

Policy Manager

Directorate: Communications and External Affairs

Reports to: Head of Policy and Public Affairs

No. of Direct Reports: 0

Grade: 4

1.1 Job purpose

Perioperative care is the integrated multidisciplinary care of patients from the moment surgery is contemplated through to full recovery. As the Policy Manager for the Centre for Perioperative Care (CPOC), a cross-organisational and multidisciplinary initiative led by the Royal College of Anaesthetists to transform the surgical care pathway, you will lead CPOC's 'Influencing Policy' theme. In particular, you will play a critical role in developing, delivering and evaluating a major, UK-wide policy-influencing project, making the case for the central importance of perioperative care to COVID era health and care transformation – and to the Government's vision for the future of healthcare and public health.

1.2 Key tasks and responsibilities

Operational Responsibilities

- Lead on all aspects of the CPOC's 'Influencing Policy' theme, including the design, delivery and evaluation against agreed metrics of a major UK-wide influencing project to transform the surgical, perioperative pathway
- Manage the CPOC project's budget and engagement with the CPOC Executive Group
- Play a supportive role in the development and delivery of the College's wider strategic priorities and organisational development, including the planning for the College's new five-year strategy
- Support the College's efforts to raise new funds by ensuring that, in the development and delivery of the CPOC influencing project, fundraising is a core activity
- Work closely with the Head of Communications to support the delivery of the College's communications strategy, through successful implementation of the CPOC policy-influencing project
- Be a brand ambassador for the College and for CPOC, including playing a positive role in ensuring our house style and tone of voice is applied consistently and effectively across all our policy and research content
- Proactively 'horizon scan' the policy, legislative, regulatory and research environments for major developments relevant to perioperative care and encourage action to maximise the potential benefits for the organisation and/or mitigate any risks
- Work closely with cross-departmental colleagues to ensure CPOC's policy-influencing theme is closely integrated with, and actively supports, other team activities and organisational objectives and priorities – and those of CPOC's partners
- Adhere to relevant legal and statutory requirements including around Data Protection, consistently model the College's values and actively manage your own personal development

Membership Engagement

- Support the College's membership engagement, retention and growth by ensuring that, in the development and delivery of CPOC's policy influencing work, membership engagement is a core activity and the College's and CPOC's, members are at the heart of all we do
- Develop and deliver meaningful opportunities for the CPOC's membership to engage with and feel ownership across the range of our influencing work

Relationship Management/Customer Service Management

- Support the Head of Policy and Public Affairs in delivering the team's wider priorities, strategic direction and enhancing its reputation among the College's membership, external and internal stakeholders and fostering a positive culture
- Encourage greater cross-departmental and collaborative working
- Play a leadership role in CPOC's stakeholder engagement activities, proactively build and manage external networks that positively enhance our profile and reputation and deliver impact, including with ministers, senior civil servants, Parliamentarians, think-tanks, arms-length bodies, partners and alliances

Other Duties

- Undertake any other reasonable activities as requested by the Head of Policy and Public Affairs, Director of Communications and External Affairs or Chief Executive and deputise for the Head of Policy and Public Affairs, as required

1.3 Qualifications, skills, knowledge and experience

- Demonstrable experience of working effectively in a policy influencing function
- Demonstrable experience of setting and delivering strategic priorities with the buy-in of senior internal and external stakeholders
- Strong interpersonal skills and an ability to work with, build and manage relationships with a diverse range of internal and external stakeholders, up to the highest levels of seniority
- Experience of building, managing and strengthening effective alliances and networks
- Understanding of and ability to work in, a membership organisation, including working closely with and understanding the needs of a broad range of members, working innovatively and collaboratively to engage them in policy work
- Understanding of the national policy, legislative and regulatory context and ability to actively identify innovative opportunities and present solutions to mitigate risks
- Understanding of the Parliamentary process and routes to influence
- Understanding of how medical or healthcare services research and policy development in the UK is funded and managed
- Ability to design, deliver and evaluate complex, integrated policy influencing projects and strategies
- Ability to work calmly in a dynamic environment, managing complex and competing priorities and policy and research problems and generate innovative solutions
- Demonstrable experience of managing a budget effectively
- Evidence of regular personal and professional development
- Educated to degree level, or equivalent

Desirable:

- Experience of working with or for a Medical Royal College or Faculty
- Experience in the health or social care sector
- Experience and ability to identify and develop new income and fundraising streams
- Understanding of income generation and fundraising methodologies
- Demonstrable interest in and commitment to health and care and understanding of the healthcare, public health or social care sectors

- Experience of line management, including how to support and motivate staff, setting and reviewing appraisal objectives and personal development
- Relevant postgraduate qualification/training

1.4 Core Competencies

These competencies will help you understand and deliver the high performance required for this role at the College. These performance standards and behaviours will be assessed during the interview process and developed through the appraisal process.

