



Head of Policy  
& Impact



# Welcome

Thank you for your interest in joining CMI. We're offering a fantastic opportunity to play a pivotal role in our influential Policy and External Affairs Directorate within a growing organisation that is truly making a difference to people's futures.

Our Head of Policy and Impact develops CMI's policy agenda through engagement with key stakeholders, influencers, and opinion formers. The role works closely with the Director of Policy and External Affairs to ensure that CMI is the go-to credible and authoritative voice on all issues affecting management and leadership, particularly in Whitehall and Westminster.

Particularly in the wake of a General Election, the role will lead the design, evaluation, and delivery of CMI policy reports, recommendations, and projects covering the areas defined by the Directorate's strategy. You will also represent this work externally, creating strong impact partnerships, influencing the public debate on management and leadership, and persuading policymakers at national and local levels to change their thinking.

The role is also to ensure that CMI's mission-related priorities – including dual accreditation, apprenticeships, management in the Civil Service and the NHS, and boosting the reach and impact of Chartered – are reflected in an agile, innovative policy strategy with SMART impact KPIs. In this regard, the role is critical in ensuring CMI stays on track, and can respond to emerging opportunities and challenges.

The role requires an accomplished policy specialist with a high level of expert knowledge and proven networks and personal credibility. It is likely that you have been working in a sophisticated policy environment for some time, and you will bring to CMI well-honed policy instincts that are effective in the context of a rapidly changing political and professional landscape.

If you believe you have the skills, experience and qualities we need, we very much look forward to hearing from you.

**Ann Francke**  
**Chief Executive**



## About us

Established in 1947 as the British Institute of Management, CMI was founded in the wake of the Second World War to help rebuild British industry.

In 2002, Her Majesty's Privy Council granted our Royal Charter, designating CMI as the standard-bearer for the profession of management, meaning we are the only organisation able to award Chartered status. For more than 75 years, we have inspired modern managers to become successful, confident leaders.

Our goal remains the same today as it was at our founding: to raise the quality and standard of management in the workplace. Having developed the very first diploma in management studies, we have remained at the forefront of management training and thinking ever since.

To deliver our mission, we work with businesses and education providers, inspiring people to unleash their potential and become skilled, confident and successful managers and leaders.

Right now, we have over 220,000 members and more than 147,000 people currently training to be better leaders across our partner network, both in the UK and internationally.

Coming to work at CMI not only means joining a rapidly expanding and ambitious team, but it also means collaborating and sharing a passion for our mission. We are an organisation that knows the importance of fresh ideas and new perspectives, we foster proactivity, and our work adds real value.



# Our Vision, Mission & Values

At the heart of everything we do is our mission, vision and values.

Our **vision** is to create better led and managed organisations.

Our **mission** is to increase the number and standard of professionally qualified managers and leaders.

What unites everybody at CMI is a shared commitment to the **values** of the organisation. CMI's values underpin everything we do, so even if you've never worked with us before, you'll know what to expect.

## We are committed to being:



### Progressive

The individual works with our team/colleagues to share ideas and move things forward. They are a leader, not a follower. They share information with other departments and are confident and able to embrace change whilst displaying a positive attitude. Always happy to challenge an idea or status quo.



### Professional

Works with integrity and truly understands the team and their respective tasks, challenges and goals. They treat everybody equally and apply a 'no blame' culture - where everybody is empowered to take responsibility for lessons learned. Builds trust through honest conversations, and always holds themselves to the highest standards. Applies accountability and ethical behaviour, and always adheres to the Professional Standards and practice.



### Passionate

A passionate person delivers creative solutions with enthusiasm and positive energy, and they would encourage constructive feedback at all levels. They are inspirational, creative and talk positively to others about their experience of CMI. Their energy, enthusiasm and belief in making a positive difference to the skills of managers and leaders means they always give their best to deliver value to our stakeholders.



### Practical

They are proactive and recognise opportunities to continuously improve and work smarter. Great at spotting people's strengths and being able to develop them, they encourage new ideas and adapt to change, easily recognising how it affects their department. The knowledge and expertise makes them smart and quick to respond in a way that is grounded in the real world - enabling CMI to simplify complex issues to promote understanding and best practice.



These eight directorates work collaboratively, leveraging their unique expertise and perspectives to ensure our organisation remains at the forefront of the management profession. By nurturing cross-functional relationships, we can collectively inspire an environment of innovation, learning and continuous growth.



## Our achievements for 2023/24

### Overall Sales\*

**£35.1m**

\*unaudited



+10% Year on Year

### Income

**£31.3m**

12% Increase

### Website Visits

**1.37m**

With 77.6% of users being new visitors



**1,432**



Number of times CMI quoted in the media

**2,916**



Downloads of the Better Managed Britain Report

**12,635**



End Point Assessments were signed off this year up 20%

\*A social followers record of...



Facebook  
**24k**



X  
**44k**



Instagram  
**10k**



LinkedIn  
**139k**



Tik Tok  
**1.5k**

\*Total numbers for each account for all CMI channels.

**222,963**

Overall CMI community up from 203,761 the previous year



**88,834**

New learner registrations on management and leadership programmes (12% Increase on the previous year)

**20,043**

Chartered Managers up from 16,953 (18% Increase on the previous year)

### Workplace Awards

THE SUNDAY TIMES  
**Best Places to Work 2024**

INVESTORS IN PEOPLE™  
We invest in people Platinum

IIP Platinum award renewed in August 2022

# Job description

**Job title:** Head of Policy & Impact

**Reports to:** Director of Policy and External Affairs

**Direct reports:** Two Managers and a Senior Officer

## Role purpose:

The Head of Policy and Impact will work cross-functionally and lead CMI mission-related policy projects to:

- Develop CMI's policy agenda. Engagement with key stakeholders, influencers, and opinion formers on the agenda is essential. Working with the Director of Policy and External Affairs, the Head of Policy and Impact will ensure that CMI is the go-to credible, authoritative voice on all issues affecting management and leadership, particularly in Whitehall and Westminster.
- Lead the design, evaluation, and delivery of CMI policy reports, recommendations, and projects covering the areas defined by the Directorate strategy. Represent this work externally to create strong impact partnerships, influence public debate on management and leadership, and influence policymakers at national and local levels.
- Ensure that CMI's mission-related priorities – dual accreditation, apprenticeships, management in the Civil Service and the NHS, and boosting the reach and impact of Chartered – are reflected in an agile, innovative policy strategy with SMART impact KPIs.
- Continue to support CMI's 'Everyone Economy' agenda, particularly where this helps to deliver against CMI's core mission.
- Maintain evidence-based policy positions for the organisation, working closely with the head of Research, and promoting externally.
- Participate in the Senior Leadership Team and support the Executive team as required and lead the development of an outcomes- and impact-focused policy and innovation team.
- Continue to develop, promote, and lead the delivery of CMI's strategic goals and the aims and objectives of the Directorate strategy.
- Being a key public spokesperson for the organisation, particularly with central government stakeholders, and being a public voice for CMI's mission.

## Main responsibilities:

### As a member of the Directorate leadership team:

- Play a central role in the Directorate leadership team by developing and executing strategic priorities to achieve organisational goals – including planning, implementation, and team development.

### Take responsibility for Directorate impact areas:

- Responsible for developing impact plans including partnership working and facilitating close collaboration within CMI and across the private, public, and third sectors to support strategic aims.
- Obtain and evaluate information about trends, threats, and opportunities, and use these to ensure the organisation meets its goals.
- Manage the development of an impact-focused team of policy managers.
- Ensure strategic priorities are credible, and evidence-based, underpinned by robust theories of change, and evaluated for impact, working with the Head of Analysis and Research.



**Lead policy development:**

- Represent CMI and communicate and advocate its policy positions externally.
- Work closely with the Director of Policy and External Affairs and Head of Media and Public Affairs to develop, maintain and manage effective relationships with decision-makers – parliamentarians, influencers, government departments, and partner organisations.
- Communicate CMI's purpose and goals to stakeholders, partners, and members.
- Track and measure the impact of policy initiatives.
- Oversee monitoring and analysis of relevant policy in the UK to inform the strategic development of the organisation.
- Remain agile to be able to respond to changes (expected or unexpected) in national and local policy agendas.

**Key Activity:**

- Working with the Director of Policy and External Affairs, you will develop and implement a strategic policy and impact plan that builds CMI's reputation and positioning as an impact organisation and the leading UK authority on management and leadership.
- Develop, shape, and deliver a package of sharp, insightful, representative policy on a range of issues affecting the UK economy, society, and skills systems understanding the role of CMI's stakeholders and their context and opportunity to influence organisational practice.
- Working with the Head of Media and Public Affairs you will develop strong relationships with relevant Ministers, parliamentarians, civil servants, policymakers, the education sector, partner organisations, and other external agencies to influence the Government's agenda and ensure the best possible operating environment for CMI throughout the UK.
- You will lead the development of policy publications, such as policy briefs, evidence statements, select committee responses, speeches, blogs, white papers, academic articles, blogs, and social media postings, to maintain a drumbeat of thoughtful insights for our various audiences - linked to CMI's mission and core priorities.
- To this end, you will work with teams across CMI (Membership, Companions, Marketing, etc) to ensure that key policy/thought leadership outputs incorporate the views of our members, and that key messaging is socialised with members, students, and other stakeholders using all communication channels as appropriate.
- Working closely with the Public Affairs team you will develop agile submissions and responses to key moments in the political calendar including the Budget, King's Speech, Spring Statement, key legislation, and Select Committees
- More broadly, in partnership with the Head of Media and Public Affairs, you will lead a 'quick response' capacity for responding to media and public affairs issues that are underpinned by policy positions and oversee the preparation of agile briefs for senior staff on public and media engagements where necessary.
- You will provide confident, knowledgeable CMI representation at external events including policy roundtables, steering boards, and external commissions, and in the media and on external platforms.
- Management of budget and resources relating to Strategic Policy and innovation work.
- Provide inspiring leadership, modelling the culture and behaviours required for the team to flourish, and forge an approach to team management and development that makes the Policy team and the wider Directorate an exciting and stimulating place to work.

The CMI approach is to work collaboratively and flexibly and you may be required to take on additional responsibilities as and when required to support the business.

It is your responsibility to ensure that your own professional development and knowledge of CMI products and services are fully up-to-date at all times and you should optimise all CMI resources available to you as well as make your line manager aware of any training required to enable this.

We encourage senior colleagues to become Chartered Managers themselves as part of their work with the organisation.

**Commitment to Diversity & Inclusion**

CMI is an equal opportunities employer. You should be committed to ensuring that within the framework of the law, that our workplaces are free from unlawful or unfair discrimination as defined by the Equality Act 2010.



# Person specification

In your written application please set out how you meet the criteria given under Part One of the specification below. Criteria listed in Part Two and Part Three will be explored at interview stage with selected candidates.

## Part one

### Knowledge and experience

- A significant track record in policy work, including direct experience of representing and promoting organisational priorities to key figures in Whitehall and Westminster.
- Exceptional and current working knowledge of relevant policy areas and how policy decisions are shaped in the UK.
- Successful experience of shaping and implementing compelling policy proposals and campaigns.
- Positive personal track record of working with influential stakeholders, with a proven network and strategic relationships in place across policy and public affairs.
- Clear understanding of how CMI's policy agenda and opportunities contribute to the achievement of its strategic priorities and impact on the ground.

