

## Role profile

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<b>Role title</b>	<b>National Director</b>
<b>Department and directorate</b>	<b>BMA</b>
<b>Grade</b>	<b>Lead</b>
<b>Reports to (job title)</b>	<b>Chief executive</b>
<b>Direct reports (job titles)</b>	<b>Heads of relevant functions including; Operations, Member Relations, Member Engagement, Policy, Strategic Communications &amp; Public Affairs</b>

### Job Overview– purpose of the role

*Describe as concisely as possible the overall purpose of the job and what success looks like. Please limit this to a maximum of four or five sentences*

Plays a key role as a member of the senior leadership team in shaping the strategy and structure of the organisation to help meet the BMA's overall goals and objectives at a UK-wide level.

Responsible for developing and leading the organisation's strategic direction at a UK-level as part of the senior leadership team.

Accountable for all functions in the national (devolved) BMA office ; and to set strategic direction for all relevant issues within the context of the autonomy of devolved national BMA council to decide policy on all matters relating to members within the nation.

Accountable for representing the BMA at the highest level of government, to politicians, the public, the media and with key external stakeholders including other trade unions/staff sides and medical royal colleges.

Accountable for negotiation of contracts, terms and conditions with government and at LNC level and representing members' views to key stakeholders including public, the media & grassroots members

Plays most senior leadership advisory role to the chair of the devolved national council on strategy and with a view to safeguarding the reputation of the organisation in the devolved nation and its members in the wider UK.

Leads and manages the interface between the areas of devolved government autonomy which impact directly on devolved nation BMA members and areas of difference in other nations, for the benefit of BMA members.

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**Job Overview– purpose of the role**

**Duties and Responsibilities**

*What are the core duties/responsibilities required to be performed in the role. (e.g., to provide a full range of administrative support services to the department including x,y,z)*

**Please provide a bullet point list**

- The director will be an integrated and influential member of the senior leadership team, providing the strategic direction in all the function areas of accountability.
- The director develops and leads policy at national level, influences and engages decision makers at the highest level of government, NHS employers and other key stakeholders including politicians, medical colleges and other staff-side and proactively identify emerging issues impacting on doctors and developing innovative responses to these for the benefit of BMA members
- Working with the chief executive, leadership team, elected officials and professional, highly qualified staff, the director will be responsible for developing and delivering on all activity within the relevant devolved nation supporting the strategic objectives of the BMA; and providing expert advice and support to ensure that the BMA leadership are aware of relevant issues. Strengthening the BMA’s reputation and culture, so we are in a strong position to influence medico-political debate.
- This is a senior, multi-faceted leadership role accountable for all aspects of matters relating to policy and strategy, contract negotiation, communications and public affairs, committee strategy and activity, member relations services, member engagement and member recruitment and retention in the devolved nation.
- The director is recognised as the most senior subject matter expert on strategy development and delivery in his or her areas of accountability. It is intended to go beyond the requirements set by legislative or other bodies and to support the devolved national council, committees and members in their policy and strategy.
- The director is an influential member of the senior leadership team, as well as a key advisor to the Executive to ensure the delivery of the BMA strategic priorities, and keep under review our organisational strategy, values and business planning process.
- Provide inspirational leadership across the functions and teams of accountability, recruiting, managing, supporting and developing a talented directorate of staff.

**Skill (level and breadth of application)**

*What relevant experience is necessary to undertake this role? What specialist, technical or professional qualifications are required to be able to perform the job?*

*How far does the role extend out across the organisation, eg confined to own team, involves co-ordination with another department or requires regular negotiation with many other parts of the organisation. Why is this necessary? Describe the range of issues that are involved in this, eg resolving people’s IT problems, collecting information on key research items or advising members on a particular issue.*

- Demonstrates leadership values and behaviours that support collaborative team working and are in line with BMA expectations
- Ability to think creatively, and problem solve
- Ability to develop strategic and operational plans which consider risk, budgetary and association wide business requirements
- Ability to facilitate visionary strategic planning and translate strategic direction into tangible results and staff performance
- Ability to negotiate on a number of remits including with government and employers on doctors’ contracts
- Extensive experience of a systematic approach to problem solving and developing theoretical solutions and converting into timely actions and initiatives
- Excellent business development and financial, high-level conceptual and analytical skills including an ability to interpret complex data

**Skill (level and breadth of application)**

- Exceptional interpersonal skills, with the ability to influence at a high level with tact, diplomacy and political awareness in a member led environment
- Extensive knowledge of the health and social care sector, including government plans and policies
- Excellent analytical, conceptual thinking and presentation skills with significant experience of reputation management at a senior level
- Subject matter expert on health and care within the devolved nation and UK political contexts
- Demonstrable experience of leading and motivating teams, developing them to deliver business objectives and supporting them through periods of change
- Personal resilience and ability to respond positively when faced with setbacks
- Good awareness and understanding of trends, technology and developments within area of functional expertise, particularly the challenges and opportunities facing the health and the social care sector
- Budgetary management
- Excellent interpersonal skills, especially influencing senior stakeholders in other directorates
- Excellent written and oral communications skills (including formal presentation skills)

