



Royal College of
General Practitioners

Chief Executive Officer

Candidate Pack
May 2025



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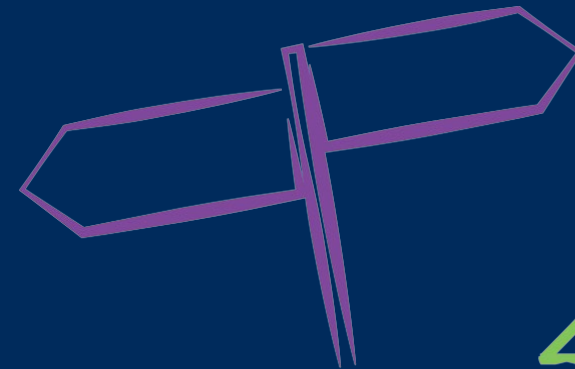
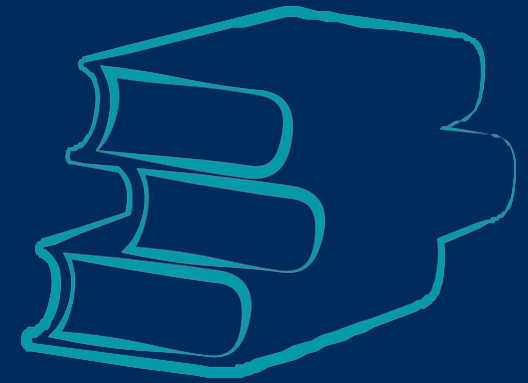
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Welcome

Thank you for your interest in the Chief Executive Officer role at the Royal College of General Practitioners (RCGP), the UK's largest Medical Royal College and a powerful voice in primary care.

With a network of over 55,000 dedicated GPs, we play a central role in shaping the future of general practice and public health. The College is a forward-thinking, modern, and professionally relevant organisation — a charity and membership body with impact at national scale. As the NHS undergoes reorganisation and central policy increasingly recognises the value of community-based care, we believe the RCGP has a unique opportunity to lead, support, and influence through this period of transformation.

At the heart of our organisation is a highly committed workforce of over 275 professionals who enable our members to deliver the highest standards of patient care. Each year, through our final assessment, we welcome around 2,000 new GPs into the NHS — a tangible

demonstration of our influence in education, training, and professional standards. As we look ahead, we are seeking a CEO who can bring both strategic vision and operational leadership to foster a culture of agility and innovation — qualities essential for adapting to emerging opportunities and challenges. This role calls for someone able to work across diverse professional communities, and who can lead with insight, ambition, and a deep respect for the values of our profession.

We are delighted you are considering bringing your leadership to this crucial moment in our evolution. Every role at the College matters, but the CEO is pivotal in shaping our future direction — guiding us to be even more impactful, inclusive, and resilient. We wish you every success in your application and look forward to the possibility of welcoming you to the RCGP, where together we champion general practice and improve patients' lives every day.

Very best wishes,

**Mike Holmes,
Chair of Trustee Board**



Mike Holmes
Chair of Trustee Board



About Us

Founded in 1952, the RCGP is the professional membership body for family doctors across the UK and abroad. With over 55,000 members, the College is the largest of the medical royal colleges by membership.



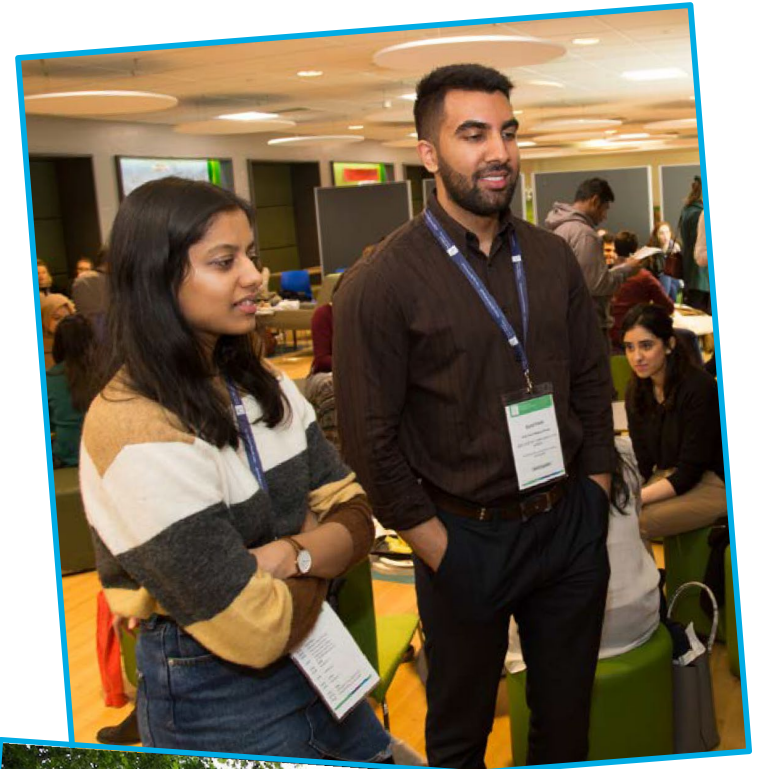
What we do

Our purpose is to promote the best possible quality of health and healthcare by:

- setting the highest standards for general practice
- ensuring GPs have the best possible training
- supporting GPs throughout their professional lives to deliver the best possible service
- leading the profession and demonstrating the value of general practice
- developing general practice as the foundation of effective and sustainable primary care worldwide
- using resources efficiently to support our members and develop the College sustainably.

Based in our prestigious offices at 30 Euston Square London NW1, the College also has a network of faculties serving members locally and a devolved council in each of the nations of the UK.

Further information about the College can be found on our [website](#).



Corporate Plan and Strategy

The Corporate Plan is structured into Five Themes:

Strengthen our Membership



Strengthen our Membership

To develop and strengthen our member offer and experience to attract new members, engage with existing members and increase loyalty across our diverse membership.

Transform our Culture



Transform our Culture

To work collaboratively to shape an organisation and culture where our individual contributions are recognised and in which we live our values and support and develop each other.

Target our Resources



Target Our Resources

To improve our systems, processes and governance and best deploy our resources, capabilities and partnerships in the delivery of the College's mission.

Enhance Patient Care



Enhance Patient Care

To develop and deliver standards, guidance, professional development resources and examinations to support general practice to provide the best possible patient care in a changing environment.

Shape the Future of General Practice

INFLUENCE

Shape the Future of General Practice

To shape and promote general practice by acting as the voice of GPs to influence change, and by encouraging best practice, innovation and research to improve patient care in general practice.

Strategic plan 2023 to 2026: Building a sustainable future for general practice:

Priority 1: Tackle the workload and workforce crisis

- We must break the vicious cycle of a shrinking workforce and an ever-increasing workload. Only by doing this can we make general practice an attractive career and halt the current exodus of GPs. This is necessary not only to protect the mental health and wellbeing of GPs, but as a matter of patient safety and to ensure the future sustainability of general practice, and the NHS itself.

Priority 2: Ensure the College is the professional home of general practice

- The College must be the professional home for all GPs, where they can access the resources, support, and professional friendships they need to flourish in their careers and invest in their professional future. We need to equip our members with the skills they require to deliver complex care in a challenging environment and to promote a culture of inclusion within the profession.

Priority 3: Reduce the increasing gap in health inequalities

- As family practitioners, GPs sit at the heart of their communities and have a unique understanding of their patients and the realities they face. In the context of growing health inequalities, and the adverse impacts of the cost-of-living crisis, the profession must act to protect those most at risk, by identifying and prioritising their needs and advocating on their behalf.

Priority 4: Respond to the climate emergency

- The climate and ecological emergency poses a threat not only to the future of the planet but to our health and the NHS too. Greener general practice can improve health outcomes, decrease workload and reduce health inequalities. The College has an important role in supporting members and general practice in delivering a critical strand of the NHS's target of net zero, and addressing the wider holistic issues encompassed by planetary health.

Governance

Council

Our Council is an elected body of leading GPs from across the UK. It is led by Professor Kamila Hawthorne, who as Chair of Council is the College's principal spokesperson. There are 18 nationally elected council members who usually serve a three-year term, with six places coming up for election each year. The President is elected by national ballot every two years.

Officers are elected or reconfirmed by the Council each year. The Council also elects the Chair of Trustees and three other trustees.

