

# Director of Policy, Communications, Events and Marketing

## Job Description

Responsible to

Chief Executive Officer

Key working  
relationships

Heads/Managers of Policy, Communications, Events and Marketing

Grade

TBC

Contract

Permanent

Job Purpose

The Director of Policy, Communications, Events and Marketing is a senior leadership role responsible for setting and delivering the College's strategic approach to policy, advocacy, communications, events and marketing.

The postholder will ensure that the Royal College of Emergency Medicine's voice, policy positions and advocacy priorities are clearly, credibly and consistently represented across all key audiences – including members, government, the media and the wider health and care system. The role plays a critical part in reinforcing the College's national leadership and its commitment to championing emergency medicine on behalf of members and patients.

The Director is accountable for leading a sizeable directorate with significant staffing and operating costs and is expected to demonstrate clear value for money from that investment. This includes ensuring that activity is tightly prioritised, that resources are deployed where they deliver greatest benefit, and that the outputs and impact of the directorate's work are visible, measurable and clearly linked to the College's strategic objectives. The postholder will be expected to move the directorate away from activity-based working towards outcome-focused delivery.

Operating in a complex and politically sensitive healthcare environment, the Director will act as a trusted adviser and honest broker, supporting the CEO, President and senior officers to navigate system complexity, manage risk and build effective relationships across government, the NHS and partner organisations.

# Key Responsibilities

## Strategic Leadership and Accountability

- Provide strategic leadership of the policy, communications, events and marketing functions.
- Translate the College's strategic plan into clear, measurable objectives with regular reporting on progress and impact.
- Advise the CEO and Executive and Senior Leadership Teams on political context, reputational risk and stakeholder management.

## Value for Money, Performance and Stewardship

- Take clear personal accountability for ensuring value for money from a directorate with significant staffing investment.
- Ensure activity has a clear purpose, defined outcomes and identifiable benefit to the College and its members.
- Establish performance measures that demonstrate delivery, impact and efficient use of resources.
- Regularly review priorities, stopping or reshaping activity that does not represent good use of time or money.

## Policy, Advocacy and External Influence

- Oversee delivery of evidence-based policy positions on key issues affecting emergency medicine.
- Ensure alignment between policy development, communications and advocacy activity.
- Focus activity of the team to support our policy lobbying objectives by equipping our clinical leaders with cogent arguments and briefings for engagements with politicians and ministers.
- Ensure our clinical leaders are supported in meetings with key officials and stakeholders and that records appropriate records are kept of our stakeholder engagement.
- Build and maintain effective relationships with government departments of health, NHS bodies and system partners.

## Events

- Ensure events activities are used strategically to deliver measurable member value and the College's educational/continuing professional development objectives, including to serve our UK and international audience.
- Ensure activity is evaluated to confirm it represents high member value including good return on investment.

## Media, Membership Communications & Public Affairs

- Direct proactive and reactive media engagement to position RCEM as the authoritative national voice for emergency medicine.
- Ensure media activity is aligned to agreed advocacy priorities with clear messaging on what the College is seeking to influence and report tangible outcomes of activity/campaigns.
- Develop and implement strategy to enhance our membership engagement communications including overseeing marketing and communications activity to support member engagement and commercial sustainability.
- Ensure in a measurable way that members can clearly see how the College is representing their interests nationally.
- Develop and implement, using insight and analytics, our web strategy to take account of the emerging impact of AI on websites, including leading the team to evaluate and develop, if appropriate, an RCEM App for enhanced member engagement and focus digital effort where it delivers greatest benefit.
- Ensure we use social media strategically to amplify policy messages and media activity and that platforms are used appropriately for different audiences with clear objectives.

## Leadership and Team Management

- Lead and develop high performing teams within your Directorate with clear accountability for delivery and outcomes.
- Promote a culture of focus, collaboration, continuous improvement and professional accountability.

# Values

## Respect each other's experience.

We celebrate the rich diversity of the RCEM ecosystem - employees, members and stakeholders. We respect each other's experience, meeting each other with dignity and humanity at all times.

## Act with integrity, always.

We hold ourselves to the highest ethical standards, fostering trust and transparency within our College and with our members.

## Collaborate for growth.

We know that teamwork and initiative are the key to achieving our strategic aims, and we actively seek opportunities to work together and leverage our diverse perspectives.

## Innovate relentlessly.

We create the conditions for a culture of continuous improvement, nurturing creativity and the pursuit of new ideas to drive positive change within our organisation.



### This comes to life when we:

- Each contribute actively to strengthening a culture where different perspectives are expressed, encouraged and heard.
- Treat colleagues, members and stakeholders as valued equals.
- Do our best to be present for each other, interacting in an open and transparent manner.
- Acknowledge & challenge inappropriate behaviours and practices, offering support and seeking solutions.



### This comes to life when we:

- Do what we say we will do, communicating clearly and openly.
- Take responsibility and accountability for our actions, celebrating when things go well and staying curious about how we can learn from mistakes.
- Demonstrate patience and flexibility, even when things don't quite go to plan.
- Commit to a strong work ethic, striving to produce high quality work that is consistently delivered on time.



### This comes to life when we:

- 'Collaborate by default', continually looking for ways in which we can join forces with colleagues, members and stakeholders to meet the College's objectives.
- Pay attention to the quality of our relationships, cultivating connection and fostering a positive working environment grounded in respect and integrity.
- Ask for feedback, reflect on it and learn from our personal and collective experiences.



### This comes to life when we:

- Identify creative ways to optimise our resources by planning ahead and anticipating organisational, operational and customer needs and demands.
- Anticipate and welcome change as an inherent part of a growing, evolving organisation, and meet this change with hope and optimism.
- Acknowledge the importance of psychological safety as a prerequisite for innovation, actively encouraging risk-taking and creating a 'no-blame' culture.
- Have the courage to step outside our comfort zones, learning new skills and trying new approaches.
- Prioritise sustainable solutions, with choices that are in the long term interest of the College and our organisational objectives.
- Embrace the value of automation, by refining and automating processes - personally and operationally - wherever possible, to improve efficiency and effectiveness.

# Person Specification

## Essential

## Desirable

### Practical experience

- Senior leadership experience with accountability for large teams and significant staff cost within a public, membership or health-related body.
- Track record of delivering measurable outcomes and demonstrating value for money.
- Experience operating as a trusted adviser to Boards or executive leadership teams.

### Skills

- Politically astute with strong judgement in complex environments.
- Outcomes-driven with a strong sense of stewardship for organisational resources.
- Able to hold teams to account in a constructive and supportive manner.
- Excellent understanding of the health and policy environment
- Outstanding written and verbal communication skills  
Lead and develop high performing teams within your Directorate with clear accountability for delivery and outcomes.

### Personal Attributes

- Promote a culture of focus, collaboration, continuous improvement and professional accountability.

# Policies & Guidelines

## College Policies and Procedures

The post holder is expected to follow all College policies and procedures including those covered in the College HR manual.

## Confidentiality

All employees are under an obligation to ensure that any information that he or she has access to, relating to RCEM business is kept confidential.

## Health and Safety

Employees must be aware of the responsibilities placed on them under the Health and Safety at Work Act (1974), to ensure that the agreed safety procedures are carried out to maintain a safe environment for employees and visitors.

## Risk Management

All staff have a responsibility to identify risks and report these to their line manager. In addition to report all accidents or incidents promptly and when requested to co-operate with any investigation undertaken.

## Equal Opportunities

The RCEM is committed to its equal opportunities policy and it is the duty of every employee to comply with the detail and spirit of the policy.

## Additional Information

This role profile is intended to provide a broad outline of duties that may be required and is not intended to be exhaustive. It is subject to review and amendment in consultation with the post holder in order to reflect changes in the pattern, organisation and development of the services required.