**Intellectual demands (complexity and challenge)**

*What sorts of problems, situations or issues are typically dealt with? Give any illustrative examples. How are the problems, situations or issues dealt with (eg undertaking original research and analysis or seeking specialist advice)?*

*To what extent are standard procedures and processes followed when undertaking typical tasks, and how is personal initiative used when solving problems? To what extent is creativity used in solving the problems (eg adopting different approaches, trying things that have not been done before within the organisation or improving/changing previous approaches).*

The director will lead critical functions which comprise a variety of skills, experience and different strategic approaches. Will need to quickly manage the reputational risk in some complex issues. Needs to have extensive knowledge of both the business and medico-political arenas.

- Decisions made by role holder will have significant reputational impacts on the association.
- Role holder will have to make independent complex decisions, often with limited information and within tight time frames, without consultation with CEO or chief officers.
- Information handled will be highly sensitive and legally privileged that may pose high level of risk to the association.

**Influencing and reputation management**

- Working directly and influencing the highest level of government including the relevant devolved nation’s Cabinet Secretary/Minister for Health, Chief Executive/Director General, Directors of Finance, Workforce Policy, Primary and Secondary Care, senior government planners and service delivery organisations.
- GMC, colleges, NHS employers other trades union/ staffside and other policy making influencing bodies
- Accountable for managing the relationships between the BMA and key external stakeholders.
- Accountable for managing and improving the reputation of BMA within the devolved nation and of the devolved nation’s BMA office within the wider UK context.

**Policy & committees**

- Accountable for BMA representative committees and the devolved nation’s council including the development of strategy and policy for each committee and council and implementation of this.
- Lead and implement a co-production culture where staff and members are working in partnership to deliver the goals of BMA members.
- Accountable for managing any conflicts arising between policy positions of branch of practice committees and council within the devolved nation’s BMA office and between the devolved nation’s BMA office and the wider BMA.

**Intellectual demands (complexity and challenge)**

- As subject matter expert, responsible for advising council and committee chairs and members on policy and medico-political matters.
- Leading on the creation of a learning culture where feedback drives service improvement

**Communications and public affairs**

- Accountable for the devolved national BMA demonstrably influencing government policies. Ensuring member views are gathered and acted upon to the satisfaction of members.
- Leading the strategy for local members to receive timely information from the BMA on key issues.
- Lead on addressing perceptions of the BMA by both members, non-members and external stakeholders with the relevant devolved nation and where the wider UK context is relevant
- Accountable for the devolved national BMA being regarded as essential voice on national issues with extensive media presence, member of parliament/administration visibility and awareness of BMA policy positions with political parties and political elected members.

**Member relations & negotiations**

- Lead on strategic input across all areas of responsibility to promote collaborative working and added-value for members
- Accountable for negotiation of contracts, terms and conditions with government and at LNC level and represent members’ views to key stakeholders including public, the media & grassroots members
- Accountable for member satisfaction in relation to all member services provided

**Member engagement, recruitment and retention**

- Lead innovative programmes to engage doctors to become and remain BMA members
- Accountable for membership recruitment and retention strategies and the provision of local initiatives to meet member needs
- Accountable for increased local member engagement in the relevant devolved nation and provision of a programme of activity resulting from established member needs

**Judgement (independence and level and impact limitations)**

*What are the typical decisions that are made in the job without reference to any higher authority? What informs/constrains the decisions (eg expenditure limits, have to follow clearly laid down procedures or working within broad objectives). What influence upon policy, procedures or resources is there (eg giving advice to others)?*

*Who (or what) is next to be affected by the decisions that are made – for example, supervisor sees them before they leave the team or the whole department sees and has to respond to the change that is made. Give typical example(s) of the consequences of the decisions (eg what impact does the decision-making have on the performance of the team/section/department/organisation)?*

Significant impact across the organisation both internally and externally in how the BMA is viewed. Manages a wide variety of differing views, ensuring that relationships are fostered among elected members. Has extensive knowledge in how the organisations works and is a trusted confidant to the relevant devolved nation chair of council and senior elected members. Works independently leading the work of their directorate.