Council has a number of sub committees and boards, controlling key policy issues such as:

- **Scientific Foundation Board**
 - **Medical Ethics Committee**
 - **Fellowship and Awards Committee**
-

Faculties

We support our members through a network of local faculties – the local face of the College and elect members to Council. There are 32 faculties each with their own board, who work voluntarily upholding our vision, purpose and priority goals.

Devolved Councils

There are devolved councils in Scotland, Northern Ireland and Wales who ensure that the work of the College remains relevant across the UK.

Trustees

The administrative governance of the College is the responsibility of a Board of Trustees comprising GPs and lay members. Trustees have a number of committees to ensure the appropriate scrutiny of the College's activities:

- **Planning and Resources**
- **Audit and Risk**
- **Nominations**
- **Governance**
- **Remuneration**

Trustees also create task and finish groups from time to time to address specific requirements.

Officers

The College has five honorary officers (excluding the Chair), including an Honorary Secretary who has responsibility for ensuring the governance of the College meets our regulatory framework, decided periodically by Council.

Leadership group

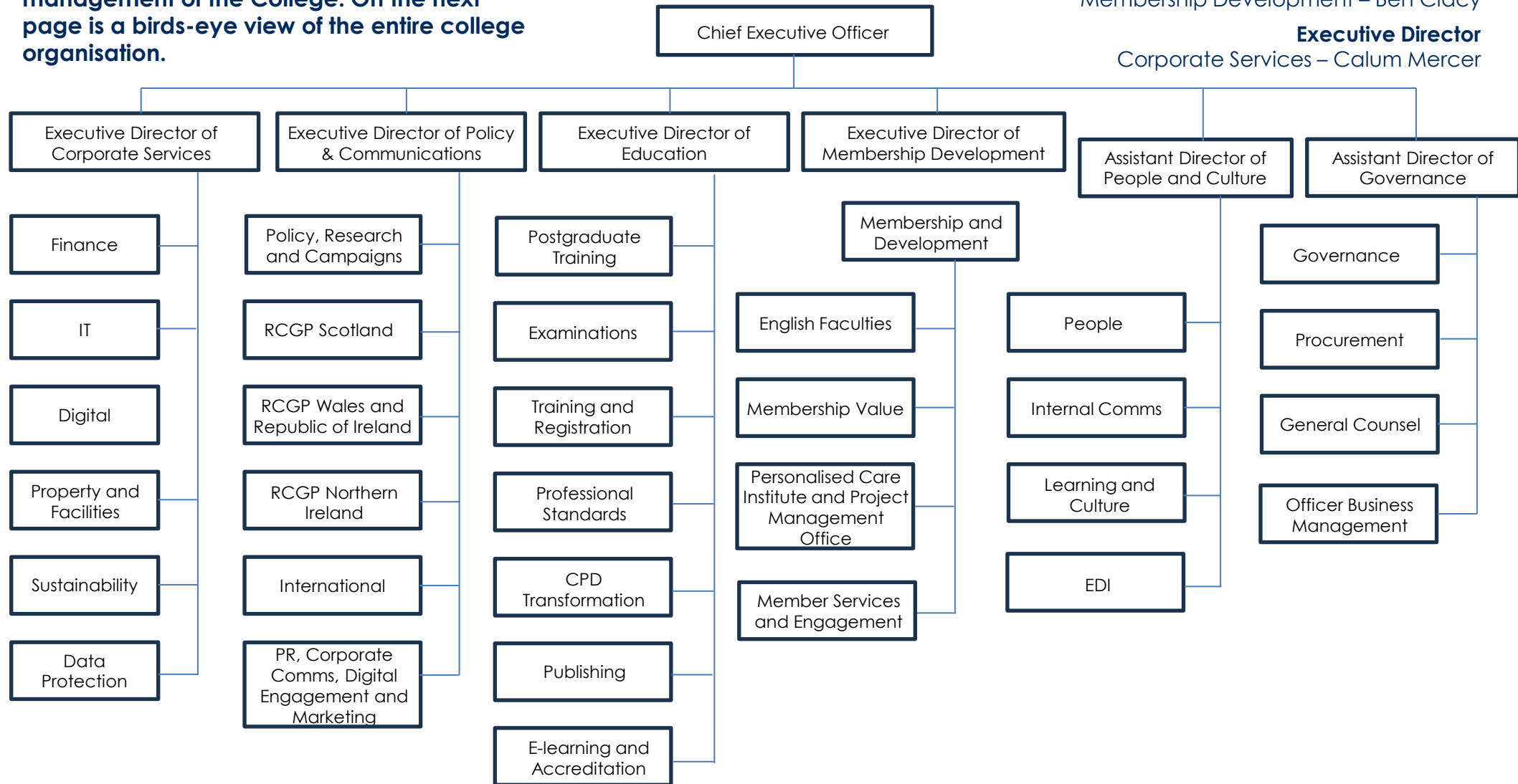
Leadership group is the working group of Officers and the EMT, which meets monthly.

