



Royal College
of Surgeons
of England

Candidate brief for the position of Chief Executive Royal College of Surgeons of England

September 2024



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Foreword from the President

Dear colleague,

Thank you for your interest in this important opportunity.

The Royal College of Surgeons of England is one of the world's leading professional membership bodies working in the medical field. We provide world-class education, assessment and development to nearly 30,000 surgeons, dental professionals and members of the wider surgical and dental care teams, at all stages of their career. Our vision is to see excellent surgical care for everyone.

We do this by setting professional standards, facilitating research and championing the best outcomes for patients.

These are transformational times in healthcare and, as we address arguably the most challenging period that surgery has faced in a generation, our role in the leadership of the profession has never been so important. We have a pivotal role in supporting our members and patients both in the UK and effecting fundamental change as global citizens.

We are seeking to appoint an inspirational, values-driven leader to become Chief Executive of The Royal College of Surgeons at an exciting time in our development. We have already done much in our journey of transforming the College – both structurally and culturally – but as our new CEO the successful candidate will lead us into a new era in building a sustainable, diverse, digital, forward-looking organisation that has a significant impact on its members and in turn for the population's health.

We are seeking a Chief Executive who can work effectively with me, as the President, as well as our Council and Board of Trustees, in ensuring an effective and well-governed organisation, but who can also inspire our continued growth and development, creating a commercially-successful enterprise that supports our mission.

Candidates do not have to bring experience of operating in the healthcare sector nor do they need exposure to a membership body. However, you will be able to demonstrate a track record of success as a senior leader in an organisation that has delivered both commercial growth and a reputation for service excellence, as well as the ability to develop effective working relationships both internally and externally. Essential too will be your commitment to building an inclusive profession where everyone's contribution is recognised and all feel welcome, demonstrating our commitment to fairness, gender equality and anti-racism.

If you believe you have the experience and qualities to excel in this exceptional role, we would be delighted to hear from you. **For further information on this role and details on how to apply, please make contact with our advising consultants at Odgers Berndtson, whose details are in this pack.**

I look forward to hearing from you,

Tim Mitchell
President



About RCS England

The Royal College of Surgeons of England is one of the best known professional membership organisations in the world. Our roots trace back to the 1500s, with a name and reputation that speak for excellence in the UK and across the globe.

We provide education, assessment and development to nearly 30,000 surgeons, dental surgeons and members of the wider surgical and dental teams at all stages of their career; we set professional standards, facilitate research and champion world-class surgical outcomes for patients. In July 2021, we opened the doors to our new building as a modern space that also respects our heritage, a welcoming place for all our members to train, meet or network, wherever they live and work.

The face of surgery is changing. Technological and scientific advances make new, more complex and targeted treatments possible, but also increase the need for skilled workforce, and equipment. Our strategy 2021 – 26 refreshes the place of The Royal College of Surgeons of England (RCS England) in the post-COVID world, in the context of the NHS, the independent sector and global health, but most importantly in the interests of surgeons, surgical teams and their patients.

[Read our strategy 2021 - 26](#)

It sets out what we are doing to support our members, the wider surgical and dental workforce, patients, the NHS and policy makers to recover from the impact of the pandemic on services, training, standards of care, safety and waiting times, across all the regions of England, the devolved nations of the UK and beyond. It also sets out how we are exploring the opportunities of the digital age, and address the challenges of professional specialisation, changing workforce expectations, and a growing demand for surgical interventions, at a time of constrained healthcare resource.

Our Commitment to Diversity in Surgery

We have a particular focus on promoting diversity, inclusion and fairness in our College and right across the surgical and dental professions. We believe that embracing difference is not just the right thing to do, it can inspire all of us to grow, and it will ensure that our profession and our College remain at the forefront of patient care for generations to come.

