



Director of Corporate Services

Candidate brief

Closing date: 5pm Friday 24 January 2022

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Welcome

Dear applicant

Thank you for your interest in joining the Faculty of Medical Leadership and Management (FMLM).

You will be joining us at an interesting and exciting time in our evolution as we celebrate our tenth anniversary. In 2022, we launch our new five-year strategy. This builds on an exciting foundation of 2,600 engaged UK and international members and fellows, widely adopted professional standards, a strong track-record in providing quality leadership development and support, and a healthy financial position.

The pandemic has clearly demonstrated the importance of effective medical leadership. FMLM is proud to have played a significant role in supporting doctors and dentists of all career stages at a crucial time and this work continues to expand by popular demand. This is a clear demonstration of our commitment to improving the quality of patient care through better medical leadership - the FMLM charitable aim.

FMLM's small, diverse and agile team is friendly and energetic and consistently punches above its weight. With our rapid growth, we recognise the importance of a senior colleague as Director of Corporate to ensure the organisation is well-managed, well governed and works to continuously improve all our processes to meet FMLM's strategic objectives and charitable aims.

I look forward to receiving your application.

Yours faithfully



Mr Peter Lees MBE MB ChB MS FRCS FRCP SFFMLM
Chief Executive
Faculty of Medical Leadership and Management
December 2021

About FMLM

The Faculty of Medical Leadership and Management (FMLM) was established in 2011 by all of the UK medical royal colleges and faculties as the UK professional home for medical leadership. It is a registered charity (no.1178741) with the charitable aim of improving patient care through better medical leadership. FMLM believes that all practicing doctors need leadership and management skills commensurate with the level at which they work and research evidence shows that better leadership and team-working are associated with improved care for patients and lower mortality.¹

To meet its charitable aims, FMLM groups its activities under three headings:

- Professionalisation of medical and dental leadership
- Research and dissemination of evidence in relation to medical and dental leadership
- Leadership development support (often multi-professional) to organisations and individuals.

Professionalisation of medical and dental leadership

To underpin the professionalisation agenda, uniquely FMLM has defined the [Leadership and management standards for medical professionals](#) and offers a bespoke [360 degree feedback](#) tool and certification process for individuals to be benchmarked against these standards leading to [fellowship](#) of FMLM.

Furthermore, FMLM offers healthcare organisations the opportunity to be recognised for their investment in medical leadership by becoming FMLM [affiliates](#). This is an explicit demonstration that an organisation has adopted the FMLM Standards and is committed to excellence in clinical leadership and supports its doctors and dentists to become better leaders.

Research into medical and dental leadership

The pandemic has demonstrated the enormous power of medical research. Research into medical leadership also has the power to enhance patient care through identifying the most effective types of clinical leadership and how to support clinicians to achieve them. FMLM supports a growing, internationally renowned collaboration of researchers in this important field as well as leading some research projects itself. It also makes a major international contribution to the promotion of research findings through its co-owned, journal, BMJ Leader and conference, Leaders in Healthcare.

Individual and organisational leadership development

FMLM offers niche leadership development for doctors and dentists in leadership and management roles, through a separate arm, FMLM Applied. The aim is to support healthcare teams, practices, organisations and systems to improve outcomes for patients and populations through effective leadership. FMLM Applied draws on research evidence and the FMLM [standards](#) to provide bespoke packages of support, tailored to the needs of clinical professionals within their teams and organisations. This work is increasingly recognised by the NHS at a national, regional and local level.

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

Context for the appointment

The Director of Corporate Services is a new role in FMLM and will be pivotal to continuing to meet our charitable and strategic aims, and support sustainable growth and development through the provision of effective governance, financial and corporate services, and risk management. The post-holder will be responsible for supporting, developing and implementing FMLM's strategic plans in accordance with the vision of the organisation. The Director of Corporate Services, supported by SMT, will lead on business planning activities, providing practical, evaluative, and creative input into the development of new business initiatives, the design of current and future strategic and operational plans and will bring discipline to the strategic decision-making process to manage the effective use of business resources. They will also support the CEO in regularly reviewing the development needs of team members and work with SMT to ensure appropriate and timely skills development in the team. The Director of Corporate Services will be responsible for leading the finance and communications teams and have the ability and experience to motivate and drive the teams and colleagues to achieve both the overall FMLM targets and key performance objectives. Strong people management skills are also essential to encourage personal development and ensure employee engagement is maintained and motivate staff at all times.