See also:

- [How the RCGP works](#)
- [Decision making framework and organisation structure](#)
- [The story of the RCGP, from its beginnings](#)

Organisational structure

The College Leadership Team comprises the UK Officers, Chairs of Devolved Councils, Chair of Trustees, and members of the Executive Management Team (EMT) – led by the Chief Executive Officer and responsible for the management of the College. On the next page is a birds-eye view of the entire college organisation.



Executive Management Team

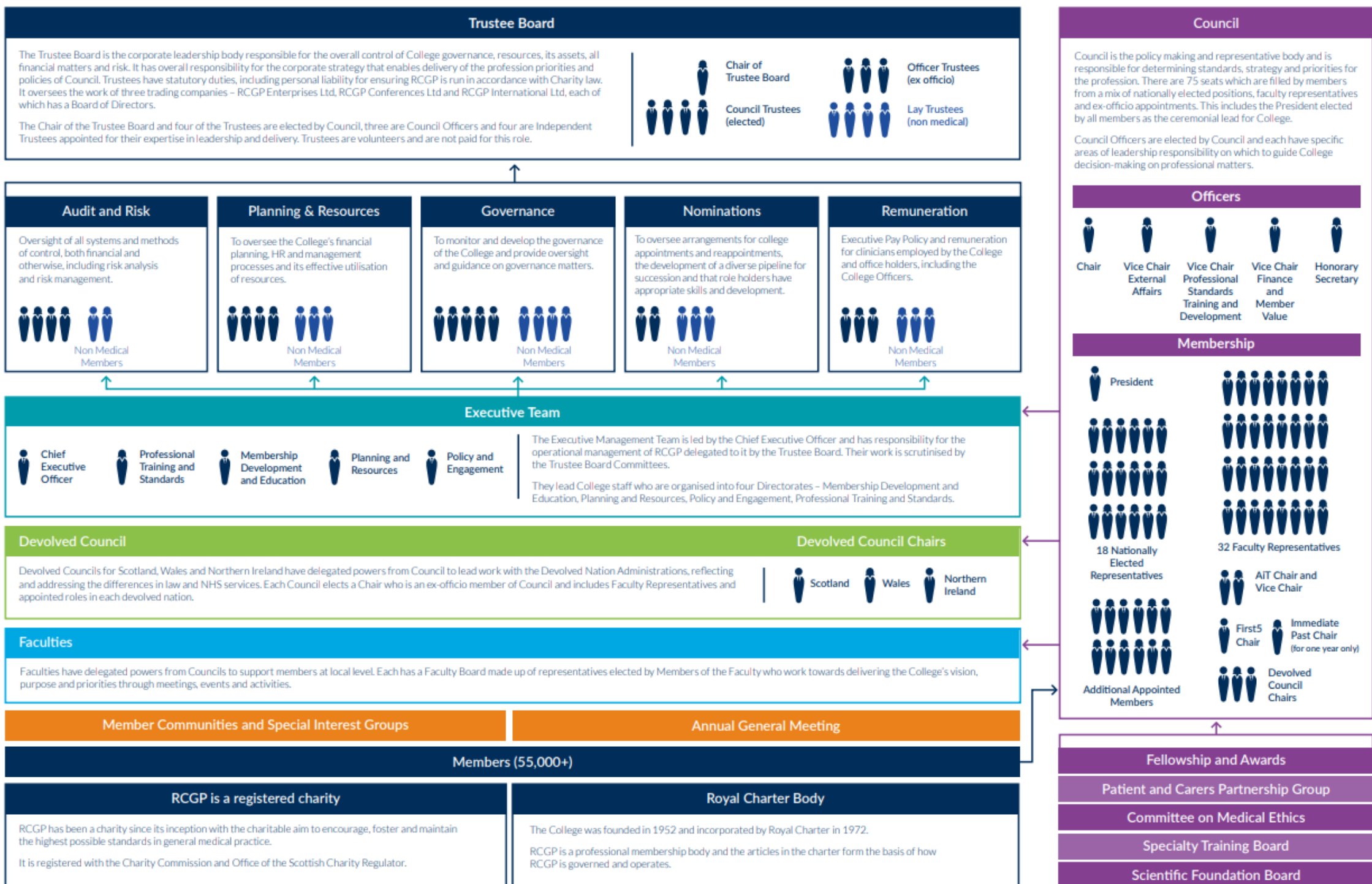
Executive Director
Policy and Communications – Mark Thomas