Recognising that representative leadership best serves our members and patients, we made a promise to identify any barriers to this and address them. To this end we invited the distinguished barrister and member of the House of Lords, Baroness Helena Kennedy KC, to chair an independent review of diversity in the College's professional leadership.

Following the sixteen recommendations made in the [Kennedy Review](#) published in March 2021, we launched our Action Plan in September 2021 to bring these to fruition. You can read about our progress and next steps on our [Diversity, Equity and Inclusion site](#).



Strategic aims

We will achieve our mission by:

Leading our profession: by being the pre-eminent voice of surgery, championing excellent surgical care by engaging the profession, policymakers, patients and the public.

Improving practice: by continually improving the practice, standards and safety of surgical care, and by developing the workforce across the UK.

Engaging our members: by inspiring, supporting, educating and representing the professional interests of a growing, diverse membership.

Embracing diversity: by building an inclusive profession where everyone's contribution is recognised and all feel welcome, demonstrating our commitment to fairness, gender equality and anti-racism.

Transforming our College: by building a sustainable, diverse, digital, forward-looking organisation, which plays its part in the world and is accountable for everything it does.



Our vision

We want to see excellent surgical care for everyone



Our mission

We will achieve our vision by enabling our members, in all their diversity, to deliver excellence in everything they do



Our values

We will deliver our values through our behaviours and attitudes which impact directly on the care delivered to patients and how we work together

Our Governance

Board of Trustees

The College's governing body is its Board of Trustees, which is comprised of the:

- President;
- Vice Presidents;
- Dean of the Faculty of Dental Surgery;
- three surgical Trustees elected from and by Council;
- four lay Trustees.

Under its Charter, the Board delegates matters relating to professional and public policy, and matters which support members, to the College's Council.

Council

The Council is comprised of 24 surgeons elected by Fellows and Members of the College, with two dental surgery Fellows elected by the Board of the Faculty of Dental Surgery.

All meetings of the Board and Council are chaired by the President.

The College delegates the coordination of a number of its main functions to various Committees. The activities of these Committees are reported to Council on a regular basis. In terms of structure, the College is made up of five Directorates.

For more information on our Governance, please see: <https://www.rcseng.ac.uk/about-the-rcs/college-governance/>



Job Description

Job title:	Chief Executive
Accountable to:	Board of Trustees, through its Chair (the President of the College).
Responsible for:	Supporting the Trustees in the development and delivery of the College's strategy; the effective leadership and management of the full range of College activities, including Planning & Operations, Finance, Development, Professional Services and External Affairs & Engagement

Job summary

The Royal College of Surgeons of England is a world leading medical professional body. Its central purpose is to enable surgeons to achieve and maintain the highest standards of surgical (including dental surgical) practice and patient care. The College is a professional membership body and a registered charity and has no political affiliation. It has expertise, authority and independence; and it acts entirely in the interests of surgical patients and in support of those providing their care. The College provides strategic leadership, advocacy and support over 26,000 surgical professionals based in the UK and internationally.

The Chief Executive leads the Executive Director team and is responsible for ensuring the effective management and administration of the organisation within the agreed strategic framework. In particular, the Chief Executive works closely with the President, Officers, Trustees and Council and plays a leading role in the development of the public profile of the College as well as fostering good relations with statutory, voluntary and other bodies including a range of professional bodies.

Scope and accountability

The Chief Executive is responsible for the College's budget (currently c£33.5m) and the College's employees (currently c270). Working under the direction set by the Board of Trustees, the Chief Executive has authority to take a wide range of operational and managerial decisions in accordance with a Scheme of Delegation, as approved and amended by the Board of Trustees from time to time. The postholder supports the Board of Trustees in the development and achievement of strategy, policy and objectives, ensuring that the Board of Trustees receives appropriate and timely information and advice on all matters. The postholder is also responsible to the Board of Trustees for the leadership, motivation, well-being, efficiency and effectiveness of the College's employees.

