Partnerships has decided to move on after 7 years with the organisation, leaving an effective service delivery team and a strong platform for more growth and innovation. We have also just completed a parallel review to strengthen our leadership structure.

To date we have had a small Leadership Team focused on Operational Leadership and managing stakeholder relationships. The restructure will add significant capacity to allow us to improve both our internal systems as well as our outward focused relationships across Southern England and at national level.

The organisation is flexible and agile, responding to the rapid and ongoing changes in the world in which we operate. A Transformation Programme is underway to reflect the growth and the potential future growth and the challenges of **Going Forward to Work** as we adapt to new ways of working following the pandemic. The leadership required to operate in this way requires creative thinking and creative responses.

We are proud of our values and continue to champion social justice and innovation, working in partnership with others, to make changes for people in their communities. We want our Leadership Team to reflect these values alongside energy, enthusiasm, and a positive outlook to take on the challenges we face.

I look forward to receiving your application



Mark Sharman
Chief Executive Officer


Introduction, about Help & Care


Help & Care is an established charity and social enterprise. We are a values-led organisation with over 37 years' experience of helping people and communities live the lives they choose. We work across Southern England with services currently operating from Wiltshire to Croydon. You can find a potted history of our development [here](#)


We have a small administrative office in a shared business space in Christchurch.


Most of our employees work from home, with some working from local bases.

Help & Care's values are:

 **Social justice** sits at the heart of all our work, and we will use it to challenge, advocate and influence policies and practices

 **Innovative approaches** to our work means we break new ground, delivering enterprising solutions, always with social, financial, and environmental impact at the forefront

 **Personal** – we believe that every individual deserves to be treated with respect and compassion with their own personal needs at the centre and supported with tenacity and creativity

 Working in **collaboration** with other organisations, including the public, private and voluntary sectors, enhances our work at all levels

Our Strategic Objectives are:

- Help & Care is a sustainable and effective organisation fit for the future
- Help & Care is as strategic influencer, collaborator, and innovator
- Help & Care delivers more services and makes a difference in more people's lives

We have seen significant growth in our turnover and activities over the last two years during challenging times. Currently we employ 121 FTE staff across 12 services and have a turnover of £4.5m. We manage a range of services across Southern England, the services currently under the remit of this post are as follows:

- Healthwatch Croydon
- Healthwatch East Berkshire
- Healthwatch Hampshire
- Healthwatch Isle of Wight
- Healthwatch West Sussex
- Healthwatch Wiltshire
- Wessex Voices

We have seen additional developments in the past year and have great ambitions for the future. As the Leadership Team settles into its new structure, development responsibilities will be shared amongst members according to business need.

A summary of our achievements over the past year and key actions contained in the 20223-business plan can be found in **Appendix B**

Why we are recruiting

The organisation, like many others, has had to flex and be agile to respond to the rapid and ongoing changes in the world in which we have been operating.

The organisation has seen significant growth over the past two years and needs a fresh approach to how we structure and lead the organisation. The Leadership Team review has meant a complete refresh of areas and responsibilities to ensure that the organisation has the right skills and support at senior level into the future. This includes enhancing our business development opportunities to maximise those that we have been fortunate to achieve over recent years.

The Director of Partnerships, Research and Influence will have service management responsibility but will also take a corporate lead to maximise our collaborations arising from our insight and how we influence the wider Health and Social Care agenda.

The proposed organisational structure is found in **Appendix A**

Appendix A
Proposed Organisational Chart

Chief Executive

Director of Organisational Development	Director of Services	Director of Finance and Corporate Services	Director of Partnerships, Research and Influence
<ul style="list-style-type: none"> * Learning Development • Employee Relationships/Engagement • Internal Communications * Organisational Development 	<ul style="list-style-type: none"> * Dorset Self Management Service (DSMS) • Dementia Service • Charitable Services * Advocacy 	<ul style="list-style-type: none"> * Finance • IT Infrastructure & Strategy • Compliance * Health & Safety 	<ul style="list-style-type: none"> * Healthwatch • Wessex Voices • Partnership engagement * Service development

Appendix B

Business Plan summary 2022/23

Our headline achievements during 2021/22

- 30% growth during a period of considerable uncertainty
- Maintained contract value and increased contract diversity
- Enhanced offer and opportunities resulting in additional activities
- Improved governance arrangements
- Improved digital capacity and developments to enhance communications, connectivity, and reporting across the organisation
- Improved Internal Communications, engagement, and connectivity
- Established Organisational Development Group with 3-year plan underway
- Agreed Finance / investment plans
- Review of Marketing and Communications with action plan
- Improved data quality and insight and reporting

The focus in 2022/23 is on improving capacity with the following in mind:

- Keeping business risks live and progress in mitigating these
- Increasing the organisational profile
- Further enhancing the governance of the organisation
- Improving connectivity across a diverse workforce
- Improving employee skills for multiple and varied working environments
- Improving insight across the organisation and horizon scanning to inform business development opportunities
- Embedding customer feedback processes to highlight service quality and areas for improvement
- Retaining contracts and improving evaluation of new business opportunities

The 2021-2024 Business Plan has workstreams set under each strategic objective:

1. Help & Care is a sustainable and effective organisation fit for the future
 - a. Governance.
 - b. Digital
 - c. Finance
 - d. Marketing and Communications.
 - e. Organisational Development and Culture
2. Help & Care is as strategic influencer, collaborator, and innovator
 - a. Insight and Impact
 - b. Ideas and Innovation
 - c. Influencing
3. Help & Care delivers more services and makes a difference in more people's lives
 - a. Business development
 - b. Contracts delivery
 - c. Customer experience

Summary headline actions for 2022/23

- Reviewing infrastructure and capacity
- Assuring Quality and Safety.
- Building digital capacity & infrastructures to support multiple working practices
- Enhancing connectivity & digital skills across organisation
- Developing programmes to support culture, behaviours and values and develop a workforce fit for the future
- Supporting and promoting employee wellbeing
- Assuring financial security
- Improving data insight and generating innovative collaborations
- Understanding and articulating our impact
- Developing a cross organisational customer engagement approach
- Reviewing approach to business development opportunities