Executive Director
Education – Fiona Erasmus

Executive Director
Membership Development – Ben Clacy

Executive Director
Corporate Services – Calum Mercer

College structure



Chief Executive Officer – Job Description

Reporting to:	Chair of the Trustee Board
Accountable to:	Board of Trustees through the Chair of the Trustee Board and College Council through the Chair of Council
Direct reports:	All senior staff who are members of the Executive Management Team
Location:	RCGP, 30 Euston Square, London
Number of Staff:	circa 300 (UK & Ireland)
Budget:	circa £51 million

Purpose

The charitable object of the Royal College of General Practitioners (the College), as defined in its Charter, is **'to encourage, foster and maintain the highest possible standards in general medical practice'**.

The Chief Executive Officer (CEO) of the Royal College of General Practitioners (RCGP) is the most senior executive, responsible for leading the UK's largest Medical Royal College with strategic vision and operational excellence. At a time of change and opportunity in primary care, the CEO will drive delivery of the RCGP's Strategic and Corporate Plans and oversee day-to-day operations with clarity and impact. Working closely with the Chair of Council and Chair of the Trustee Board, the CEO plays a vital role in ensuring unified, collaborative leadership and keeping the College agile, inclusive, and responsive in a dynamic healthcare landscape.



Chief Executive Officer – Job Description

The CEO will be a strategic partner to the Chair of Council and Chair of the Trustee Board, helping to deliver the College's professional policy through effective operations and leadership.

While Council defines key areas such as GP education, standards, and workforce development, the CEO – supported by the Executive Management Team – ensures this vision is delivered efficiently and sustainably. This role offers the chance to lead an influential organisation at the heart of the NHS, championing general practice and delivering lasting impact for members, patients, and the public. The CEO will oversee delivery of the Corporate Plan, provide strong commercial and financial leadership, and ensure the College's internal structures and culture reflect its values of Compassion, Inclusivity, Sustainability, Accountability, and Integrity. Working closely with the Trustee Board, the CEO will help shape long-term strategy and governance while chairing the College Leadership Team, uniting key internal and external leaders around shared goals. This will require a CEO adept at working across communities and with the dual yet equally important dispositions of the College: as both a charity and a membership organisation.



Chief Executive Officer – Job Description

Key Accountabilities

1. Reporting to the Chair of the Trustee Board with dotted line accountability to the Chair of Council, working closely with the Trustee Board to develop the Corporate Plan and with Council to develop College Strategy, working closely with the Trustee Board, College Officers and Executive Management Team to facilitate the achievement of College Strategy and Corporate Plan, policy and objectives by ensuring that:

- all sectors of the College undertake appropriate forward-planning and delivery of agreed objectives, including but not limited to the Corporate Plan
- Council agrees an overall strategy and appropriate policies
- the progress of the College in achieving its strategy, policies and objectives is monitored – including review on a periodic basis against key performance indicators agreed with the Trustee Board and Chair of Council
- the resources of the College are best deployed to achieve the required objectives
- good communication is promoted and sustained with Officers, Trustees, Council and the wider membership
- networks are established and sustained, through the Chair of Council and others as appropriate, with appropriate external bodies including the NHS, regulatory bodies, academic partners including other Medical Royal Colleges, the third sector, non-governmental organisations, public and patient organisations, and health organisations in all four countries of the UK.