Specific duties and responsibilities

- Responsible for the management of the organisation within the strategic and accountability frameworks laid down by the Board of Trustees and ultimately to be responsible for the management of all employees, buildings and facilities of the Royal College of Surgeons.
- Provide leadership, coordination and management of the Executive Director team and support all staff to take forward and deliver the College's business plan and strategic aims.



- Manage the effective deployment of resources, with a particular emphasis on identifying opportunities for diversifying and creating new income streams, balancing this with the charitable purpose of the College.
- Support the Board of Trustees in fulfilling its duties and responsibilities for the proper governance and financial management of the College.
- Support the President, the Board of Trustees and Council in fostering strong relationships with a range of partners and stakeholders, ensuring the College has the necessary infrastructure to fulfil its functions and achieves its objective of promoting all aspects of surgery, in line with its vision of promoting excellent surgical care for everyone.

Corporate Responsibilities

- To act as a role model demonstrating the College values and corporate behaviours by encouraging 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 lead and inspire managers and employees through personal example to deliver the College’s vision, values and priorities.
- To build effective mutual confidence, respect and trust with Council and Board Members.
- To promote and embed a strong performance culture through the setting and management of performance targets.
- To ensure that all managers across the portfolio of services managed are provided with appropriate challenge and support to enable them to provide effective team leadership to their areas and enable the delivery of high performing teams.
- To give strategic leadership creating a culture of effective, efficient services that are focussed on delivering excellence, creating value for money and meeting the needs current and prospective members along with internal and external clients.
- To establish, motivate and inspire high performing teams to work collaboratively across the College and 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 by acting as an ambassador and champion for the professional body and its charitable aims.
- To champion diversity, equity and inclusion across the College and its membership.
- To promote a policy of sustainability, actively contributing to the climate change agenda and promoting the College as a good corporate citizen.

Leadership and Operational Management

Provide leadership to the College with responsibility for the management of the organisation within the strategic and accountability frameworks laid down by the Board of Trustees:

- Lead, manage and motivate the Executive Director team, ensuring all staff are focused on achieving the College’s vision, mission and strategic aims. To ensure all directorates work with a cohesive approach to College policies.
- Oversee the development and management of the commercial business of the College by identifying and developing growth opportunities wherever possible, both within the UK and internationally.



- Report on performance against the strategic, business, operational and annual plans; and against the annual budget as approved by the Board of Trustees.
- Ensure that the recruitment, management, training and development of staff is directed towards achieving the College's objectives and reflects best employment practice.
- Develop and maintain an environment that attracts, retains and motivates good quality staff and, through this, develop an organisational culture that is continually seeking ways to improve its performance.
- Ensure that the College is aware of best practice and that it constantly works to achieve this within the constraints laid down by the Board of Trustees and resources available.

Strategic Planning and Development

The efficient and effective implementation of strategy, policy, objectives and decisions set by the Board of Trustees:

- Draw up an annual business plan to reflect the strategic objectives of the College.
- Provide leadership to the College, ensuring that it has an appropriate management structure and management systems in order to fulfil its strategic objectives and to carry out its work effectively and efficiently.
- Ensure the College's values and policies are relevant, fair and consistently implemented and that management policies and decisions support the agreed objectives and strategic priorities of the organisation.
- Monitor the progress of the College in achieving its strategy, policies and objectives and implementing decisions, including the review of performance against set parameters.
- Identify and develop opportunities for new income streams to support the College's financial position, in line with the College's strategy and charitable purpose.

Financial Management

Ensure the financial viability of the College is maintained and all major projects are effectively managed:

- Ensure that the College operates within an agreed budget and achieves the financial performance indicators as agreed.
- Be responsible overall for the management of the financial health of the College and ensure that appropriate financial and auditing systems are in place to guard the assets of the organisation, to run it efficiently and effectively, and to monitor and control all financial and other assets.
- Ensure the provision of regular financial and business reports to the Board of Trustees, ensuring all legal and statutory obligations relating to the operation of the College are discharged.