Organisational chart

The organisation 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 and sustainable, well-run, and delivering the charitable aims for which it has been established.

Day to day responsibility for the organisation is devolved to the chief executive and senior management team.

In response to its recent rapid growth, FMLM has commissioned an ongoing independent review of roles across the organisation and consulted on a new structure which will help the organisation meet its strategic aims. A detailed organogram is in development but the following image shows the key areas of responsibility for the senior team, including the Director of Corporate Services.



Job description and person specification

Job title:	Director of Corporate Services
Salary	Up to £60,000 per annum, depending on skills and experience
Hours	35 hours per week Compressed hours and less than full time will be considered. 28 hours is the expected minimum needed to undertake the role.
Location	Ground Floor, 34 Red Lion Square, London WC1R 4SG Hybrid working arrangements are currently in place.
Contract	Permanent
Reports to:	Chief Executive
Direct reports:	Head of Finance Head of Communications and Policy Administrative support
Works closely with:	Chief Executive Medical Director Director of Leadership Development and Education Director of Research and FMLM Applied FMLM team FMLM Board of Trustees and committees
Role purpose	<p>The Director of Corporate Services supports the senior management team (SMT) of FMLM with lead responsibility for maintaining and developing the organisation’s business planning and infrastructure services. A key emphasis over the next two-three years is improving systems and supporting the SMT to achieve managed growth and development and financial sustainability.</p> <p>The Director of Corporate Services is responsible for the management of:</p> <ul style="list-style-type: none"> • Corporate and charity governance • Business planning and risk management • Financial planning and costing of business proposals • Corporate support services including information technology (IT), business processes and intelligence, human resources (HR), facilities management and health and safety • Communications and policy.
Job description:	<p>Company secretary, governance and SMT support</p> <ul style="list-style-type: none"> • Act as Company and Board Secretary for the charity • Ensuring governance and legal responsibilities of the organisation are met • Ensure that Director and Trustee details are kept up to date and elections and appointments are managed appropriately • Supporting the Board of Trustees and its subcommittees through the development of agendas, papers, minutes, action tracking and managing the annual cycle of activity • Lead on coordinating and writing of the annual report in conjunction with the team

- Ensure all committees reporting to Board are functioning well and keeping the Board appropriately appraised of their activities.
- Support the SMT to manage its activities, ensuring agendas, papers, minutes and actions are recorded and undertaken.

Business planning, management and intelligence

- Responsible for working closely with the SMT to ensure business plans are developed and executed in line with the strategy and corporate priorities
- Work collaboratively with SMT individually and collectively to provide practical, evaluative and creative input to the development of opportunities and growing the business that are costed and sustainable
- Work collaboratively with senior colleagues to develop and implement systems and process for monitoring business performance
- With the team, coordinate activities and prepare monthly and quarterly performance management reports (eg balanced scorecard/dashboard) for the SMT and Board
- Ensure internal processes and procedures enable best practice in team working and business delivery; this includes bringing formality to the operational planning and decision-making process and promote the efficient use of business resources eg creating standard ways of working including business cases and approval, project management processes and documents
- Working with the team to identify opportunities for generating income for specific areas of the organisation and reduce costs
- Oversee the development and management of all agreements and contracts with internal and external suppliers and clients; ensuring services are delivered to agreed standard, time and budget and reviewed to ensure value for money
- To contribute to FMLM strategy and policy, preparing reports and position papers
- Keep abreast of NHS and healthcare news for our services/sectors.

Human resources

- Work with external HR advisors to ensure appropriate policies and processes are in place, regularly reviewed and adhered to by the team
- Support the team with recruitment, appointment and induction of employees
- Lead on staff and management development, ensuring that mandatory training is undertaken and recorded
- Lead on revising and updating contracts with suppliers and staff
- Regularly review FMLM's talent management processes, including performance with the senior management team and line managers
- Manage day to day HR queries, record-keeping, and monitoring, utilising external consultants for complex issues
- Where necessary, work in partnership on projects to aid continuous improvement and implement improvement programmes eg changes to working practices, organisation changes and business 'excellence' programmes.

Communications and policy

- Working with the Head of Communications and Policy:
 - Ensure the development of the organisation brand is aligned to charitable objects and strategy, and the identification of key messages
 - Ensure FMLM effectively communicates, prioritises and promotes its key messages, services and products to improve awareness, engagement and support across multiple platforms
 - Ensure all areas of the business benefit from communications and policy advice and support.
- Line management of the Head of Communications and Policy, and individuals responsible for support eg website and social media.

