



Faculty of
**Medical Leadership
and Management**



FMLM Chair of Board of Trustees (Interim)

Candidate brief

Closing date: **Sunday 8 December 2024.**
Interviews: **Friday 20 December 2024.**



UK Health Alliance
on Climate Change

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Welcome

Dear Colleague,

Thank you for your interest in the role of Interim Chair of the Board at the Faculty of Medical Leadership and Management (FMLM), the professional home of clinical leadership in the UK. Established by all the UK Medical Royal Colleges in 2011 and endorsed by the Academy of Medical Royal Colleges, FMLM is an internationally recognised organisation that champions excellence in healthcare leadership to improve the quality of patient care. FMLM is a Designated Body providing professional appraisal and revalidation services for doctors and co-owns the BMJ Leader journal with the British Medical Association.

You will be joining FMLM at a hugely exciting time. With widespread support from stakeholders, including the cross-Party Health and Social Care Select Committee, we are starting our journey to develop into a UK College of Clinical Leadership. As part of this journey, whilst remaining a values-based charity, we are pivoting our commercial operations to further enhance our financial sustainability, improve our membership offer at personal, team, organisational and system levels, and meet our commitments as a proud member of the UK Health Alliance on Climate Change. Building on the solid foundations of our published evidence base, professional standards, and strong track record of delivering a wide range of leadership development programmes, FMLM will innovate, diversify, and transform.

This interim appointment offers a unique opportunity to lead our Board during a period of strategic development and transition. As Interim Chair, you will play an essential role in guiding our vision, supporting our mission, and enhancing our impact within the communities we serve. You'll collaborate closely with a committed group of Board members and an experienced executive team, providing strategic oversight, fostering sound governance, and ensuring that our values remain at the heart of everything we do. This role requires a leader with a strong commitment to clinical leadership, the ability to inspire and unify diverse stakeholders, and an understanding of the unique opportunities and challenges within the healthcare sector.

If you share our values and vision to champion, influence and develop excellence in healthcare leadership to drive improvements and equity in patient care, then please get in touch and we look forward to receiving your application.

Yours faithfully,

Mayur Lakhani

Professor Sir Mayur Lakhani | [Chair of the Board](#)

For more information visit our website www.fmlm.ac.uk.

Context for the appointment

The Board of Trustees leads the FMLM Group, consisting of a charity and its commercial trading arm.

The current Board, Chair and all Trustees, will end their terms on 31 December 2024, with their successors being appointed in November and December.

This is an important, transformational time for FMLM.

- A significant organisational restructure has taken place recently.
- FMLM is embarking on a journey to become a pan-UK, multi-specialty 'College of Clinical Leadership' (CCL) in collaboration (not competition) with strategic partners and stakeholders to:
 - Further professionalise multidisciplinary healthcare leadership;
 - Design and deliver programmes to improve the consistent application of professional standards;
 - Accredite individuals, teams, organisations, and systems;
 - Quality assure against agreed, evidence-based best practice;
 - Support current and aspiring leaders from student to executive levels; and
 - Develop healthcare leadership competencies.
- FMLM's [Professional Standards](#) are being updated in collaboration with strategic partners.
- We are proud to have joined the [UK Health Alliance for Climate Change](#).