Governance

Be responsible to the Board of Trustees, working to enable the Trustees to fulfil their duties and responsibilities for proper governance of the College; and to ensure that they receive timely advice on all relevant matters:

- Develop the work of the College in accordance with its Charters and Bye-laws by being fully familiar with both.
- Ensure that the major risks to which the College is exposed are reviewed regularly, and systems established to mitigate these threats. This includes reviewing the external environment for changes which may impact on the College.



- Ensure that staff understand and support the governance roles of the Board of Trustees and of Council.
- Ensure that the Board of Trustees and Council receive sufficient and timely information and advice, in order to make informed decisions, including introductory summaries to include definition of purpose, key issues and policy implications where necessary.
- Work closely with the Board of Trustees to ensure that Trustees have the necessary skills required to govern the College; and the Trustees have access to relevant external professional advice and expertise. Ensure Trustees and Council members receive good and appropriate induction.

Representation

Be an effective ambassador for the organisation internally and externally:

- Ensure the promotion and maintenance of good communication with the College's membership.
- Foster good communications within the College and develop, as appropriate, the College's public profile, fostering strong relationships with government, statutory, voluntary and private bodies including the surgical specialty associations.
- Liaise with external bodies, as requested, such as NHS England, GMC, GDC, other medical colleges and institutions as appropriate.
- Represent the College, advocate for and protect its interests with other surgical royal colleges in the UK and internationally.

This job description will be subject to review in the light of changing circumstances and may include other duties and responsibilities as may be determined. It is not intended to be rigid or inflexible but should be regarded as providing guidelines within which the individual works.

August 2024



Person specification

Qualifications

Essential

- General education to degree level or an equivalent standard is essential.
- Evidence of continuous professional development.

Experience

Essential

- A proven track record of success in a senior leadership capacity, either as a CEO or close to it, gained within a comparably complex, multi-stakeholder organisation.
- Significant knowledge of the healthcare sector with a strong appreciation for the work of the NHS and the complexities of the healthcare sector.
- Evidence of leading organisational change from start to finish, inspiring an organisation on a journey of further improvement and delivering improvements in the quality of service to members of an organisation and / or customers.
- Experience of working across complex networks of stakeholders, interacting with board/committee members on a regular basis; and building effective relationships with external partners.
- Experience of significant budgetary accountability with a track record of delivering the highest levels of governance and probity.
- Experience of contract negotiations with individuals and organisations.
- Substantial experience of successful strategic thinking and planning.

Desirable

- Experience of working within a professional body or charitable organisation.
- Demonstrable track record of diversifying income streams in the public or private sector.

Skills and personal qualities

Essential

- Exceptional leadership qualities and vision, with the ability to inspire and motivate a large team whilst also making a major contribution to the leadership of the College as a whole.
- The ability to have immediate credibility and develop effective working relations with a range of internal and external stakeholders.
- The ability to identify develop leadership potential leaders and to be fully supportive of the staff engagement process.



- Capability to lead change management programmes in politically sensitive environments.
- Positive, can-do attitude with the ability to deliver results and to position an organisation to meet changing needs and opportunities.
- Excellent communication, negotiation and advocacy skills and the ability and impact to represent an organisation with a range of audiences.
- Strong ability to analyse complex information and to present it in a meaningful manner for a range of audiences.
- Diplomatic and consultative personal style, with the capability to foster strong working relationships with a wide range of associations and partners.
- Strong sense of transparency and fairness with a demonstrable commitment to diversity, equity and inclusion.
- Commitment to the Nolan principles of public life.
- An understanding and empathy with the core values and stakeholders of the Royal College of Surgeons.