Finance

- Lead responsibility for ensuring FMLM effectively manages its statutory and financial management obligations
- Work with and through the Head of Finance to improve financial awareness and practice across the team
- Work with the Head of Finance to ensure budget setting and tracking is linked to operational plans, reporting and the overall strategy
- Line management of the Head of Finance, and individuals responsible for support.

Risk management

- Act as the in-house specialist adviser on effective risk management, including risk level assessment and mitigation processes
- Ensure FMLM and FMLM Applied risk registers are up to date, risk actions recorded and followed up
- Report on risk to the senior management team, Finance, Risk and Audit Committee, Board and FMLM Applied to inform decision-making
- Arrange or deliver risk training across the organisation, ensuring the team understand their responsibilities in managing and mitigating risk at all levels.

IT and website support

- Manage contracts with suppliers and contract performance
- Work with FMLM team to ensure systems are suitable for the business needs.

Facilities management

- Work with landlords to ensure the office is secure and safe and contacts are in place
- Ensure there is appropriate furniture, equipment and consumables.

Health and safety

- Act as the named responsible Officer for Health and Safety in line with legislative and regulatory requirements
- Ensure there are appropriate policies, procedures and guidelines for health and safety and that this is audited on a regular basis

- Lead on review and development of action plans for health and safety policy and operational practice and ensure this is carried out.

Organisation policies

- Ensure the organisation has appropriate policies and processes in place, including finance, employment, health and safety, anti-corruption, ICT and social media, and that these are reviewed regularly and communicated to the team
- Draft and introduce new policies and processes as required, keeping abreast of changes in law and practice which may affect these.

Data protection

- Act as the Data Protection Officer for FMLM and take responsibility for ensuring FMLM's data is protected and managed in accordance with the law
- Ensure appropriate policies, guidance and training is in place.

In relation to wider coordinating activities, the remit will include:

- Working with the senior management team, FMLM Trustees and Directors in their external or ambassadorial roles
- Deputising for the senior management team in their absence both externally and internally as required
- Supporting the delivery of cross-organisational projects and initiatives
- Undertaking a sign-off role in the preparation of documents and communications for publication
- Acting as a point of contact for Trustees and external stakeholders on strategic issues
- Working with colleagues to identify and/or monitor organisational risks and acting upon these as required
- Liaising with colleagues across the organisation to identify issues or concerns and seek potential solutions
- Representing the FMLM externally at relevant meetings and events
- Fostering the leadership and team-working ethos of FMLM.

The post holder will also:

- Undertake any additional and ad hoc tasks as required
- Participate in team meetings and other meetings as required
- Represent FMLM at external events
- Participate in the supervision and appraisal process
- Work within an equal opportunities framework
- Adhere to all the FMLM's policies, procedures and working practices.

The Director of Corporate Services is expected to contribute to the vision for the organisation, enact the values and promote the positive culture which the organisation embodies. They will be able to work in a fast-paced environment, be flexible, and able to work both independently and effectively in a team. They will be comfortable working at a strategic level and capable of supporting the Board and its committees. As FMLM is a small organisation, the Director of Corporate Services will also be required to undertake related administrative tasks.

Skills and experience	Essential	Desirable
EDUCATION, QUALIFICATIONS AND KNOWLEDGE		
Educated to degree or post-graduate standard in a relevant subject	✓	
Relevant professional qualification eg business/financial management with in-depth understanding of business/financial planning and risk management	✓	
Knowledge and experience of applying principles and practices around good governance and meeting statutory/legislative requirements	✓	
Leadership accreditation or qualifications		✓
Professional understanding of the full range of corporate services (IT, finance, HR, facilities, communications)	✓	
EXPERIENCE		
<i>Leadership, and management and governance</i>		
Experience in a senior executive/management role and advising senior colleagues and decision makers	✓	
Experience of working with and supporting the governance levels of an organisation, including ensuring statutory obligations are met	✓	
Experience of business development and growth, including producing costed and financially sustainable modelling	✓	
Line-management experience	✓	
Experience of managing contracts with external suppliers	✓	
A track record of developing strong internal and external relationships and networks to support strategic and business delivery	✓	
Experience of managing across business operational activities/services	✓	
<i>Industry specific experience</i>		
Evidence of working with and advising senior colleagues and decision makers (ideally in healthcare or medical context)	✓	
Familiarity with the dynamics of a small to medium sized professional membership organisation or third sector organisation		✓
Experience of working in the healthcare arena, and as such comfortable with complexity and pragmatic in the face of unavoidable ambiguity		✓