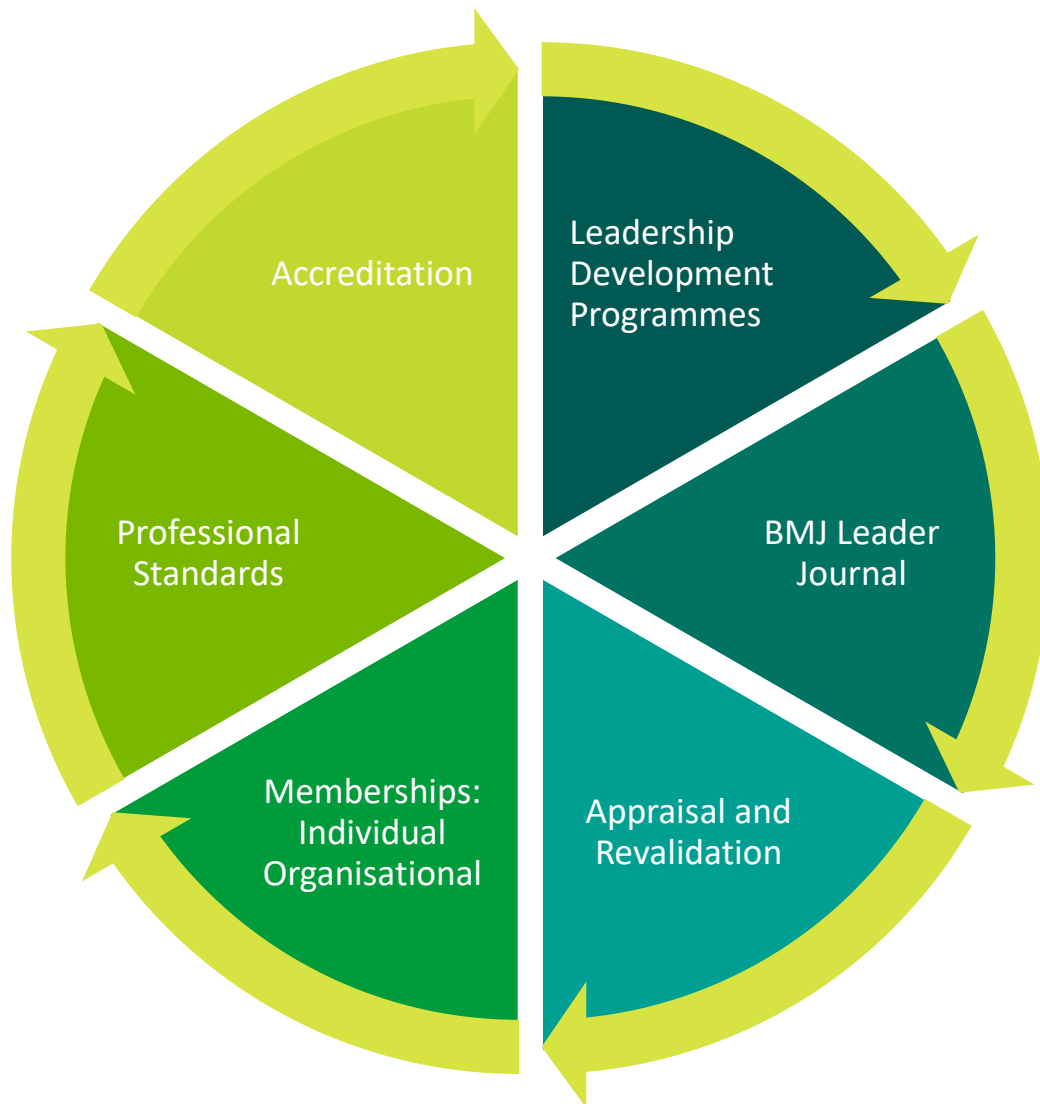
We remain committed to our charitable aims to enhance patient care through excellence in clinical leadership and management.

We believe healthcare leaders from all professional backgrounds, clinical and non-clinical, require and deserve greater support in developing their leadership competence and confidence.

The Interim Chair of the Board will:

- Provide clear and effective leadership to the Board, ensuring a strong governance framework that supports our charity's strategic aims.
- Lead Board meetings effectively, promoting open discussion and sound decision-making while building consensus among Board members.
Act as an ambassador for FMLM, representing our work with key stakeholders.
- Offer guidance and support to the Chief Executive Officer (CEO), particularly on strategic initiatives and any challenges that arise.
- Support a smooth transition period, helping to implement any changes necessary to position the organisation for long-term success.
- Closely communicate and engage with Board members to monitor and mitigate potential risks, ensuring that all regulatory, financial, and operational requirements are met.
- Help prepare the Board and CEO for the transition to a permanent Chair, ensuring continuity and stability.

