



Faculty of  
**Medical Leadership  
and Management**



## FMLM Lay Trustee

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### Candidate brief

Closing date: 12.00pm Wednesday 20 November 2024

Interview date: Monday 25 November 2024



UK Health Alliance  
on Climate Change

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# Welcome

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Dear Colleague,

Thank you for your interest in the role of Lay Trustee at the Faculty of Medical Leadership and Management (FMLM), the professional home of medical 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 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 the publicly announced support of the cross-Party Health and Social Care Select Committee, members of the NHS England Board, Officers in the existing Medical Royal Colleges, and educational and academic leaders across the UK, 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.

Joining this agile, dynamic, and growing organisation, new Trustees will work closely with the new Interim Chair to help shape the organisation's next chapter by:

- Ensuring adherence to legal and regulatory requirements.
- Providing strategic oversight.
- Building and maintaining relationships with clients, partners, sponsors, and stakeholders.
- Supporting financial sustainability.
- Championing innovation and growth.
- Upholding governance and accountability.
- Advocating for the organisation's mission.
- Supporting leadership development.

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](#)

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For more information visit our website [www.fmlm.ac.uk](http://www.fmlm.ac.uk).

# Context for the appointment

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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 stakeholder to:
  - Further professionalise multidisciplinary healthcare leadership;
  - Design and deliver programmes to improve the consistent application of professional standards;
  - Accredit 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](#).

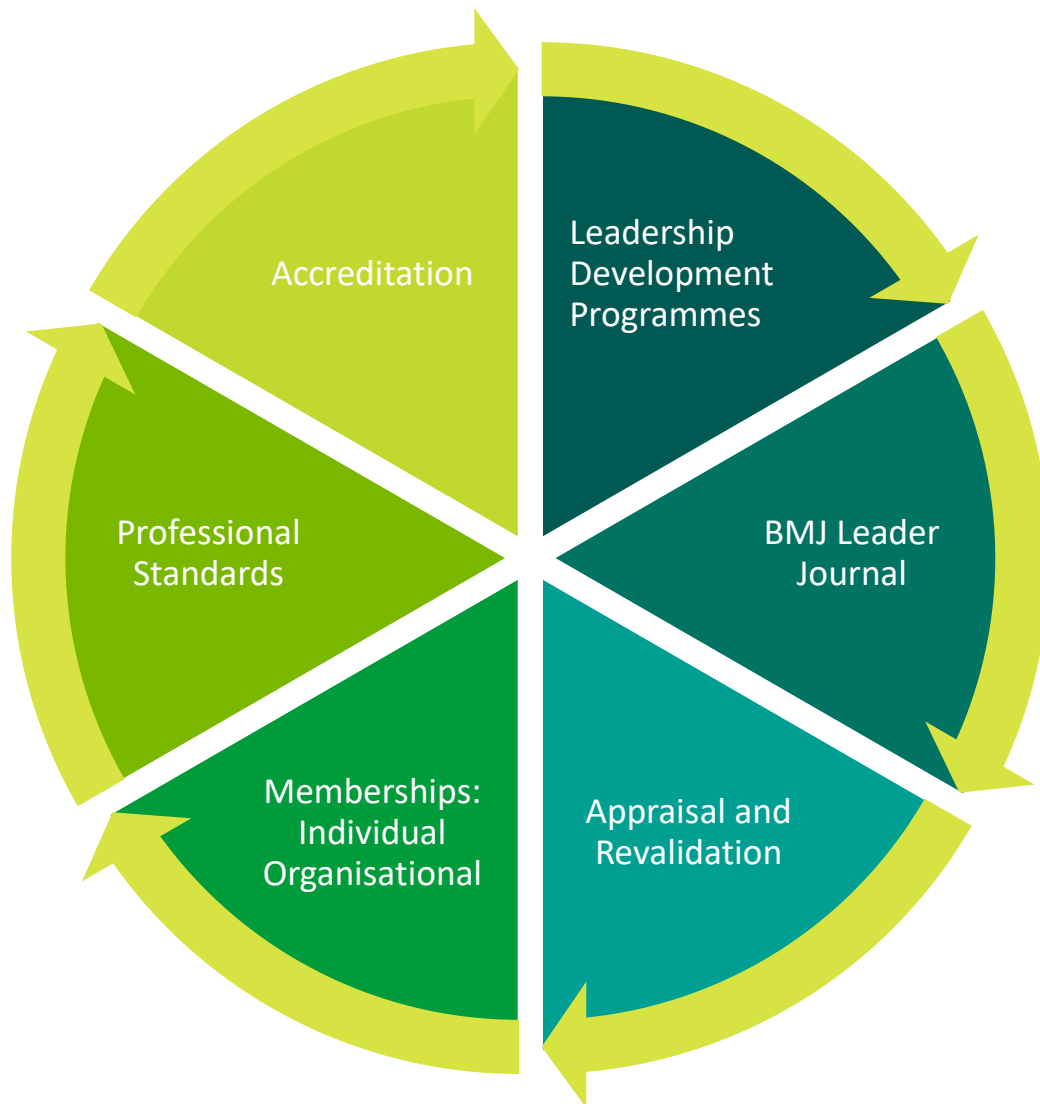
We remain committed to our charitable aims to enhance patient care through excellence in clinical leadership and management.