2. Take lead responsibility, within agreed College Strategy and Corporate Plan, for enabling the College to meet its aims and priorities by effective and inclusive internal leadership and management of the organisation by:

- working closely as a member of the Leadership Team, using initiative and innovation to achieve key internal goals of the organisation
- providing effective leadership, co-ordination and management to the Executive Management Team and staff progressing and delivering the strategic aims and organisational objectives
- ensuring that projects/programmes are managed and delivered innovatively and effectively, making best use of College capital, resources, reserves and investments
- ensuring that College assessments are developed and delivered effectively.

Chief Executive Officer – Job Description

3. Enable the College to fulfil its charitable duties, making sure of the proper governance and financial management of the College by ensuring that:

- the College sets an achievable budget
- there is effective monitoring of financial performance of the College against budget
- there are effective arrangements for managing risk (including, but not limited to financial, reputational and strategic risk) at all levels within the College
- all legal and statutory obligations including those relating to health and safety, employment legislation and data protection are discharged
- the Trustee Board receives appropriate and timely information and advice on all matters relevant to the discharge of its obligations and statutory responsibilities
- all elections are properly organised and delivered by acting as Returning Officer
- joint responsibility is taken, with the Vice Chair Member Standards, for approving and signing all contracts including all contracts of employment
- the role of Company Secretary of the College Pension Schemes, RCGP Conferences Ltd and RCGP Enterprises Ltd is discharged effectively.

4. Lead the engagement, wellbeing, inclusion, motivation, efficiency and productivity of staff, also ensuring compliance with all current employment legislation, by ensuring that:

- the College's people and resources are engaged and developed to meet the needs of a modern, professional organisation, being sufficiently flexible to adapt rapidly to change and be self-sustaining
- there is a positive, inclusive culture that embraces the values of the College – Compassion, Inclusivity, Sustainability, Accountability and Integrity – and attracts, motivates, engages, develops and retains high-performing staff
- leadership, recruitment, management, training and development of staff are directed to achieving the strategy and objectives of the College
- there is excellent communication with staff across the College, including those in all four nations and Faculties
- equality, diversity and inclusion are positively and proactively pursued, co-chairing the Equality, Diversity and Inclusion Advisory Group, and ensuring all related policies are effectively enacted throughout the organisation
- all College policies are lawful, relevant, fair and consistently implemented.

Chief Executive Officer – Job Description

5. Support and advise College Officers and lead, direct and support the Executive Management Team (EMT), ensuring the collective leadership of high-quality, innovative services for members, by:

- leading a collaborative, collective culture, encouraging the various parts of the College – Officers, Trustees, EMT, leadership group, staff and more – to work as one organisation, complementing each other towards a common purpose and shared objectives
- sustaining the breadth and quality of all College products, including education and assessment activities
- ensuring the further development of services for members which will enhance the quality of general practice and patient care
- developing and maintaining international relationships, working to deliver the international strategy as agreed by Council, to support the development of primary care and promote the standards of general practice around the world.

6. Enable and supervise the College's commercial activities, ensuring consistency with the charitable aims of the College, by:

- developing and implementing a Corporate Plan to deliver a significant increase in the commercial business of the College and to continue to maximise its business potential
- driving innovation and organisation development in line with the risk appetite in given areas identified and agreed by the Trustee Board
- ensuring that the potential of all properties and facilities owned or run by the College, especially but not limited to the Headquarters building, are fully realised
- ensuring the risks relating to the HS2 development are assessed and managed.

7. Work closely with Medical Leads, Officers and EMT to ensure that the RCGP maintains and enhances its role as the quality standard-setting body for examinations (including leading to the MRCGP qualification), continuing professional education, training and assessment in general practice, by:

- supporting the professional development of general practice to maintain standards of excellence and promote quality general practice
- supporting the professional and personal development of GPs through all stages of their careers from training to retirement
- ensuring continuous improvement in the calibre of clinical care provided in general practice by setting quality standards for education, training, continuing professional development, revalidation and the whole practice environment, and by implementing quality development initiatives
- encouraging the promotion of general practice as a career to schools, medical students and junior doctors.