- Leading and managing at a senior level, with strong leadership skills and a proven track record in designing and managing organisational and culture change, and a genuine desire to work collaboratively across all parts of the association
- Approachable and collaborative approach, and proven ability to develop, motivate and empower a significant directorate of staff

**Judgement (independence and level and impact limitations)**

- Lead, develop and execute strategic plans
- Significant experience of reputation building and culture change at a senior level
- Experience of liaising with influential stakeholders, including government ministers, senior politicians, civil servants, leading policy makers, employers, medical royal colleges, the media, other unions, and other bodies with a stake in health and social care.
- Delivers outcomes, within areas of responsibility, as defined within the strategic and/or directorate business plan
- Shares accountability and responsibility for developing and delivering the devolved nation’s BMA business plan
- Horizon scanning across areas of responsibility and identifying issues of current and future concern to doctors
- Develops innovative and impactful approaches to delivering on the various role accountabilities to members across the UK.
- Provides leadership and vision to motivate, inspire and develop direct reports to achieve high performance
- Influence and offer specialist support to senior leaders and elected members across the organisation, often in the face of change aversion
- Accountable for determining the devolved nation’s BMA annual operational plans and budgets

**Use of resources (supervision of resources and influence)**

*What responsibility is there for managing people, equipment, budgets, resources, customer’s welfare or confidential information? If this is a staff management role describe what is involved, eg staff reporting, staff development, appraisal, leading a department or the allocation of work.*

*How does the role fit within the organisation, eg support role, team member, team leader, specialist policy adviser, or leading major areas of core business?*

- Development, delivery and oversight of BMA-wide strategies to improve priority issues for members including member support, member experience, structures and governance and external influence
- Providing strategic and tactical advice to chief executive, senior leadership team, national council and branch of practice chairs and chief officers
- Engagement with elected members
- Accountable for the management and development of the staff in the directorate
- Accountable for the effective and efficient upkeep, maintenance and management of the BMA premises including marketing of facilities to external customers and maximisation of income.
- Accountable for an annual directorate budget of circa £1-2.5M. Shared leadership responsibility for achieving balance in the organisation’s £50m budget and for prioritising the £9m programme budget to achieve progress on organisational priorities.
- Establishing and maintaining strategic relationships with key partners and stakeholders (individuals and organisations) in the relevant devolved nation and across the UK as an ambassador for the BMA

**Communication (level, internal and external demands and significance)**

*What people are typically contacted (regardless of the medium) **inside** the Association, eg immediate colleagues, senior managers or administrators? Committee members are the only members classed as internal communication. Normal non-committee membership and doctors are external (see below)*

*Who is in regularly contact with the role holder **outside** of the Association, eg members who are not committee members, suppliers, members of the public? Approximately what percentage of the time is spent on external communications?*

*What is the purpose of these contacts, eg conveying information, gathering data?*

**Communication (level, internal and external demands and significance)**

Builds key relationships at all levels throughout the organization and externally. Changes culture; Improves processes and systems for greater impact. Subject matter expert on a wide number of matters for BMA council, board and leadership team

- Ability to influence at a high level with tact, diplomacy and political awareness in a member led environment
- Significant and frequent interaction with chief executive, executive team, other devolved nations and board of directors
- Providing support and influence the chair of the relevant devolved nation council and the branch of practice chairs to enable them to secure collective ownership of the cross branch of practice priorities, plans and risk management.
- Ongoing risk and relationship management of a range of complex external and internal issues.
- Significant interaction with various groups of doctors, including senior elected officials and including both members and non-members, councils, representative body, committee chairs, chief officers, and the other devolved nations.
- Frequent contact with key external representative organisations engaging and negotiating at the most senior levels including government officials (Director General and Permanent Secretary), Government ministers, Chief Medical Officer and medical directors, NHS chief executives and chairs, members of parliament/assembly, parliamentary committees, presidents of royal colleges of medicine and other key stakeholders.
- All these contacts will often require complex negotiation, influencing and persuading skills

**Physical demands & coordination (physical effort and mental strain)**

*Are there any unusual physical or mental demands of the role; for example, lifting heavy objects, standing for long periods, using VDUs extensively or high levels of concentration?*

Must be able to work regularly outside normal working hours, in evenings and weekends virtually and in person.

**Working conditions and emotional demands)**

*What are the environmental conditions in which the work is conducted, the social and emotional demands faced by the role and the pressures resulting from these?*

A lot of working in transit and from away from the office. Required to work and travel out of hours on a regular/weekly basis

**Values and behaviours**

The post-holder is expected to execute their role in line with our five organisational values.

The following examples illustrate how we are using our values to inform how we act:

We are **leaders** because:

- We strive to always improve
- We take responsibility for our actions
- We collaborate with each other and work as one BMA for the good of our members
- We are proactive and prepared to guide our members and each other

We are **experts** because:

- We understand our members
- We draw on our collective experience and knowledge to solve problems
- We use our insights and research to make decisions
- We provide accurate, credible, relevant and engaging information
- We recognise our strengths and act upon them

We are **committed** because:

- We listen to our members and put them at the heart of everything we do
- We are respectful, inclusive, open and honest with our members and each other
- We approach everything we do with confidence and sensitivity

We are **reliable** because:

- We deliver on what we say we will do
- We are accessible and approachable
- We build trust by being consistent and supportive
- We are positive and decisive whatever the situation

We are **challenging** because:

- We fight, ethically and fearlessly, for the interests of all our members
- We work as a brave, assertive and effective champion for high quality health services and the advancement of the profession

**Sign-off**

Manager:

Date:

Role holder:

Date: