

# **Sands & Tommy's Policy Unit**

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Working together  
to save babies' lives

## **Application Information**

### **Head of Joint Policy Unit**

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September 2025

# About the Joint Policy Unit (JPU)

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Together, the charities Sands and Tommy's have formed a Joint Policy Unit (JPU) focussed on achieving policy change that will save more babies' lives during pregnancy and the neonatal period and on tackling inequalities in loss, so that everyone can benefit from the best possible outcomes.

The JPU's mission is to secure policy change that will reduce rates of miscarriage, stillbirth, pre-term birth and neonatal death, and to work to eliminate inequalities in these outcomes.

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# About Sands and Tommy's

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Sands and Tommy's are the two leading pregnancy and baby loss charities in the UK, with a shared commitment to secure policy change that will reduce rates of miscarriage, stillbirth, pre-term birth and neonatal death, and to work to eliminate inequalities in these outcomes.

Read more about Sands here: [Sands | Saving babies' lives. Supporting bereaved families.](#)

Read more about Tommy's here: [Saving babies' lives | Tommy's | The pregnancy and baby charity](#)

# Staff Benefits

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## **Annual Leave**

Staff receive 28 days annual leave per annum pro rata, plus bank holidays. Staff will be required to take 3 days annual leave during the period between Christmas & New Year.

## **Employee Assistance Services**

As part of its commitment to employee wellbeing, Sands offers all Staff access to our Employee Assistance Programme which offers free and confidential counselling and wellbeing support. Support is available on a range of issues including legal, financial, emotional, health, and work-related concerns.

## **Sand Cycle to Work Scheme**

Sands has teamed up with Cycle Solutions to provide a Cycle to Work Scheme, which you can join to make considerable savings on the cost of a new bike and equipment.

## **Sands Pension Scheme**

Subject to eligibility, you will be automatically enrolled into the Aviva Personal Pension scheme as soon as your employment commences. You can decide whether to remain in the scheme and/or make additional voluntary contributions if you wish.

## **Life Insurance**

All Staff are covered by a Life Insurance Policy which pays 3 x annual salary to nominated beneficiaries. Staff also have access to additional services from Legal and General including legal and financial support, a medical helpline, and a health and wellbeing platform. Additionally, Staff have access to a wide range of shopping offers and discounts, plus advice on finding and funding later life care for their loved ones or themselves.

## **Flexible Working**

All Staff can apply for flexible working with effect from their first date of employment.

## **Maternity Pay**

Staff on maternity leave are paid their full salary for the first 26 weeks of their period of leave.

## **Tickets for Good**

All Staff have membership of a platform which offers free and discounted tickets to a wide range of entertainment events.

## **Leave for the Death of a Baby or Pregnancy Loss**

Any member of Staff affected by the death of baby or pregnancy loss will be granted leave paid at their normal salary, regardless of the type of loss.

## **Staff Reward Scheme**

All Staff can participate in a monthly Reward Scheme

**Sands is an inclusive and diversity-friendly employer. We are committed to promoting equality, valuing diversity and working inclusively. We welcome and encourage applications from people of all backgrounds and do not discriminate on the basis of disability, race, colour, ethnicity, gender, religion, sexual orientation, age or any other category protected by law.**

## About the role

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The JPU's mission is to secure policy change that will reduce rates of miscarriage, stillbirth, pre-term birth and neonatal death, and to work to eliminate inequalities in these outcomes.

While there is widespread agreement on the need for change to improve the safety of maternity and neonatal services, what that change looks like is not clear. To save more babies' lives we believe that a continued focus is required, and that governments should set new commitments to reduce perinatal mortality and preterm births, focused on matching the best-performing countries in Europe.

This role will be crucial to the continued success of the JPU unit; leading, shaping and coordinating all the unit's work.

We are looking for an independent and assertive problem-solver, a policy expert who can manage multiple priorities, take the initiative, lead the national conversation and is as excited as we are about taking the helm of this venture for both of our organisations.

The successful candidate will need to have a substantial track record of effectively leading and implementing national policy and influencing programmes, driving change and achieving the desired impact.

You will have considerable experience across research, data analysis, policy development, public affairs and communications. Additionally, you will be well-versed in research and data management, including analysing complex data and evaluating policy developments.

Experience of being a member of a senior management team with successful, significant and relevant management and leadership experience is also essential.

