

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

As Policy Manager, you will play a critical role in the policy and influencing work of the RCoA and the Centre for Perioperative Care (CPOC). Our aims are to help our members do their jobs and deliver better care for patients. You will collate and conduct research, forge it into credible policy proposals, and help influence Government and other stakeholders to implement it.

The role sits in the Policy and Public Affairs Team and reports to the Head of Policy and Public Affairs. The team itself sits within the Communications and External Affairs Directorate, alongside the Communications Team and the Membership Engagement Team.

Internally, you may work alongside other teams in the organisation. Externally, you will liaise with a wide range of stakeholders, such as other Royal Colleges, national and local NHS bodies, MPs, and Ministers and Civil Servants in relevant Government departments.

Currently, we have two key areas of focus. Firstly, developing a Perioperative Care Green Paper, based at the CPOC, which draws together vision for the future of perioperative care. Secondly, the development of a workforce strategy, Anaesthesia, Fit for the Future. Initially, your prime task will be to manage one of these areas under the supervision of the Head of Policy and Public Affairs.

1.2 Key tasks and responsibilities

Policy, Research and Influencing

- Manage an area, or key areas, of the College/CPOC's policy work, including project planning, budget management, stakeholder influencing, and impact measurement
- Collate and analyse existing qualitative and quantitative research to generate policy proposals and facilitate their implementation
- Commission and/or conduct new research, such as survey work or interviews, to fill evidence gaps where necessary in support of policy and influencing work
- Play a supportive and proactive 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
- Evaluate work and activities through the development and analysis of agreed metrics, outcomes and outputs as measures of success
- Prepare and draft responses to consultations and reports relevant to the work of CPOC and the RCoA, ensuring responses are evidence-based and in line with on-going policy work and strategy
- Engage with, develop and support the role of relevant boards and committees, providing reports, updates, papers and information for meetings and reports

- Support the RCoA/CPOC's efforts to raise new funds
- Work closely with the communications team to support the College's communications work, such as by regular liaison and briefing, drafting press release, and writing blogs
- Be a brand ambassador for the RCoA/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 that policy influencing work is closely integrated with, and actively supports, other team activities and organisational objectives and priorities – and key external partners
- Engage with and influence internal and external stakeholders
- Develop effective and impactful briefings for meetings, events and engagements; ensuring that information is presented in concise, clear and accurate information
- Develop and implement effective engagement and influencing activities across the 4 nations and ensure strong working relationships with health contacts and parliamentarians in Wales, Scotland and Northern Ireland

Membership Engagement

- Ensure that our policy work speaks to members' needs
- Ensure that members are engaged with and have a sense of ownership over our policy and 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 cross-organisational collaborative working
- Play a key role in RCoA/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, thinktanks, arms-length bodies, partners and alliances

Other Duties

- Undertake any other reasonable activities as requested by the Head of Policy and Public Affairs, relevant Director or Chief Executive and deputise for the Head of Policy and Public Affairs, as required
- Adhere to relevant legal and statutory requirements including around Data Protection, consistently model the College's values and actively manage your own personal development

1.3 Qualifications, skills, knowledge and experience

- Demonstrable experience of collating and conducting quantitative and/or qualitative research in support of policy development
- Demonstrable experience of developing credible, saleable, and evidence-based policy proposals, 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

- Strong understanding of influencing techniques and how to use research for influencing purposes
- Strong understanding of current UK health policy and the health policy environment – including relevant Government proposals, legislation, and regulatory context
- 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
- Demonstrable experience of managing a budget effectively
- Educated to degree level, or equivalent experience

Desirable:

- Experience of working with or for a health-related professional body, 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
- 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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: