

Elected and appointed members and representatives

Role profile

Role title	Treasurer 2025

Purpose of role / key responsibilities
<i>List the core duties of the role and any special responsibilities</i>
<p>The treasurer is one of the four elected chief officer positions within the Association and has the primary accountability, working closely with the chief executive and the group chief financial officer, for ensuring good stewardship of the Association's financial and property assets.</p> <p>As a member of the chief officer team and a board director, the role holder is accountable for the financial performance of the Association and for the performance of the group chief financial officer. In common with all officers and directors, the treasurer has a responsibility to promote and contribute to the achievement of the objects of the Association, maintain the honour and interests of the medical profession in the provision of high quality health care. The BMA currently has c 195,000 members</p> <p>Overall purpose of the role: To be accountable and answerable to members of the Association, through the Representative Body, the board of directors and the council, for the stewardship of the financial and property assets and legal affairs of the BMA group as a whole (this includes the BMJ Group, BMA Investments and BMA Law; wholly owned subsidiaries of the BMA) representing the entirety of the membership of the BMA, internally and externally, irrespective of the post holder's personal views and beliefs.</p> <p>Key accountabilities.</p> <ul style="list-style-type: none">• Is a member of the BMA board of directors.• Is a member of the BMJ board of directors.• Is a member of the BMAI board of directors.• The Treasurer is a trustee of the BMA Foundation for Medical Research and BMA Charities• Chair of Finance Committee• Member of Council• Attendee at ARC at Audit and Risk Committee• Member of the BMA's investment subcommittee, oversees the development and implementation of the BMA's investment strategy to ensure that this optimises the financial performance and security of the Association.• Exercises oversight of the management of the property interests of the Association, including BMA House and other buildings.

- Works closely with the group chief financial officer and the chief executive to oversee the development and presentation of annual operational budgets to the board, to review performance against these on an ongoing basis and ensure risk management processes are robust and embedded in the organisation.
- Working closely with the chair of the remuneration committee, regularly considers the level of members' remuneration, honoraria and reimbursable expenses, while ensuring equalities impacts and considerations are taken into account and that no group are disproportionately impacted; making recommendations to the board and council where appropriate; and oversees the payment of remuneration and expenses to elected and other committee members, considering appeals from members whose cases have been previously reviewed by the remuneration committee.
- Ensures that all committee and similar activities are managed cost effectively in a responsible business-like fashion.
- On a regular basis, reviews and makes recommendations on member subscription levels and benefits to encourage and maintain involvement of doctors of all ages and backgrounds in the ongoing work of the Association.
- Acts as a confidential sounding board and adviser on all operational and policy matters to the council chair, council itself, and the various branch of practice and other committees.
- Supports the council chair as a key interface between the members (including those elected to represent the profession) and the senior managers and other staff of the Association and in promoting good working relationships.
- Ensure that principles of good financial governance are adhered to at all times within the Association.

Skills / personal attributes

Describe the skills and personal attributes expected for the role

You must help cultivate an inclusive culture of mutual respect and accountability by:

- Abiding by the BMA code of conduct and behaviour principles
- Undertaking "Active Bystander" training within four weeks of election or appointment where this can be provided to gain essential skills and insight to enable bystander interventions.
- Completing refresher active bystander training annually
- Being an "active bystander" if you recognise harassment, bullying, discrimination, microaggressions or other harmful or inappropriate behaviour, you must intervene as per training guidance.
- Following appropriate guidance when producing communications regarding an individual subject to the resolution process.

Problem-solving and decision-making

Although broad functional guidelines, policies and objectives exist, problem areas can be complex with no clear-cut solutions and are often not clearly defined. Problems can be of an internal nature or externally facing, and often, a combination of both, demanding that the role holder has the capacity for creative or original thought to consider issues in the widest business context.

The role holder will have to use experience and adapt learning from previous solutions but, to a greater or lesser degree, thinking will often be required to go beyond the evidence and to make judgments on rights and wrongs which cannot readily be checked.

Often, with only limited specification of what has to be done, the role holder must consult extensively, agree and establish the approach, determine priorities and agree a course of action necessary to achieve the objective. Having done this, the role holder has considerable freedom to act in determining the results to be achieved accepting the continuing need to be able to explain complex concepts to audiences of varying degrees of background knowledge and to help members and non- members to understand decisions made and actions taken.

The role holder will be required to take a view of the risks and odds often against a shifting background, needing to step beyond the boundary of ready-made answers. There is a need to seek out new facts in order to properly define the problem before an appropriate solution can be found. Situations will require analytical, interpretative and constructive thinking and a significant degree of evaluative judgment.

Further detail on specific skills requirements can be found at Annex 1.

Financial dimensions

The role holder will chair the finance committee.

Working closely with the chief executive and group chief financial officer the role holder has overall responsibility for the oversight of the finances of the Association and, with the council chair, ensuring effective stewardship of the assets, investment to support and promote the interests of the members and development of the Association generally. The detail of the activities and processes which support this oversight are included in Annex 2.

Annual turnover	£75m (Group £160m)	Annual expenditure budgets	£79m (Group £159m)
Asset base	£230m	Investment portfolio	£135m (Feb 25)

Human Relations

The role demands significant interaction with members of council, boards and committees, the wider membership, financial and investment advisers, BMA staff, particularly the chief executive and senior managers, and on occasion the public, the media, representatives of other professions and other professional bodies, other trades unions, the government and other political parties. As such, the treasurer must have significant expertise in communication, change management, diplomacy, scrutiny and oversight to develop and maintain effective and positive working relationships.

In particular, it should be noted that the role has significant responsibility, with the council chair, for building productive relationships with the operational teams within the Association and for facilitating co-operation between these teams and the membership and officers of the Association as a whole. Change management and culture development are continuing features of the role.

Further detail is given at Annex 2.

Success in the role

The role holder must demonstrate willingness and ability to be held to account in the following areas:

Internally,

- ongoing confidence of members of council in his/her financial and general management leadership
- operational and financial performance of the Association
- membership recruitment, satisfaction and retention
- achievement of investment targets and asset optimisation

Positive staff/member relationships externally,

- Financial governance reputation of the Association
- status of the Association's financial profile - ongoing trust of the public in the profession

Member training requirements

You will be encouraged to attend the following BMA training programmes

BMA Active Bystander training
BMA leadership programme
BMA valuing difference programme
BMA mentor training
BMA negotiation training

Meetings/ Time commitment

Possible weekly/monthly time commitment – eg 1 day a week

Normally 3 days per week with evening and weekend commitments (approximately 9 weekends per year). Together with the other chief officers covers in the absence of another chief officer.

Additional supporting information

Element	Essential	Desirable
<p>Qualifications and experience</p> <p>Medical</p> <p>Trade union</p> <p>Managerial</p>	<p>Medically qualified.</p> <p>Current member of the BMA.</p> <p>Substantial experience of BMA activism and representational roles at senior level</p> <p>Relevant financial oversight experience.</p> <p>Good understanding of financial and accounting principles, budget management and business planning.</p>	<p>Current registration with GMC and current licence to practice.</p> <p>15 years' experience of BMA representational roles at senior level, such as chairing of branch of practice committee or other standing committee. Broad spread of experience within the Association.</p> <p>Relevant financial oversight role in an organisation of similar standing and purpose to the BMA.</p> <p>5 years' experience in an employed post or similar undertaking a leadership and management function as part of that role. Solid track record in financial management and handling staff issues.</p>
<p>Media and Government relations</p>	<p>Track record of success in change management, relationship management, organisational structures and function.</p> <p>Understanding of policy developments in the NHS.</p> <p>Politically astute.</p>	<p>Led or participated in national level negotiations/strategy discussions as a representative of the BMA.</p>

<p>Skills</p>	<p>Evidenced leadership capability</p> <p>Influencing at all levels</p> <p>Strong negotiator</p> <p>Team builder</p> <p>Ability to maintain a broad overview whilst responding quickly to changing situations.</p> <p>Ability to communicate financial information effectively to audiences with no financial background.</p> <p>Financially astute</p>	<p>Strategic thinking</p> <p>Policy development</p> <p>Networking</p>
<p>Personal attributes</p>	<p>Credible presence, able to command respect in all “communities”.</p> <p>Achievement orientated</p> <p>Thinking agility</p> <p>Tenacious but flexible</p> <p>Calm, unflappable under pressure but accommodations and support will be offered when needed</p> <p>Measured</p> <p>Teambuilding: ability to work effectively as part of a cohesive team.</p>	<p>Inspirational</p> <p>Resourceful in the face of difficulty</p>
<p>Personal circumstances</p>	<p>Able to spend considerable time away from home with support as needed.</p> <p>Willingness to travel extensively</p> <p>Flexible in terms of availability</p>	<p>In active practice at time of election and intends to be so for the majority of the period of appointment.</p>

Problem solving and decision-making

The following skills will enhance performance in this role:

