



# CANDIDATE PACK FOR INTERIM EXECUTIVE DIRECTOR OF POLICY AND COMMUNICATIONS



Royal College of  
General Practitioners



# THANK YOU FOR YOUR INTEREST IN THIS ROLE.

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This is a pivotal moment for RCGP, with several significant transitions underway. Our CEO will be stepping down in July, and our current Executive Director of Policy and Communications will be stepping into the role of Interim CEO. As a result, we are now seeking an interim Executive Director to cover this really important position.

In addition, we are preparing for Council elections and the appointment of a new Chair of Council, who will take up post in November. We are also in the process of recruiting new Council Officers.

This role plays a critical part in supporting our Council Officers in their day-to-day responsibilities and serves as a key adviser to them. Given the wider transitions taking place across the health system, this position sits at the heart of our policy and communications efforts during a time of considerable change and opportunity.

## ABOUT US

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The Royal College of General Practitioners (RCGP) is the largest Medical Royal College in the UK and has a network of over 54,000 family doctors working to improve care for patients.

The College has a talented workforce of over 250 brilliant people who work to support our GP members in maintaining the highest standards of patient care.

Every year, we help around 2000 new GPs join the NHS. We are the voice of GPs on education, training, research, and clinical standards.

Our members and the College have made a remarkable contribution to the pandemic effort, with general practice responsible for delivering around 70% of COVID-19 vaccinations, in addition to the 'day job' of providing essential care and services to patients. The situation has shown just how vital general practice and GPs are for patients and for the NHS.

## WHAT WE DO

Our purpose is to promote the best possible quality of health and healthcare by:

- Setting the highest standards for general practice
- Ensuring GPs have the best possible training
- Supporting GPs throughout their professional lives to deliver the best possible service
- Leading the profession and demonstrating the value of general practice
- Developing general practice as the foundation of effective and sustainable primary care worldwide
- Using resources efficiently to support our members and develop the College sustainably.

## OUR ORGANISATIONAL VALUES

Our values define who we are and ensuring our vision to be an inclusive organisation is at the forefront of all that we do, promote and deliver.

Our values support a culture that actively values inclusion and recognises the value of everyone.

- Compassion – for our patients, the populations we serve, our members, our colleagues and ourselves.
- Inclusivity – we value diversity as part of our communities and treat each individual with equal respect.
- Sustainability – we look to the future and care about the long-term wellbeing of our members and colleagues, our profession, our patients and the world around us.
- Accountability – we take responsibility for the results of our actions and continuously strive to be the best that we can be.
- Integrity – we are honest, open-minded, ethical, evidence-based and fair.