Person Specification

Experience, knowledge, qualification

- 1. Proven track record of successful leadership (inspiring/visible/inclusive/decisive/creative) having operated at senior level (at least executive director) within a complex and high-profile organisation within a complex service delivery organisation/sector e.g. NHS/health sector, third sector/charity, think tank, membership and/or professional association body.**

Essential	Desirable
<ul style="list-style-type: none">▪ Prior experience as Executive Director/CEO and a detailed knowledge of the obligations this carries, including fiscal operations.▪ Proven ability to work effectively within a complex organisation with a range of stakeholders with potentially differing priorities.▪ Demonstrable record of confidence and emotional intelligence to navigate disagreement, challenge and conflict in a respectful and productive manner.▪ Evidence of handling tension constructively whilst maintaining focus on shared goals where divergent stakeholder views or difficult decisions are present.	<ul style="list-style-type: none">▪ Proven ability to work effectively within a membership organisation and build relationships with an elected body.▪ Prior experience in a charitable organisation, either as a Trustee or Executive Director, so having detailed knowledge of the governance and obligations of a UK charity.▪ Knowledge of current principles of good corporate governance and charities legislation.

- 2. Strong commercial skills (recognising the important balance between commercial considerations, charitable objectives and membership needs). Strategic mindset with commercial orientation driven by a desire to create value for money.**

Essential	Desirable
<ul style="list-style-type: none">▪ Senior level financial understanding, including experience of accountability and oversight for significant budgetary and investment decisions.▪ Experience of converting strategy in a multi-stakeholder environment into measurable service benefits.▪ Evidence of strong commercial acumen and the ability to maximise opportunities.▪ Track record of leading innovation and service improvement.	<ul style="list-style-type: none">▪ Evidence of leading change and service provision in an organisation that includes venue maximisation and/or facilities management.▪ Commercial acumen gained within the public or third sectors.

Person Specification

3. Evidence of successfully leading and managing innovation, organisational change and performance improvement (people, processes, systems).

Essential	Desirable
<ul style="list-style-type: none">▪ Evidence of successfully managing organisational/divisional performance, meeting regulatory and non-regulatory targets.▪ Evidence of organisation development and change management with proven results in building organisational capability.▪ Track record of leading organisation- or division-wide innovation that maximises opportunities in changing conditions.▪ Proven track record of developing/leading an organisational culture committed to high standards of performance and quality.	<ul style="list-style-type: none">▪ Experience of leveraging technology for improvements in effectiveness.▪ Experience and knowledge of marketing and product delivery (particularly in the area of professional development and CPD).

4. Personal and professional values rooted in public service and in harmony with the values and aspirations of the RCGP. Understanding of the medical profession in general and General Practice in particular, including the policy and political context of healthcare in the UK.

Essential	Desirable
<ul style="list-style-type: none">▪ Evidence of impact from a values-driven approach to leadership and management.▪ Clear ability to communicate, connect and empathise with staff, officers and members.▪ Evidence of leadership practice that promotes diversity, inclusion and equality.▪ Embraces the values of the College (Compassion, Inclusivity, Sustainability, Accountability and Integrity).	<ul style="list-style-type: none">▪ Evidence of leadership practice that has delivered tangible/manifest improvements in equality and inclusion.▪ Understanding of the structure and function of the NHS and of UK health policy.

5. Qualifications and continuing professional development

Essential	Desirable
<ul style="list-style-type: none">▪ Good academic graduate achievement (degree 2:1 or above) or an equivalent standard of demonstrable knowledge.▪ Clear evidence of ongoing and recent commitment to their own continuing professional development (CPD).	<ul style="list-style-type: none">▪ Possession of a recognised management qualification, for example an MBA.

Person Specification

Personal attributes (skills, capabilities, attitudes and behaviours)