- Ability to bring creative and original thinking and sound judgment to complex problems
- Consultative and collaborative approach to problem-solving, utilising the expertise of others within the Association, as appropriate
- Chairing style that enables the full benefit of the skills available to the committee, both staff and elected members, to be achieved
- Ability to anticipate likely problems and their potential solutions
- Ability to respond quickly to changing environments, and to demonstrate timely adaptive and flexible thinking
- The ability to shift from interacting and working with outside organisations; to internal BMA committees; to smaller groupings of people; and to individual concerns and questions

Relationships

The Profession

The role holder will be an experienced professional who is able to balance the competing views and priorities of all the BMA's representative structures and can demonstrate adaptive problem solving in response to external policy changes.

The Finance Community

The role holder will have the knowledge and confidence to develop productive working relationships with financial advisers and external and internal auditors in order to secure the financial success and integrity of the Association.

The Public

The role holder will be able to respond positively to public views of the profession and the Association and will have the confidence and ability to communicate quickly and easily in various environments and situations.

Politicians

Where appropriate, in support of the council chair and other senior officers, the role holder will work to enhance the understanding of politicians and political parties on the BMA's objects and policies whilst maintaining a neutral party-political stance.

Other external relationships

With the other senior officers, the role holder will promote and assist in the understanding of the role of the BMA, its objects and policies with the wider public, patient groups, GMC, Royal Colleges, other professional associations and trade unions, TUC and other national and international bodies.

Internal

Working closely with senior managers, the role holder will oversee key operational and financial issues, and the relationships between different structures in the Association to enable members and staff to work together to achieve common goals.

Works closely as a member of the senior officer team, with the council chair, chair of the Representative Body, deputy council chair and the president to develop and advance the strategy, priorities and objectives of the Association and provide support and advice to committee/board chairs/other members of council.

Financial dimensions

The role holder is accountable for ensuring council has a clear understanding of the financial implications of decisions made by them.

As chair of the finance committee, and ongoing dialogue with the group chief financial officer, chief executive and senior managers, the role holder maintains detailed oversight of the financial and operational activities of the Association, including budgetary and planning processes.

The role holder is a member of the investment and cases subcommittees and approves certain other payments on behalf of the Association within standing financial orders and the terms of the Association's procurement policy and scheme of delegation. As chair of the cases committee, the role holder will decide when, and on what terms, external legal representation is granted to members (where costs fall outside certain limits).

Working closely with the council chair, the role holder maintains oversight of the performance of the BMJ Group, is a director on the BMJ Board and BMA Investments.

In conjunction with the finance committee, the role holder is responsible for determining policy with regard to the reimbursement of members' expenses and with the remuneration committee, determining the level of the BMA's daily honorarium .. The role holder will lead negotiations (as part of a negotiating team) between the BMA and GPDF (GPs Defence Fund) on the funding paid to the BMA to support the six BMA GP committees.

Through regular liaison with the chief executive and the group chief financial officer, the role holder monitors major expenditure (i.e. where estimated external expenditure is greater than £100,000), and expenditure which will have, or could have, sensitive implications for a particular member, or for a particular category of member.

On occasion, the role holder is authorised to use his/her judgement to commit the BMA to unbudgeted expenditure without consultation with the chief executive, group chief financial officer or any other senior manager, provided such power is exercised with the specific consent of at least two other chief officers.

In exercising the above functions, the treasurer cannot commit the Association to expenditure in excess of £50k without reference to the finance committee and/or the group chief financial officer.

Human Relations

Internally:

Working with the chief executive and in close liaison with relevant senior managers to ensure a positive working environment and productive relationships so that the interests of the members are promoted and met.

Overseeing and promoting the effective performance of the BMJ Group through contribution to its Board agenda and building positive working relationships with key board members and staff.

Providing an accessible interface for staff in listening and representing the voice of the senior officers on behalf of council and the membership.

From time to time, participation in the recruitment of certain members of staff, as appropriate to the role, and appointed lay members of committees.

Attending the meetings of council, meetings of the chief officers, branch of practice and other standing committee chairs, and advising and supporting them in the furtherance of their objectives.

Advising and supporting other senior elected members in their respective roles.

As ex-officio member of standing committees promoting the policy of the Association generally and the interests of the wider membership and providing advice to those committees.

Externally:

In both individual and group interactions with politicians, other professional organisations, trade unions, the wider profession and the public, skilfully building relationships which communicate, promote, influence and where possible, achieve the implementation of BMA policy and objectives.