## ABOUT OUR TEAMS

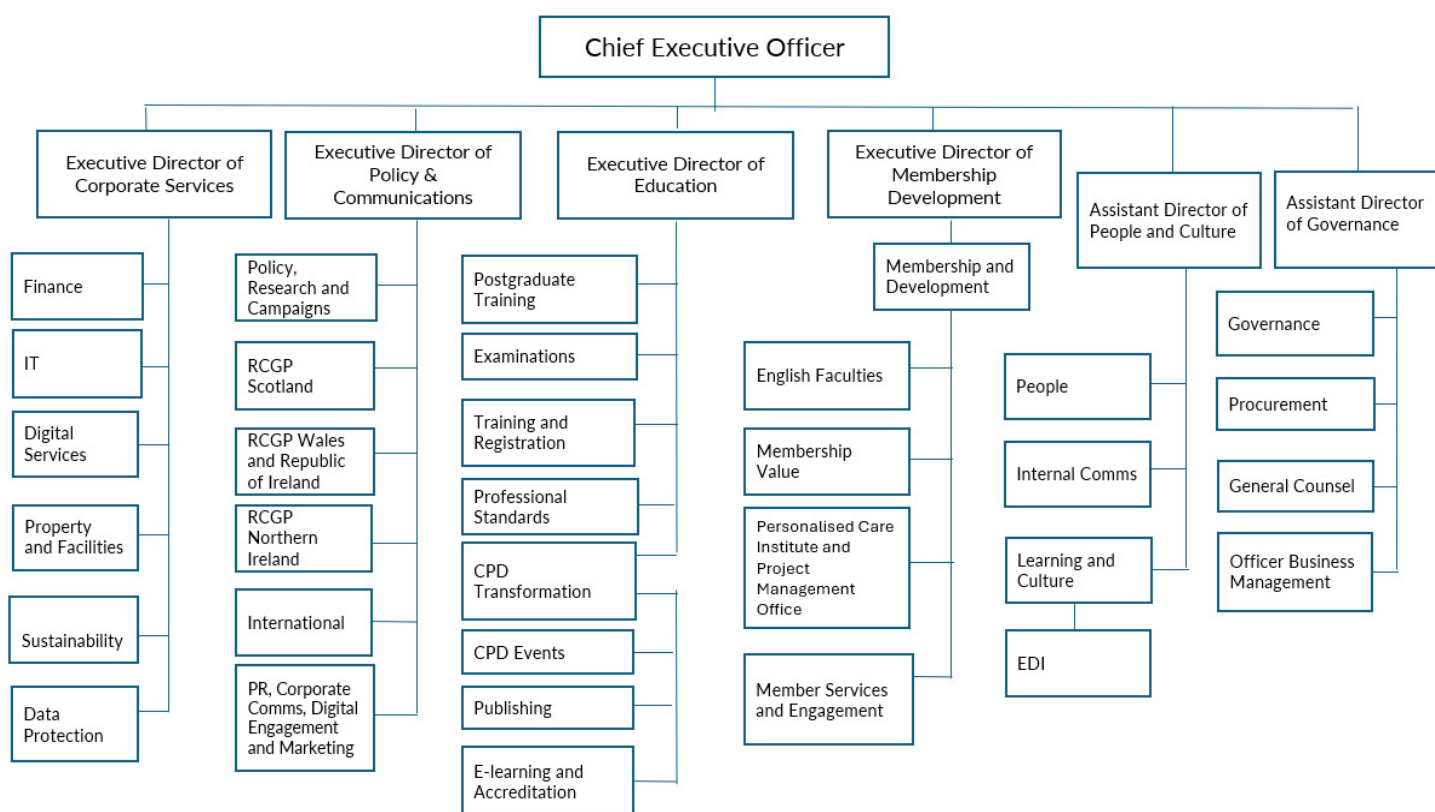
At the College, we appreciate that teams are made up of individuals with diverse perspectives, qualities and strengths that are necessary to drive innovation, creativity and growth. Everyone at the College contributes to the delivery of our Strategic Plan 2023 to 2026: 'Building a sustainable future for general practice'. This sets out what the College is going to do over the next three years to ensure that the work of the profession, the College, and the care that general practice provides to patients are sustainable.

We work well together to deliver exceptional work and have won many awards over the years that we are extremely proud of. We encourage and inspire each other to make a difference in our work culture and enable our members to improve patient care.

We operate across the UK with our headquarters in London at 30 Euston Square which is a Grade II\* listed award-winning building. Our unique building integrates grand Edwardian façade and original Greek Revival architecture with modern detailing and contemporary characteristics. We have offices in Warrington, Andover and Bristol in England and main offices in Belfast, Cardiff and Edinburgh. We have other many small hubs across the UK that we call 'faculties' to support our members locally.

The College's work is supported by the four directorates and the Chief Operating Officer's office.

## ORG STRUCTURE



# JOB DETAILS

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**Job title:** Interim Executive Director of Policy and Communications

**Reports to:** Chief Executive Officer

## JOB PURPOSE

As a full member of the Executive Management Team the post holder will share corporate accountability for the overall management of the College and the delivery of the corporate plan. S/he will manage the activities in the key result areas as directed and reviewed by the Chief Executive Officer.

Accountable for leading the College's strategic communications, reputation management and influencing activity, including the provision of support and advice to the Chair of Council as the primary external facing leader of the organisation. This includes oversight of the College's policy, campaigns, research and innovation, press, digital engagement and marketing functions. The post holder is also responsible for leading the diverse team of staff who support the College's work in Scotland, Wales and Northern Ireland, and its international programme.

Accountable for behaving in a way that demonstrates personal accountability for decisions putting corporate decisions before personal gain

Providing leadership for setting the strategic direction of the College.

## DIMENSIONS

Budgets: £5 million

Staff numbers/salaries: Seven direct reports and approximately 70 indirect reports in London and the devolved nations.

## KEY RESULT AREAS

### Corporate Accountabilities

- To provide leadership of the Charity to develop a high-performance culture that promotes excellence in family medicine.
- To act as a role model demonstrating
  - College values and corporate behaviours that are characterised by personal responsibility, motivation, creativity and a commitment to reflection and learning; and
  - a proactive approach to achieving the delivery of quality outcomes and desired results to support a "One College" culture focussed on delivery and growth.
- To establish, motivate and inspire high performing teams working collaborative and in a matrix format across the organisation to plan and allocate resources effectively, anticipating demand, responding to changing priorities and achieving agreed results.
- To identify, mitigate and monitor risks
- To represent the College acting as an ambassador and champion for the Professional Body and its charitable aims.
- To work, as part of the Executive Team, to develop and deliver the College's corporate plan.
- Deputise as required for the Chief Executive Officer taking responsibility for corporate and shared decision making in the best interests of the whole College.