VALUE:	EXPERT
COMPETENCY:	Empathy with the College and its business
DESCRIPTION:	Understands the fundamentals of what the College does, its mission, vision, values and culture. Uses this information to grow and develop the College and its people

Support & Delivery
<ul style="list-style-type: none"> • Applies knowledge of business to day-to-day activities • Understands team function and how it fits in overall College • Develops a team spirit • Applies a "can do" approach • Understands impact of own role on wider College functions (and vice versa)
Management
<ul style="list-style-type: none"> • Applies their professional expertise to the College • Thinks commercially • Acts as a College ambassador • Delegates fully and effectively • Develops, motivates and engages teams and individuals • Plans resources effectively • Leads by example
Strategic Leadership
<ul style="list-style-type: none"> • Champions key direction and strategy • Encourages and demonstrates entrepreneurialism and cross-College working • Encourages a high-performance culture • Understands impact of external changes on the College

VALUE:	INCLUSIVE
COMPETENCY:	Collaboration and Communication
DESCRIPTION:	Works collaboratively and co-operatively with colleagues to get the job done and responds positively to change. Communicates widely and effectively. Appreciates diversity and equal opportunities for all.

Support & Delivery
<ul style="list-style-type: none"> • Is a team player, open to others' views • Adapts communication style to situation • Keeps others informed and updated • Willing to give and receive feedback • Listens and responds effectively • Values different perspectives
Management
<ul style="list-style-type: none"> • Communicates effectively and openly, ensuring key messages are cascaded and everyone's views are heard • Works with peers to influence effectively and consistently • Deals with conflict between individuals and teams • Works with partners to enhance the reputation of the College

- Ensures transparency and credibility
- Networks appropriately
- Ensures and enables an inclusive culture

Strategic Leadership

- Articulates a shared vision
- Presents in an engaging manner
- Ensures conflict and risk is mitigated
- Champions diversity and values

VALUE: POSITIVE
COMPETENCY: Customer Focus
DESCRIPTION: Builds relationships with customers by understanding, anticipating and responding to their needs. Takes responsibility to complete work in order to exceed expectations.

Support & Delivery

- Answers phones in a timely way
- Understands customer needs, stresses and pressures
- Understands impact of own actions
- Manages own time
- Meets and exceeds targets
- Does what they say they'll do
- Makes recommendations for improvements

Management

- Future-proofs
- Builds relationships
- Equips others to deal with customers
- Sets targets, ensuring they are met
- Ensures customer is aware of relevant College services and products
- Uses knowledge and expertise to ensure customer satisfaction
- Plans for the future to improve services

Strategic Leadership

- Knows competitors
- Addresses external conflict
- Focusses on the long-term
- Is aware of changes and impact on others
- Overcomes barriers to improvement
- Manages risk

VALUE: FORWARD-THINKING
COMPETENCY: Conceptual Flexibility
DESCRIPTION: Takes the initiative and thinks flexibly and innovatively in order to propose solutions and deal with ambiguity. Builds trust and credibility through self-awareness.

Support & Delivery

- Acknowledges success and failure and learns from them
- Works on own initiative and finds better ways of doing things
- Acknowledges problems and suggests solutions
- Remains open-minded
- Adjusts to changing needs
- Is aware of self and others
- Contributes and adds value to operational plans

Management

- Encourages others to find solutions
- Creates an open forum for innovation
- Implements operational plans and manages risks
- Realises when things are going wrong and fixes them
- Maintains personal credibility

Strategic Leadership

- Approaches issues with fluidity and flexibility
- Makes improvements at a corporate level
- Implements solutions at a strategic level
- Welcomes innovation from colleagues and empowers them
- Challenges the status quo

VALUE: AMBITIOUS
COMPETENCY: Shared Vision
DESCRIPTION: Acts quickly and decisively, seizing opportunities and adding value.

Support & Delivery

- Sets personal objectives which meet operational and strategic plans
- Adapts to changing priorities
- Analyses problems and resolves them
- Understands the impact of operational plans on own role
- Deals with colleagues fairly and consistently
- Keeps focused in the light of changing priorities
- Sets high personal standards

Management

- Puts operational plans into action
- Isn't afraid to make decisions
- Ensures right people, right time, right place
- Identifies new opportunities

Strategic Leadership

- Defines corporate vision and values
- Handles all matters with sensitivity
- Scans the horizon
- Develops strategy, taking into account all external drivers

Signature:

Name:

Date: