

BMA Group Chief Executive – Role Profile and Person Specification

Title	: Chief Executive Officer
Reporting to	: Chair of BMA Council
Accountable to	: Chair of BMA Council (through the Chair, also to the BMA Board)
Direct Reports	: Deputy CEO, Directors, National Directors, Council Secretariat
Location	: BMA House, London

Role Profile

Role Purpose(s)

The Chief Executive Officer (CEO) role exists to ensure the delivery of efficient and effective services for the population served by the BMA, to provide expert commercial and financial stewardship to protect and grow its assets, and to ensure that effective structures and resources are in place to protect, sustain and grow the business and enable it to deliver services to satisfy the wishes of its membership.

The incumbent is responsible for the direction and leadership of the Group's corporate activities and the day-to-day operations of the BMA, and for implementing the organisation's strategic goals, objectives and policies as established by the Board of Directors. The CEO will be responsible for growing the assets of the organisation and will have overall responsibility for the sustainability and continued success of the BMA Group. This includes the BMJ, BMA Investments and BMA Law. The CEO is not responsible for setting the BMA's policy framework relating its political or professional activities in supporting doctors or its policies in relation to being a representative body. These policy areas are determined by elected members and led by the Chair of Council.

Under the direction of the Chair of Council and through the executive teams, the CEO will support the BMA Board to set an effective long-term strategy, fulfil its governance function, provide vigilant oversight of fiscal operations and establish mechanisms for the delivery of the key priorities of the BMA's Integrated Business Plan.

Legally, it is an Executive Director position (one of only two) on the Main Company Board and the incumbent sits as a full Non-Executive Director on the BMJ Board, and as an Executive Member of the BMA Investments Board.

The incumbent is also the Returning Officer for the organisation (and is bound by Information Commissioner's Office (ICO) rules in this regard) and has a pivotal role in several areas set out in the Articles of Association, including the member code of conduct and disciplinary processes.

The CEO also has responsibility for oversight of a significant financial investment portfolio and is a member of the Association's Finance Committee. The CEO is the appointed Trustee of number of Charitable Trusts, including BMA Charities and several within the BMA Foundation.

Key responsibilities:

Leadership & Culture

- Provide highly visible and 'hands-on' leadership to the staff of the whole organisation, promoting and fostering a team culture consistent with BMA values and behaviours.
- Promote a culture of collaboration and partnership working with elected members in the delivery of BMA objectives whilst fostering a 'learn not blame' approach.
- Review the organisational structure and encourage effective and innovative approaches to improving membership numbers whilst maintaining constant awareness of the competitive landscape.
- Recruit, develop, and review pay structures whilst motivating a highly effective team, setting clear SMART targets and managing the performance and contribution of executive and corporate directors and other direct reports.
- Demonstrate appropriate role-modelling as the senior staff leader of the organisation.
- Enable devolved leadership through the organisation within an explicit framework of authority, responsibility and fiduciary accountability.
- Ensure high standards of people management including the delivery of appraisals, supervision and personal and professional development supporting the values of the BMA.
- Ensure quality assurance of all BMA products and services.

Strategy

- Deliver the BMA's strategy and objectives having regard to the BMA's responsibilities to members, employees and other stakeholders, and to its constitutional obligations.
- Continue to implement a systematic approach to how the BMA increases its membership i.e. focus on the growth agenda.
- Ensure that the BMA's strategy and objectives are communicated clearly and consistently to both internal and external audiences, and measurable outcomes and costs are available to the Board of Directors.
- Working under the direction of the Chair of Council and Board, set a framework for and oversee product development.

Finance & Performance

- Review budgets and conduct analysis of all costs to ensure that finances are used to produce member benefit in a transparent and measurable way.

- Ensure financial management and corporate governance systems are in place and are sufficiently robust to enable the BMA to meet its objectives, and to report on performance in accordance with legal and regulatory requirements.
- Ensure the efficient, transparent and effective use of resources and oversight thereof, to deliver high quality services to members and make necessary changes collaboratively.
- Ensure key performance standards and measures are identified, monitored and reported appropriately in a timely fashion, including those relating to operational performance, audit, workforce, and finance.
- Set the framework for the annual BMA planning process, guiding the preparation of the annual plan for Board approval and working with the senior teams to ensure the most effective operational performance. Recommend to the Finance Committee and Board of Directors the annual budget, forward financial plan and business plan, ensuring their achievement following approval. Prioritise spending on services that will benefit our members and increase our membership numbers and influence.
- Oversee formulation of equitable and sustainable staff reward policies and procedures, negotiation with stakeholders (including trade unions) and proper approval of incentives and bonuses.
- Maximise the commercial opportunities available to the BMA Group to ensure optimum return on investment.
- Examine all proposed significant capital and other investments and make recommendations to the Board and/or its committees in respect of those that require Board approval.

Governance & Risk

- Ensure a proactive approach to risk management including the systematic and early identification, qualification, assessment and management of risk and appropriate escalation of risks to the Board.
- Ensure that all risks facing the BMA are recognised, effectively managed and/or mitigated, including through the establishment and maintenance of a comprehensive organisational risk register.
- Deliver a governance framework in which corporate and financial governance fit seamlessly together to provide an effective, efficient and integrated management process through which all regulatory compliance is assured.
- Ensure that all statutory duties as Returning Officer are properly discharged and in full compliance with ICO and the Trade Union and Labour Relations (Consolidation) Act 1992.
- Ensure that the terms of the internal letter of agreement with subsidiaries is correctly adhered to.
- Warrant that the BMA, and its staff, comply with all statutory and regulatory responsibilities placed upon them.
- Contribute to the development, promotion and application of corporate values and associated behaviours which define the BMA as an exemplar organisation.
- Be the accountable person for BMA health and safety issues.

External Relations

- As directed by the Chair of Council, represent the organisation as appropriate to members, partners, regulators, government, the voluntary sector, relevant organisations in the community, the media and a range of external stakeholders to develop constructive relationships to the benefit of the BMA.
- As directed by the Chair of Council, ensure the BMA's external image is promoted effectively, ensuring the creation of opportunities locally and nationally to enhance the profile and understanding of the BMA's work.
- Ensure that internal communications are effectively constructed, and that messaging to staff is clear, concise and motivational.

Asset optimisation and pastoral services

- Ensure optimal protection and utilisation of all group assets including financial reserves, subsidiary operations and other physical and IP assets.
- Ensure effective oversight of non-membership operations including the in-house events business, property leasing and financial services partnerships, and the maintenance of strong third-party relationships.
- Oversee the effective and efficient operation of pastoral services, both in-house and third party (e.g. GMC).

Key relationships:

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|--------------------|-----------------------|----------------------------|-----------------------------|
| • Chair of Council | • Executive Directors | • BMJ Publishing Group Ltd | • Third party advisors |
| • Chief Officers | • Corporate Directors | • BMA Law Ltd | • Key suppliers |
| • Elected members | • Council | • Staff Trade Unions | • Key external stakeholders |

Person Specification

Experience; knowledge, qualification (key qualifying criteria):

Proven track record of successful (*inspiring/visible/inclusive/decisive/creative/open*) leadership having operated at C-suite level (CEO/COO) within a complex service delivery organisation/sector e.g. NHS/wider Health sector, Membership-based and/or Professional Association body:

Essential	Desirable
<ul style="list-style-type: none"> ○ Prior experience as both (legally appointed) Executive Director and a detailed knowledge of the obligations this carries, including fiscal operations. ○ Ability to work effectively within a membership organisation and build relationships with an elected body. Understanding of BMA, the governance arrangements, commercial freedoms, risks and opportunities associated with it. 	<ul style="list-style-type: none"> ○ Understanding of the structure and function of the NHS and of national health policy. ○ Prior experience as a charitable Trustee and detailed knowledge of the obligations it carries. ○ Knowledge of Companies Act, Cadbury guidelines, ICO regulation and charities legislation (including SORP). ○ In-depth understanding of obligations of Returning Officer position. ○ Understanding of committee protocols and secretariat duties.

Strong commercial acumen (recognising that a careful balance needs to be struck between commercial considerations and customer/membership needs). Strategic mindset with commercial orientation driven by a desire to create value for money (for the membership):

Essential	Desirable
<ul style="list-style-type: none"> ○ Senior level financial understanding/knowledge, including experience of having had accountability and oversight for significant budgetary and investment policy decisions. ○ Experience of developing strategy in a multi-stakeholder environment and converting this into measurable service benefits. ○ Evidence of strong commercial acumen and the ability to maximise opportunities. ○ Track record of managing innovation and service improvement within tight financial constraints. 	<ul style="list-style-type: none"> ○ Broad and deep knowledge of financial investment principles and markets. ○ Knowledge of corporate insurance obligations and procedures. ○ Understanding of corporate pension schemes and associated funding obligations. ○ Commercial acumen gained within the public or private sector.

Highly attuned political antenna and stakeholder (internal/external i.e. key partner) management skills, exercised effectively across multiple layers of governance:

Essential	Desirable
<ul style="list-style-type: none"> ○ Proven track record of building relationships and working successfully with stakeholders, both regulatory and non-regulatory. ○ Ability to build effective relationships internally and externally whilst making innovations, and ability to inspire confidence with key partners. 	

Evidence of successfully managing organisational change and performance improvement (people; processes; systems):

Essential	Desirable
<ul style="list-style-type: none"> ○ Evidence of successfully managing organisational performance, meeting regulatory and non-regulatory targets; ○ Evidence of change management experience with proven results in building organisational capability in a challenging environment. ○ Proven track record of developing an organisational culture committed to high standards of performance and quality. ○ Evidence of building organisational reputation and developing strong media relations and external communications. 	<ul style="list-style-type: none"> ○ Experience of leveraging technology for improvements in effectiveness. ○ Experience and knowledge of marketing and product delivery (particularly in the growing area of professional development and CPD). ○ Understanding of quality improvement methodology.

Empathy/understanding of the medical profession; and the environment and challenge facing doctors. Values base rooted in public service:

Essential	Desirable
<ul style="list-style-type: none"> ○ Values-driven approach to leadership and management, ability to 'connect' and empathise with staff (taking into account a high proportion of remote workers) and elected members and understand their concerns. 	

Skills, abilities, behaviours (key competencies):

- Innovative, entrepreneurial and politically astute, with strong finance skills/experience and proven business acumen and track record.
- Ability to think and act strategically and to articulate a clear sense of direction and vision to internal and external audiences.
- Demonstrable leadership and ambassadorial skills with an ability to demonstrate a flexible leadership style – consensual and participative but also decisive.
- Strong desire to produce results and achieve change.
- Strategic thinking in a changing and dynamic environment.
- High levels of personal resilience.
- Strong intellect, and problem-solver.
- Exceptional communication, interpersonal, negotiating, presentational and influencing skills.
- Brings energy, dynamism and creative problem-solving to organisational issues.
- Good understanding of the environment and challenges facing doctors.
- Visionary, keen to take on new challenges.
- Strong, visible, creative, open, approachable leadership style.
- Always seeks excellence and continuous improvement.
- Committed to respecting, valuing and developing people.

Remuneration and Reward

Salary	: Competitive
Benefits	: Defined Contribution Pension Scheme (6% employee: 12% employer contributions)
Holiday	: 30 days per annum + Bank Holidays + 1 day additional BMA leave
Notice period	: Six months