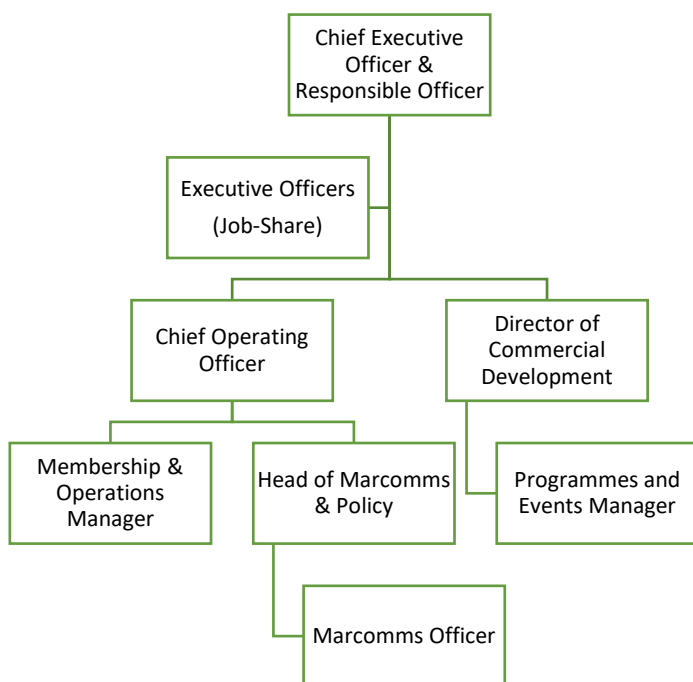
FMLM Services



Organisational chart

FMLM is led by a Board of Trustees who have ultimate responsibility for directing the affairs of the organisation and ensuring that it is financially sound, sustainable, well-run, and delivering the charitable aims for which it has been established.

Day-to-day responsibility for the organisation is delegated to the CEO.



Role description

Role title:	Interim Chair
Remuneration:	Voluntary
Commitment:	<ul style="list-style-type: none"> • Four quarterly Board meetings (2 hours), plus preparation. • Bi-monthly meetings with the Chief Executive Officer (1.5 hours). • Annual Board Strategy Day (December). • Representation at key events e.g. extraordinary meetings, annual conference, annual general meeting, fellowship graduations.
Business Address:	167-169 Great Portland Street, Fifth Floor, London, W1W 5PF
Term:	12 months (recruitment of permanent role will commence within six months)
Accountable to:	Trustees
Direct report:	Chief Executive Officer (CEO)
Role purpose and scope:	<p>The Chair of the FMLM Board of Trustees plays a vital leadership role in guiding both the charity (a membership body) and its associated limited company. As the key figure in governance, the Chair should ensure that the Board operates effectively, providing strategic direction and oversight to both entities. The Board must safeguard the charity's mission, ensuring the limited company's activities align with its goals (the charity is the sole stakeholder).</p> <p>The Chair is accountable to both the Trustees and members of FMLM. They will oversee risk management, ensuring that the charity and company operate sustainably and in full compliance with legal requirements.</p> <p>In turn, the Chair must hold the CEO accountable for the strategic and operational running of the organisation. The Chair should support the CEO through facilitating clear decision-making, and cultivating strategic relationships between the charity, the company and external stakeholders.</p> <p>The Chair's purpose is to provide visible, effective and compassionate leadership, ensuring the charity and company work in harmony to fulfill the charity's mission and maximise its impact.</p>
Responsibilities:	<p>Leadership and Governance</p> <ul style="list-style-type: none"> • Leads with integrity and promote a positive culture and effective working relationships. • Act as a Director and Trustee of the charity and fulfil this role in alignment with charitable legislation, providing direct expertise or seeking external advice as appropriate. • Lead the Trustees to ensure the Board fulfils all its duties and requirements and acts within its powers. • Monitor the charity and its limited company's activities, ensuring compliance with legal and regulatory requirements, such as charity law and company law.

- Oversee risk management, particularly in relation to financial performance, sustainability and resilience of the organisation.
- Monitor individual and collective performance of the Board, ensuring any issues are resolved transparently and effectively.
- Responsible for safeguarding the charity's assets and ensuring that the limited company operates for the benefit of the charity.
- Ensure that FMLM is engaged with its Fellows, members and wider stakeholders and involves them appropriately in its work.
- Lead on the recruitment, selection and succession planning of trustees, and support succession planning for the end of the term for the Chair role (supported by the Chief Operating Officer).

Chairing Meetings

- Chair quarterly Board meetings and Annual General Meetings, approving agendas, minutes, reports, financial statements etc.
- Ensure Board meetings are managed effectively; adhering to timing and scope and leading by example to ensure all Board members operate and behave ethically and professionally.
- Lead on effective, impartial and collective decision-making, confirming if voting is necessary when appropriate, in accordance with the charity's governance procedures.

Stakeholder Management

- Act as the most senior advocate and representative of the charity and limited company.
- Represent the interests and needs of the charity's members, ensuring their voices are heard in decision-making processes and strategic discussions.
- Foster strategic partnerships and collaboration with external stakeholders that aligns with the charity's mission and enhance its impact.
- Represent FMLM in circumstances such as meetings with regulatory bodies including the Charities Regulator, Medical Royal Colleges and Faculties, significant funders, politicians or responding to media enquiries.
- Maintain transparency by regularly communicating key decisions, challenges, and achievements to members and other stakeholders, upholding trust.
- Act as a mediator in resolving conflicts or tensions that may arise between the charity, members, or other stakeholders, ensuring fair and balanced outcomes.

Line management of CEO

- Directly line manage the CEO, agreeing and monitoring annual appraisal objectives.
- Act as the next point of escalation for the CEO.
- Meet regularly with the CEO to discuss and agree work priorities, acting as a sounding board and 'critical friend', against a backdrop of encouragement and support.

- Performance management of the CEO; ensuring any issues are resolved transparently and effectively.
- Support the CEO in generating new revenue streams and in identifying and establishing new partnerships.
- Ensure that appropriate policies and procedures are in place for the effective management of the charity and limited company through delegated authority to the CEO.
- Collaborate with the CEO to ensure that Board members receive appropriate induction, support and development so that they can carry out their roles effectively (supported by the Chief Operating Officer).
- Lead on the recruitment, selection and succession planning of the CEO (supported by the Chief Operating Officer).
- Support the senior FMLM team in the event of unexpected absence of the CEO.

This role will require the following as standard, as and when applicable:

- Perform other duties appropriate to the role as reasonably required.
- Seek to minimise environmental impact in the performance of the role and promote environmental sustainability within area of responsibility.
- Comply with the Equality Act 2010, eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations with particular attention to the protected characteristics.

Role Requirements

	Essential	Desirable
Mandatory Requirements		
Eligible to act as a Trustee (not disqualified) via self-declaration .	✓	
Registered with the General Medical Council.	✓	
In “Good Standing” with FMLM.	✓	
Fellow of FMLM.	✓	
Employed or based in the United Kingdom.	✓	
Experience		
Significant experience in a senior clinical role, with an understanding of the professional concerns and challenges faced by members of the charity.	✓	
Expertise in leadership of charities or professional membership bodies.		✓
Previous roles on boards of similar organisations, such as healthcare charities, professional bodies, or clinical institutions.	✓	
Experience of supporting the application process for College status and Royal warrants.		✓
Familiar with the legal obligations for charities and limited companies.	✓	
Experience of overseeing organisational financial strategy and ensuring financial sustainability.	✓	
Experience of working on national clinical policies.	✓	
Experience of identifying, assessing, and mitigating risks, including financial, reputational, and operational risks.	✓	
Skills and abilities		
Ability to lead a high-calibre, diverse board, operating by consensus, whilst encouraging constructive debate and challenge.	✓	
Strong knowledge of leadership requirements in healthcare from individual to system levels.		
Proven ability to nurture and manage sustainable relationships with key stakeholders, such as healthcare organisations, government bodies, members etc.	✓	
Ability to articulate the organisation's goals and represent FMLM within public forums, navigating complex or controversial issues when necessary.	✓	
Ability to identify and support the implementation of sustainability initiatives.		✓
Personal attributes		
Trustworthy, honest, and upholds strong ethical standards, makes decisions with transparency and in the best interest of their organisation and its stakeholders, promoting trust across the board, staff, and members.	✓	
Personal and professional commitment to FMLM’s journey of growth and development.	✓	
Comfortable with uncertainty, challenge and shifting landscapes.	✓	
Commitment to equality, diversity, inclusion and belonging and an understanding of how to demonstrate this within the role and organisation.	✓	
Willingness to work flexibly and occasionally be available for evening and weekend work, and to travel throughout the UK and beyond.	✓	

How to apply

Application is by way of CV with a supporting statement that should set out your motivations for applying and how your experience to date meets the scope of the responsibilities. The supporting statement should be no more than two sides of A4.

Applications should be sent via email to hrsupport@fmlm.ac.uk.

Applications should be received by Sunday 8 December 2024.

Selection process and timescales

- CV and supporting statement to be submitted in PDF format by **8 December 2024**.
- Interviews to take place on Friday 20 December 2024 (in person, central London).

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process. Any requests will not be considered in the selection process.