## To apply:

Please submit your CV, together with a supporting statement that demonstrates how you meet the criteria in the person specification to [recruitment@sands.org.uk](mailto:recruitment@sands.org.uk). Please also complete the Diversity and Equality Monitoring Form and send this with your application.

**Closing date for applications: 25<sup>th</sup> September 2025**

**Interview Dates: 13<sup>th</sup>, 14<sup>th</sup> and 22<sup>nd</sup> October 2025**

As we have limited staff resources, we are unable to provide candidates with feedback about their applications. **Interviews will be held online via Teams.**

# Job Description

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<b>Job Title:</b>	Head of the Sands & Tommy’s Joint Policy Unit
<b>Responsible to:</b>	Director of Research, Education and Policy
<b>Location:</b>	Homebased
<b>Contract:</b>	Permanent
<b>Hours:</b>	Full Time – 35 Hours per Week
<b>Salary:</b>	£65,121 per annum plus £312 Home Worker Allowance per annum

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## Key responsibilities

### Strategy, planning and budget management

- Lead the work of the JPU developing and agreeing an effective strategy and annual work plans
- Demonstrate impact and report on annual objectives and KPIs
- Compile, deliver and report on the budget of the JPU, taking remedial action as required
- Oversee the administration and governance of the JPU, with support from colleagues across Sands and Tommy’s

### Lead, motivate and develop the JPU team

- Set individual and team objectives
- Coach, support and encourage continued professional development amongst team members
- Review, manage and improve staff performance as required

### Work strategically to deliver the JPU’s programme of activity

- Identify and define appropriate metrics to hold governments to account on progress in reducing baby deaths and pre-term births and to ensure that saving babies lives and reducing inequalities are national priorities

- Produce Annual Reports on the progress of the maternity/neonatal systems in reducing rates of stillbirth/neonatal death/pre-term birth, in addition to the production of other publications and briefings
- Work with colleagues at Sands and Tommy's deliver a programme of political engagement and communications activity to facilitate the work of the JPU
- Ensure that all the work of the JPU is collaborative, evidence-based, compassionate and outcomes focused; and, that the voice of people with lived experience shapes the work of the JPU
- Undertake external stakeholder analysis, developing and maintaining high level relationships to enhance our understanding of why babies die, and the policy and practice changes needed to reduce the numbers.
- Proactively develop policy recommendations and evidence-based responses to national initiatives and consultations
- Build insight on key issues related to baby loss and inequalities across the UK, and communicate this insight effectively to decision-makers, including maintaining and expanding the JPU's data hub.
- Help build consensus on the changes in government policy needed to eliminate inequalities in perinatal mortality. Ensure the JPU is contributing to creating a policy environment that ensures nationally agreed standards of care are being followed.

#### **General**

- Maintain the JPU's credibility as an independent entity
- Undertake other duties commensurate with the role as required by the Director of Research, Education and Policy (Sands), the Associate Director of Information and Support (Tommy's) and the Chief Executives of Sands and Tommy's
- Maintain a high level of confidentiality and professional conduct
- Ensure own technical and analytical skills are kept up to date.
- Participate in, and promote, a culture of continuous improvement.
- Remain abreast of developments in maternal health and safety.
- Support income generation activity relevant to the unit (with relevant teams across both Sands and Tommy's), for example by contributing to the writing of funding proposals

**This job description is not contractual and is liable to change over time**



## Person specification

- A substantial track record of effectively leading and implementing national policy and influencing programmes, driving change and achieving the desired impact
- Considerable experience across research, data analysis, policy development, public affairs and communications
- Considerable proven experience in research and data management, including analysing complex data and evaluating policy developments
- Experience of being a member of a senior management team with successful, significant and relevant management (including line management) and leadership experience
- An agile and inspiring leader that maintains a clear focus on evidence and impact
- Excellent interpersonal, negotiation and influencing skills, including ability to develop effective working relationships with politicians, senior leaders in health, researchers and charity colleagues
- Exceptional communication skills to engage both technical and non-technical audiences through all mediums
- Ability to provide thought leadership and innovation to develop creative solutions
- Experience of strategy development and implementation
- Significant experience of developing and implementing complex and high-profile projects and partnerships.
- Strong organisational skills to manage multiple projects at pace, on time and on budget, including working effectively with experts and advisors
- A good knowledge of NHS structures and organisation in general, and of maternity and neonatal services in particular
- Passionate about the JPU's purpose and work
- Excellent understanding and advocate of issues relating to equality, diversity and inclusion