Essential	Desirable
<ul style="list-style-type: none">▪ Strong, visible, creative, transparent, approachable leadership style. Leadership capabilities mediated by personal insight and situational awareness so demonstrating flexibility in style and approach.▪ Brings dynamism and creative/innovative problem-solving to organisational issues, showing a strong desire to produce results and achieve change.▪ Demonstrably high levels of emotional intelligence including self-knowledge, emotional self-awareness, personal regulation, self-determination, empathy and social skill.▪ High levels of personal resilience with a demonstrable record of taking a measured approach to personal and/or professional challenges bolstered by effective self-care and recovery.▪ Adept at working across communities and with complex, sometimes with priorities in tension (the College is both a charity and a membership organisation).▪ A pursuer of excellence and continuous improvement, committed to valuing and developing people and organisations.▪ Strong critical thinking abilities – able to process, synthesise and understand complex information.▪ Politically astute with exceptional communication, interpersonal, negotiating, presentation and influencing skills.▪ Able to communicate complex issues clearly, skilfully and persuasively: to make a positive impact through high quality written and verbal presentations.▪ Ability to think and act strategically and to articulate a clear sense of direction and vision to internal and external audiences.▪ Clear values congruent with those of the College: Compassion, Inclusivity, Sustainability, Accountability and Integrity.	

Benefits of working for US

Our people bring talent, passion, imagination and drive to our work every day – an enormous contribution that deserves to be rewarded!

We care about our people, as much as we care about our purpose, members, officers and other stakeholders. We aim to support everyone to be the best they can be and make the College a truly great place to work.

So, it makes sense that our employee policies should support the lifestyle you choose and offer a rewards and recognition programme that makes you feel valued.



Leave

Annual leave: 27 days per annum plus bank holidays (pro rata for part time employees). You can buy five days additional annual leave and sell up to two days annual leave. This will be pro rata for part time employees.

Employer supporter volunteering scheme:

Up to two paid days to volunteer (pro rata for part time employees).

Flexi-time: Our flexi-time system allows you to vary your start and finish time to ensure you fulfil your contractual commitments to the College. There is also the ability to bank time to allow you to carry out personal/family commitments.

Special leave: Special leave with pay includes bereavement (compassionate) leave, emergency family / time off for dependents leave, moving to a new house.

Finance

Salary: circa £180,000 with flexibility depending on experience

Pension scheme: We operate a contributory pension scheme where you contribute a minimum 4% per month through salary sacrifice – the College pays 8% per month.

Life assurance: Life assurance is provided at six times your salary, during employment. This benefit only applies to employees who are in the pension scheme.

Long service award: We give a financial award for staff achieving long service.

Professional development

Membership of professional body fees:

If membership is relevant and appropriate to the job we will pay for one professional membership a year.

Study grants and loans: Applications considered for study grants of up to £1,000 and loans of up to £3,000 for courses of study that are relevant to your role subject to budget.

Learning and development: We are committed to providing opportunities for your ongoing learning and development, helping you learn and grow through a combination of formal and informal learning.

eLearning: You can upskill via our eLearning portal, which offers a variety of learning content including bite sized courses and resources.

Mentoring scheme: Our mentoring scheme supports individual learning, growth and development. It is an opportunity for you to collaborate with colleagues outside of your immediate teams, sharing learning, knowledge and experience.

Health and wellbeing

Employee assistance program: Provided by Axa Healthcare and offers an employee support helpline, information services, 24 hours a day, 365 days a year.

Eye care vouchers: We contribute £25 towards eye tests and £75 towards spectacles for VDU use.

On-site gym: Our London head office has a fully equipped gym that is free to use.

Well scheme: Once you have passed probation we will pay up to £50 per rolling year for you to attend a course, evening class, fitness suite, or other activity which will benefit your wellbeing.

Family friendly

Occupational leave: Maternity, paternity, adoption, parental and shared parental leave.

RCGP Plus: Discounts on products and services from a wide variety of brands and retailers.

Searcys: A 10% discount at Searcys venues.

Travel and transport

Bike loan: Cycle to work scheme interest free loan, permanent staff only.

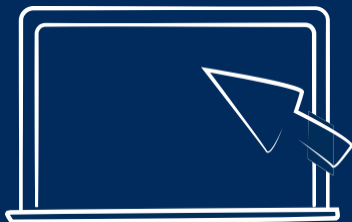
Season ticket loan: Available once you have completed your probation period.

Bike storage: Large inside bike store to leave your bike dry and safe at our 30 Euston Square, London office.



How to apply

Please submit a CV and cover letter to apply, and send through to Saxton Bampfylde.



Recruitment timetable

- **Closing date: noon on 16th June**
- **Stakeholder engagement sessions: w/c 14th July 2025**
- **Selection Centre/Interview date: 21 July 2025**

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Royal College of General Practitioners on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **ZBURA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The Royal College of General Practitioners 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.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.