Skills and experience	Essential	Desirable
SKILLS AND ABILITIES		
Strong organisational, and project management skills, including ability to manage across projects with conflicting demands and deadlines	✓	
Strategic thinking and adroit influencing and negotiation skills	✓	
IT		
Excellent understanding of the role of IT systems in underpinning effective business processes and communications, and experience of implementing systems change		
Interpersonal and communication skills		
Ability to build relationships, motivate others and work effectively with individuals with competing agendas across the organisation and external stakeholders/partners	✓	
Well-developed interpersonal skills and the ability to quickly gain and maintain credibility with senior leaders	✓	
Evidence of excellent oral communication skills, including giving presentations, providing feedback, facilitating groups	✓	
Evidence of excellent written communication skills, including experience of writing reports, agendas, minutes, business plans	✓	
Understanding and experience of working with experts in communication, website and social media		✓
PERSONAL ATTRIBUTES		
A professional appearance and the interpersonal skills necessary to deal with a range of stakeholders	✓	
Ability to work flexibly, travel to work at times outside normal office hours	✓	
A high level of drive, enthusiasm and passion for managing and improving corporate services	✓	
Commitment to equality, diversity and inclusion and understanding of how this applies to own role	✓	

Benefits

FMLM believes that its employees are its most valuable asset and is committed to attracting and retaining the very best. This document provides an overview of the current benefits available to all staff who are eligible.

Generous holiday entitlement

27 days annual leave for non-managerial roles and 29 days for managerial and above (plus statutory holidays). Holiday entitlements are calculated pro rata for part-time employees.

Two additional days are given after 5 years of service, and a further three days after 10 years' service.

If an employee completes their fifth or 10th year of service part way through a holiday year, their increased entitlement will be pro-rated and added to their annual leave entitlement.

Pension scheme

FMLM operates defined benefit pension scheme.

Eye care

FMLM contributes £20 towards the cost of an eye examination and £50 when glasses are prescribed for computer screen work.

Flexible working policy

FMLM recognises the importance of helping its employees balance their work and home life by offering flexible working arrangements that enable them to balance their working life with other priorities, including parental and other caring responsibilities, life-long learning, charity work, leisure activities and other interests. In turn, it recognises that staffing levels must always remain in line with the demands of the business.

Family friendly policies

FMLM has several family friendly policies, comprising of paternity, parental and adoption leave. FMLM has also introduced an enhanced maternity pay benefit for those employees with at least two years of continuous service at the date maternity leave commences.

E-learning platform

FMLM provide all staff with access to an extensive online training platform. The current provider is The Charity Learning Consortium. In addition to mandatory training courses, there are lots of available resources.

Employee Assistance Programme

FMLM provide all staff with free access to an Employee Assistance Programme for information and counselling services. The EAP, which is provided by The Validium Group, is available 24 hours a day, 365 days a year. Areas of support include the following: counselling, legal, financial and debt services, health and wellbeing and manager support.

How to apply

For an informal conversation about the role, please contact our recruitment partner, NFP Consulting:

Simon Lloyd, Director, on 07961 988 523 or email simon.lloyd@nfpconsulting.co.uk

Apply online www.nfpconsulting.co.uk/FMLM

Application is by way of CV with a Supporting Statement that should set out your motivations for applying and how your work experience to date meets the scope of the responsibilities. As a general guide, your Supporting Statement should be around two sides of A4.

Applications should be received by **5pm on Monday 24 January 2021**.

Selection process and timescales

Stage 1: Tuesday 1st February

Stage 2: Date TBC

The intention is to hold the first and second stage interviews on-site at the FMLM offices and in full compliance with the legal requirements and Government guidance for the containment of the spread of COVID-19 that apply at the time. If this proves not to be possible, or advisable, the interviews will be via video conference.

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process, e.g. attending interview, completing any part of the selection process. Any requests will not be taken into account in the selection process.

ⁱ References:

Shipton, H., Armstrong, C., West, M. and Dawson, J. (2008). "The impact of leadership and quality climate on hospital performance". *International Journal for Quality in Health Care*, 20(6), pp.439-445.

West, M., Borrill, C., Dawson, J., Scully, J., Carter, M., Anelay, S., Patterson, M. and Waring, J. (2002) "The link between the management of employees and patient mortality in acute hospitals", *The International Journal of Human Resource Management*, 13(8), pp. 1299-1310.