## Part two

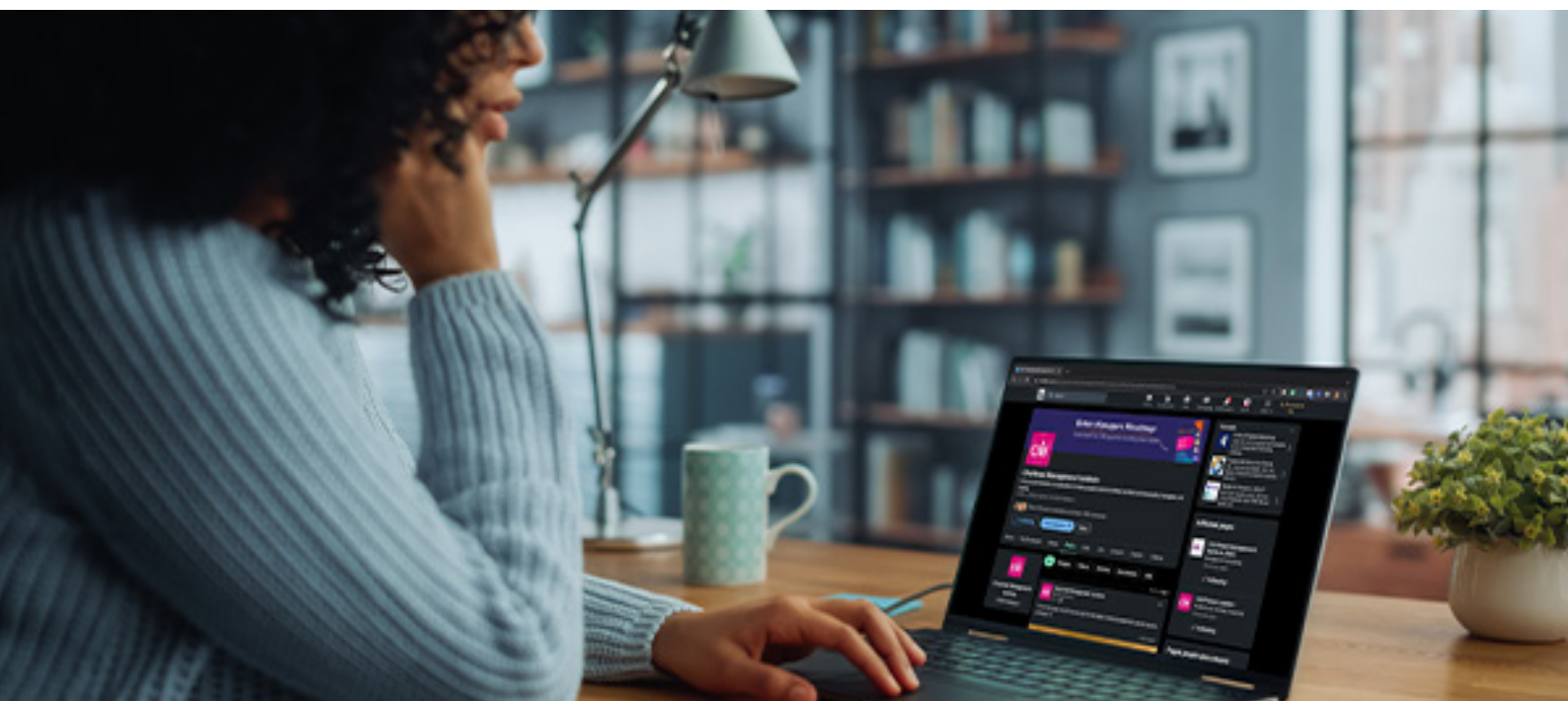
### Skills and abilities

- High intellectual and analytical capacity.
- Strong skills in persuading, influencing and negotiating; is able to see the policy angle for CMI to utilise and establish trust and confidence quickly.
- Highly effective communicator with the ability to flex style to suit different audiences.
- Able to build and foster strong and influential stakeholder relationships.
- Highly effective copywriting skills with the ability to draft quickly and to meet high quality standards.

## Part three

### Styles and behaviours

- Lives CMI's values: is professional, passionate, progressive and practical.
- Strong collaborator with a team-oriented, 'low ego' and flexible approach.
- Highly self-motivated with excellent organisational and planning skills.
- Agile and flexible approach.
- A visible senior professional with emotional maturity and sound judgement.



# Terms of appointment

## Remuneration

The salary for this role is up to £75,000 per annum. The role is offered on a full-time permanent basis.

## Location

This role is based in London. The CMI supports and is open to requests for flexible working.

## Hours

35 hour working week.

## Pension

Salary Sacrifice Stakeholder Pension scheme.

## Annual leave

- 21 days paid annual leave (pro rata) increasing up to a maximum of 30 days with service, excluding bank holidays
- 4.5 days for CMI holidays over the Christmas period

## Additional benefits

The CMI is committed to being an employer of choice. Your remuneration package is not just about salary, your benefits make up a part of it as well. As well as a competitive salary a corporate bonus scheme, when it comes to company benefits, we are very generous.

L&G Care Concierge

Free life assurance 4 x salary

Free permanent health insurance (eligible after you have completed two years service)

Free accident insurance

Sickness Benefits scheme

Enhanced maternity and paternity package

Reimbursement of professional membership fees (our own Institute plus one other)

25% friends and family discount on membership

Refer a Friend

Health/Hospital Cash plan

Dental and optical

Physiotherapy, osteopathy, chiropractic, acupuncture and chiropody/podiatry

Consultations and diagnostic tests

Hospital: inpatient and day case surgery and treatment

Bupa Health assessments

Prescriptions

Helplines on stress, medical information, legal and GP advice line

Counselling services

Training and Development

Employee Assistance Programme

Free Car Park

Retail/Leisure Vouchers

MyGym Discounts

Gems at Work Freebies

Free Fruit

Bring your Dog to Work

Rainbow Rewards

Instant Rewards

Company Shop Membership

Costco (pre-approved organisation)

Qwell online mental wellbeing community

Wellbeing days

Vitality Private Medical Insurance

Free electric car charging points in Corby

Salary Sacrifice Cycle to Work Scheme \*

Salary Sacrifice Buying Holiday \*

AXA Private medical insurance \*

Interest free season ticket loan \*

Travel Insurance \*

Home Working Allowance \*

Company car/allowance £450 per month \*

Long service awards \*

*\* Certain conditions apply on benefits. Details are available from the HR department. Some benefits are non-contractual and the CMI reserves the right to review benefits and withdraw benefits as appropriate.*



# How to apply

To make a formal application, please go to <https://starfishsearch.com/jobs/cmi-hpi/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria set out under Part One of the Person Specification.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date **Friday 26th July 2024**

## Recruitment timetable

Closing date	Friday 26th July 2024
Preliminary interviews	w/c 5th August 2024
Final Panel interviews	28th / 29th August 2024