Values

The post holder will also need to demonstrate the following values:

<p>Collaboration</p>	<p>We embrace our collective responsibilities working collaboratively and as one college.</p>
	<ul style="list-style-type: none"> • We work together, using our collective expertise and experience to effect positive change • We are open, honest and transparent, straightforward in our language and actions, acting with sincerity and delivering on our commitments • We take our responsibilities to each other, to patient care and to the environment seriously and we act with this in mind across our work
<p>Respect</p>	<p>We value every person we come into contact with at the College as an individual, respect their aspirations and commitments in life, and seek to understand and meet their physical and wellbeing needs.</p>
	<ul style="list-style-type: none"> • We treat everyone we meet with kindness and integrity and we seek to promote these behaviours in others • We actively seek a range of views and experiences across our work, and we listen to, and make everyone feel, a valued part of the team
<p>Excellence</p>	<p>We aspire to excellence and success. We share learning from our experiences, apply feedback into practice, and commit to continual improvement.</p>
	<ul style="list-style-type: none"> • We work hard to be the best at what we do, recognising and celebrating effort and achievement, and reflecting on our work, so we can learn and improve • We value and invest in research, education and training to drive excellence and put improvements in surgical practice, dentistry and patient care at the heart of our work • We always seek to learn and discover more, valuing knowledge and scientific evidence, basing our decisions on insights, fact and experience

The Royal College of Surgeons of England is an Equal Opportunities Employer. We are open to all talent, and we actively ensure that all qualified applicants will receive equal consideration for employment without regards to age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.



Terms of Appointment

Salary: Competitive

Location: Central London

Benefits

Our excellent benefits package includes:

- 27 days paid holiday + bank holidays and up to 4 college closure days over the festive period & other leave entitlements (carers leave, fertility treatment leave, etc.)
- Hybrid and flexible working. We require staff to spend a minimum of 20% of their time in the office, subject to role requirements.
- Enhanced contributory pension scheme
- Equal access to enhanced parenthood leave
- A range of staff and peer networks
- Employee health and wellbeing committed (Healthcare cash plan, menopause friendly, disability confident employer, mental health first aiders, EAP etc.)
- Retail discount platform
- Sabbatical and volunteering opportunities
- Variety of learning and development opportunities

Diversity and Inclusion

At RCS England, we believe we are only as good as the people we hire. We know that the people we hire come from all walks of life and with that comes different perspectives. Diversity, Inclusion and Belonging are at the heart of everything we do.

Our commitment to fostering an inclusive environment is evident through the active engagement of our employees in the Staff Council, where their voices play a crucial role in shaping work life for everyone within the College. Additionally, our staff networks cultivate a strong sense of belonging, while social clubs create a vibrant community spirit. We actively encourage our team members to openly share their professional and personal experiences, contributing to the evolution of our mindset and organisational culture.

We firmly believe that embracing diversity goes beyond a moral obligation; it serves as a catalyst for both individual and collective growth. Our unwavering dedication ensures that our profession and the College lead the way in advancing patient care for future generations. However, we recognise that achieving this goal demands a collective effort. That is why we are on the lookout for individuals like you. Your unique talents and diverse experiences, acquired through both life and work, are invaluable contributions that will enhance and complement our existing team. Join us on this journey towards a more inclusive and pioneering future in healthcare.



How to apply

Key dates

Closing date for applications – Friday 25th October 2024.

Following a long list meeting with the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson in **w/c 4th and 11th November 2024.**

Following a shortlist meeting there will then be a final interview process with Royal College of Surgeons of England on **Tuesday 3rd December 2024.**

How to apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: www.odgers.com/92234

If you are unable to apply online please email: 92234@odgersberndtson.com

All applications will receive an automated response.

Any postal applications should be sent direct to Peter Mason, 20 Cannon Street, London, EC4M 6XD. All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist RCS England in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

Contact details

For a conversation in confidence, please contact:

Peter.mason@odgersberndtson.com or
donna.fendick@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact donna.fendick@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please do not hesitate to contact us response.manager@odgersberndtson.com.





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