## Directorate Specific Accountabilities

- Establish the College as the pre-eminent voice of general practice in the UK and internationally.
- Develop and implement strategies to ensure well-evidenced and timely advice and support is provided to the Chief Executive Officer and College Officers (including Devolved Council Chairs) on all aspects of policy and public relations.
- Lead the development of policy making to maximise the quality and breadth of membership engagement.
- Lead the diverse team of staff who support the College's operations in Scotland, Wales and Northern Ireland to proactively engage, support and represent GPs, ensuring quality two-way communication and developing the member offer.
- Lead the development and implementation of an integrated digital marketing and communications plan that supports the delivery of the objectives in the corporate plan, driving membership growth and engagement.
- Lead the development, delivery and review of the College's international programmes.
- Accountable for horizon scanning emerging national, devolved nations and international policy to engage and influence the debate to support RCGP's professional ethos and strategic direction.
- Ensure that the Chair of Council and other relevant members of the Officer team are effectively supported through the identification and development of key areas of work and key external relationships and strategies
- Represent the College in a variety of fora, particularly in various settings with RCGP members, external stakeholders and political arenas.
- To identify, manage and mitigate corporate reputational risks.
- Engage patient representative groups particularly recognising those recognised as "hard to reach" and who are often poorly represented.
- Ensure that external relationships are managed effectively to raise the profile of the College whilst ensuring that its aims and interests are represented and maintained.



# KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED

## CORPORATE KNOWLEDGE / SKILLS / ATTRIBUTES

- **Business and financial processes** - Broad and thorough knowledge of business processes including project planning, financial analysis and risk management and experience of planning and managing substantial budgets during a whole budget cycle.
- **Strategic thinking and planning** - Ability to translate vision and strategy into operational planning and measurable objectives
- **Communication** - Excellent communication and networking skills, with the ability to deliver articulate and persuasive presentations to a wide variety of customers/stakeholders.
- **Flexibility** - Adapts and works effectively with a variety of situations and is comfortable dealing with ambiguity in a complex environment able to adapt an approach as the requirements of a situation change, and to change or easily accept changes according to corporate needs.
- **Leadership** - Leads by example and gains respect from others through merit rather than status, acts with integrity and inspires trust and confidence. Ability to inspire, champion and lead collaborative working.
- **People management** - Demonstrable success in senior management, leading the formulation and delivery of corporate objectives, policies and strategies, and developing and leading a high performing team.
- **Interpersonal relationships** - Significant experience of managing relationships with key stakeholders in a complex environment, including negotiating with and influencing Trustees/non-Executives and able to understand and appreciate different and opposing perspectives on an issue.
- **Change management** - Proven experience of the management of change within an organisation involving complex processes and highly skilled professionals.

## DIRECTORATE SPECIFIC

### Qualifications

Graduate degree or equivalent.

## KNOWLEDGE, SKILLS AND EXPERIENCE

- Demonstrable experience of high-level policy development and thought leadership in a complex environment
- Track record of senior external affairs experience in the health, social care, charity or public sectors
- Successful implementation of a range of public relations and digital communication strategies to engage key internal and external audiences and effectively develop a professional brand and image
- Awareness of the current challenges and issues for the NHS in the context of the political arena and the broader socio-economic landscape, and intelligent views about the challenges and opportunities arising from these for general practice, the College and its members

## COMMUNICATIONS AND WORKING RELATIONSHIPS

Internally - regular contact with College Officers, Chief Executive Officer, Executive Directors and other senior managers, and Council and Devolved Council members.

Externally - regular contact with key external stakeholders: Department of Health and Social Care, NHS England, other Royal Colleges, Academy of Medical Royal Colleges, healthcare charities, think tanks, academic institutions, and others.

# TERMS OF APPOINTMENT

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## TERM

6-9 months

## LOCATION

Based at 30 Euston Square, hybrid working with a requirement to attend the office at least two days a week

## SALARY BAND

£120,000 / day rate will be considered

## HOURS

35 minimum

# HOW TO APPLY

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To make an application, please go to <https://starfishsearch.com/jobs/rcgp-ed-pc/> 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 in 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.

## RECRUITMENT TIMETABLE

**Closing date:**

Midday on the 9th June 2025