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 FMLM Board of Trustees will:

- Play a critical role in overseeing compliance with all relevant laws and regulations, safeguarding the organisation's reputation and ensuring ethical practices are upheld.
- Work collaboratively to set the long-term vision and strategy, ensuring that both the charity and its commercial arm remain aligned with their core mission while adapting to evolving needs and opportunities.
- Be instrumental in fostering and nurturing key relationships that are vital for the organisation's growth, sustainability, and ability to deliver on its mission.
- Help guide the organisation's growth and ensure that resources are managed responsibly to maximise impact.
- Encourage a culture of innovation, exploring new ideas, opportunities, and partnerships that can help propel the organisation forward in a competitive and evolving environment.
- Ensure the organisation has robust governance structures in place, fostering a culture of accountability and transparency in decision-making.
- Act as ambassadors for the organisation, helping to raise its profile and advocating for its cause at a local, national, and potentially international level.
- Working closely with the FMLM executive team, Trustees will help to mentor and guide senior leaders, fostering a leadership culture that is agile, adaptable, and ready to meet future challenges.

# FMLM Services

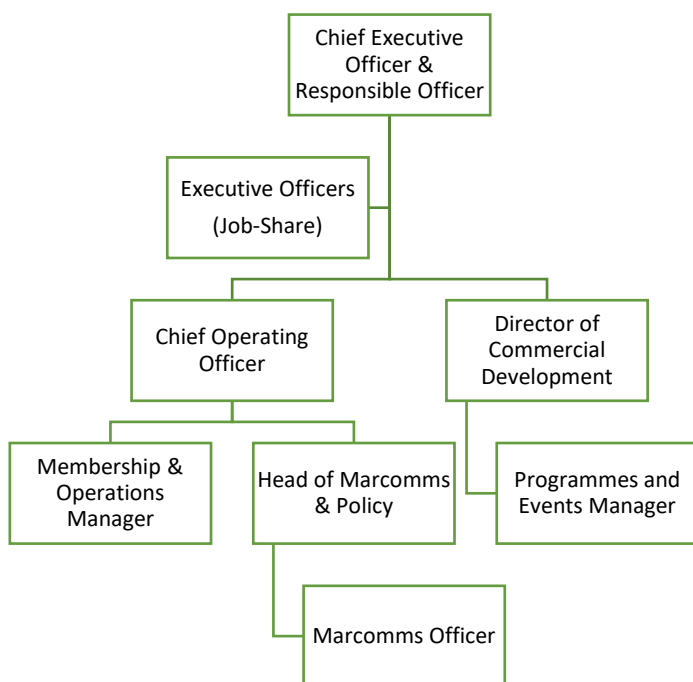


# Organisational chart

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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 and person specification

<b>Role title:</b>	Lay Trustee
<b>Remuneration:</b>	Voluntary
<b>Commitment:</b>	<ul style="list-style-type: none"> <li>• Four quarterly Board meetings (2 hours), plus preparation.</li> <li>• Annual Board Strategy Day (December).</li> <li>• Representation at key events e.g. extraordinary meetings, interviews, annual conference, annual general meeting, fellowship graduations.</li> </ul>
<b>Business Address:</b>	167-169 Great Portland Street, Fifth Floor, London, W1W 5PF
<b>Term:</b>	Three years (extension for a further two years subject to Board approval)
<b>Accountable to:</b>	Chair of the Board
<b>Direct report:</b>	N/A
<b>Role purpose and scope:</b>	<p>Trustees are legally responsible for ensuring that the charity and its associate limited company operate effectively, achieve the charity's mission, and comply with legal requirements. The Charity Commission and Companies House outline specific roles and responsibilities that trustees must fulfil, ensuring accountability, transparency, and compliance.</p> <p>The purpose of <b>the Lay Trustee role</b> is to represent the broader public interest or provide a perspective from a stakeholder group that is not clinically or technically involved in the charity's services or associated limited company. Their responsibilities include:</p> <ul style="list-style-type: none"> <li>• Bringing an independent viewpoint and helping ensure the charity operates transparently.</li> <li>• Offering insights from outside the sector to enhance decision-making.</li> <li>• Contributing to a balanced and diverse board, preventing "groupthink" or over-reliance on internal expertise.</li> <li>• Focusing on governance, risk management, finance, and legal aspects of the organisation's work.</li> </ul>
<b>Responsibilities:</b>	<p><b>Public Benefit</b></p> <ul style="list-style-type: none"> <li>• Ensure the charity fulfills its charitable purposes as set out in its governing document for the public benefit.</li> <li>• Ensure that the limited company's activities align with the charity's purposes and do not compromise its charitable status.</li> <li>• Ensure that the company's limited profits are used to further the charity's aims.</li> </ul> <p><b>Charity and Company</b></p> <ul style="list-style-type: none"> <li>• Act in the best interests of the charity, making decisions that align with the charity's mission and objectives.</li> <li>• If also undertaking role as company director, act in accordance with the requirements of the Companies Acts and in the best interests of the company while ensuring the company's activities benefit the charity.</li> <li>• Prioritise the charity's interests (as the charity is the primary stakeholder) if a conflict of interest arises between the charity and the</li> </ul>

company.

### **Managing Resources**

- Responsible for overseeing the resources of both the charity and its associated company, ensuring they provide value for money, and are used wisely and only for purposes that further the charity's mission.
- Ensure the company generates profit in a way that benefits the charity and that profits are transferred to the charity without compromising the charity's charitable status.
- Monitor financial controls, manage risks, and protect the assets of both entities.

### **Act with Reasonable Care and Skill**

- Apply reasonable care and skill, seeking professional advice and appointing competent directors to the company as required.
- In the context of the limited company, trustees who serve as directors must adhere to fiduciary duties under company law, including:
  - Promoting the success of the company for the benefit of charity.
  - Exercising independent judgment and acting with skill and diligence.

### **Financial and Legal Obligations**

- Ensure that both the charity and the company remain compliant with their respective financial and legal obligations:
  - **Charity:** Filing annual reports and accounts with the Charity Commission, complying with charity law, and maintaining the public's trust.
  - **Company:** Filing accounts and returns with Companies House, complying with tax laws, and meeting company law requirements.
- Ensure the company's operations are tax-efficient (e.g., ensuring it qualifies for tax exemptions by transferring profits to the charity through Gift Aid).

### **Governance**

- Set clear boundaries and responsibilities between the charity and the company to avoid conflicts or confusion.
- Maintain good governance practices within both the charity and the company:
  - **Charity Governance:** Regularly reviewing policies, monitoring the charity's activities, and ensuring the Board of Trustees is balanced and diverse.
  - **Company Governance:** Ensuring the company's Directors are properly appointed, company operations are ethical, and decision-making aligns with the charity's best interests.

### **Accountability**

- Accountable for ensuring transparency and accountability in both entities.
- Ensure appropriate financial reporting and impact measurement is embedded within the organisation to demonstrate how the company's commercial activities are furthering the charity's objectives.
  - The charity must comply with the Charity Commission's requirements, submitting accurate reports, annual returns, and demonstrating public benefit.
  - The company must file its own accounts with Companies



House and maintain its corporate governance responsibilities, but also provide transparent reports on how its activities support the charity.

**Conflicts of Interest**

- Avoid conflicts of interest between personal or business dealings and the charity and company.
- Be vigilant about avoiding conflicts of interest between their responsibilities to the charity and any specific role in the company.
- Directors of the company must ensure that the company's activities do not create personal benefits or undermine the charity's integrity.
- Ensure conflicts of interest are declared and request a recuse from decisions where necessary.

**General**

- Support the recruitment, selection and succession planning of Trustees and the Chair.
- Support the Chief Executive Officer and wider FMLM team on matters that require Trustee and/or clinical expertise e.g. policy input, media responses.
- Deputise for the Chair of the Board if required.
- Represent and advocate for FMLM in public forums.
- Adhere to the Nolan Principles which are the basis of the ethical standards expected of public office holders.

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

- Perform other duties appropriate to the role as reasonably required e.g. lead sub-committees.
- 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.

## Person specification/Requirements

	Essential	Desirable
<b>Mandatory Requirements</b>		
Eligible to act as a Trustee (not disqualified) via <a href="#">self-declaration</a> .	✓	
Employed or based in the United Kingdom.	✓	
<b>Experience</b>		
Experience in governance roles, such as a trustee on a board or committee member.	✓	
Experience of working in a membership body or healthcare setting.		✓
Knowledge of charity law, company law, and other regulatory frameworks (e.g., GDPR, health and safety, safeguarding).	✓	
Experience in financial management, including understanding budgets, financial statements, and risk mitigation.	✓	
Experience of supporting organisations through significant change.	✓	
Engagement with equality, diversity, inclusion and belonging initiatives with evidence of impact.	✓	
Experience in strategic decision-making, organisational oversight, and long-term planning.	✓	
Experience of securing grants and funding.		✓
<b>Skills and abilities</b>		
Ability to critically assess proposals, challenge assumptions, and contribute to informed decision-making.	✓	
Comfortable reviewing financial reports and understanding the financial health of both the charity and its associated limited company.	✓	
Ability to address challenges, manage risks, and respond to changes in the operating environment.	✓	
Strong communication and interpersonal skills to engage effectively with other trustees, staff, members, and external stakeholders.	✓	
Ability to articulate the organisation's goals and represent FMLM within public forums.	✓	
Ability to identify and support the implementation of sustainability initiatives.	✓	
<b>Personal attributes</b>		
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

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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](mailto:hrsupport@fmlm.ac.uk).

Applications should be received by 12.00pm on Wednesday 20 November.

## **Selection process and timescales**

- CV and supporting statement to be submitted in PDF format by 20 November.
- Interview with panel on 25 November (in person, central London).
  - Mr Mark Spragg, (current Trustee) will Chair the interviews along with two other panel members.
  - Professor Rich Withnall (Chief Executive Officer) will be in attendance.

## **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.