

Supporting pregnancy choices.  
Trusting women to decide.



Appointment of  
**CHIEF  
EXECUTIVE**

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# Introduction

BPAS exists to support and enable women to make their own reproductive choices. Where the services women need do not exist, we create them. Where barriers prevent women accessing reproductive healthcare, we remove them. We support 90,000 women every year facing an unplanned pregnancy or a pregnancy they cannot continue, through a current network of almost 80 centres across Britain, and advocate and campaign on their behalf. Through the COVID-19 pandemic, we have worked flexibly, adapting our service models and online provision to continue to support the women who need us, when they need us.

We've been providing woman-centred reproductive healthcare for more than 50 years, mostly on behalf of the National Health Service. We are commissioned by multiple organisations across the UK, including the UK Government to provide care for women travelling from Northern Ireland to England and Wales for treatment. Women from around the world travel to BPAS because they know they will receive safe, high quality care which they are denied at home.

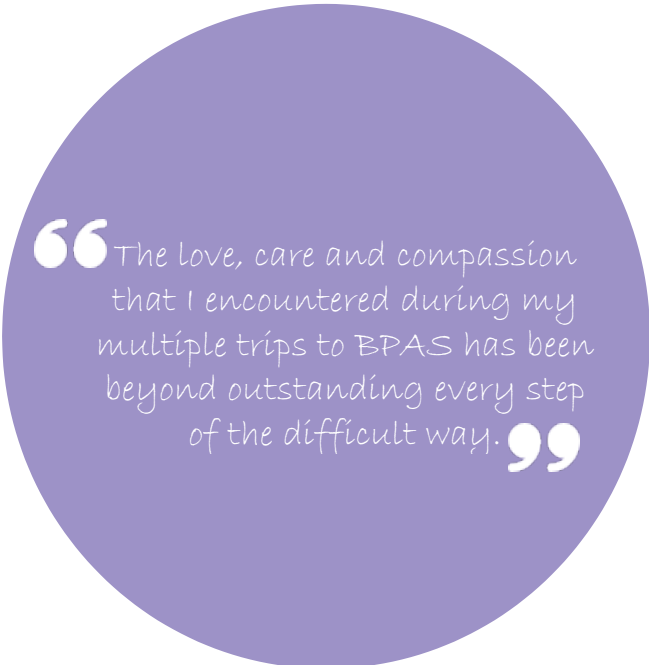
We believe women are the ones best placed to make their own choices in pregnancy, from the contraception they use to avoid pregnancy to how they give birth, and need unbiased, evidence-based information to support those decisions and high-quality services to exercise them. We advocate, campaign and educate in order to improve understanding of women's needs and to defend and extend reproductive healthcare services in the UK.

Much of our campaigning recently has focused on delivering the decriminalisation of abortion across the UK. While safe and publicly funded abortion care has been accessible for many years in Britain, it still remains the only healthcare procedure to require legal authorisation from 2 doctors. We campaign for full decriminalisation

across the UK as only this affords women the right to make their own reproductive healthcare decisions, and enables healthcare professionals to deliver the highest quality care and support.

There is still much work for us to do in improving existing services, delivering care in innovative ways, reducing waiting times and preparing for a decriminalised framework which will enable us to create woman-led services using different pathways. The success of some of the service innovations the current pandemic has prompted may signpost us towards new operating models.

We also need to explore other areas of reproductive healthcare where women are poorly served. BPAS was established in 1968 to deliver a not-for-profit abortion service which the NHS either could not or would not provide, meaning women either could not access the care they needed or were forced to pay high prices to do so. In 2020, we believe women needing fertility services and support would also benefit from BPAS' approach to woman-centred and evidence-based care; we are now seeking to establish affordable IVF services for women in the UK.



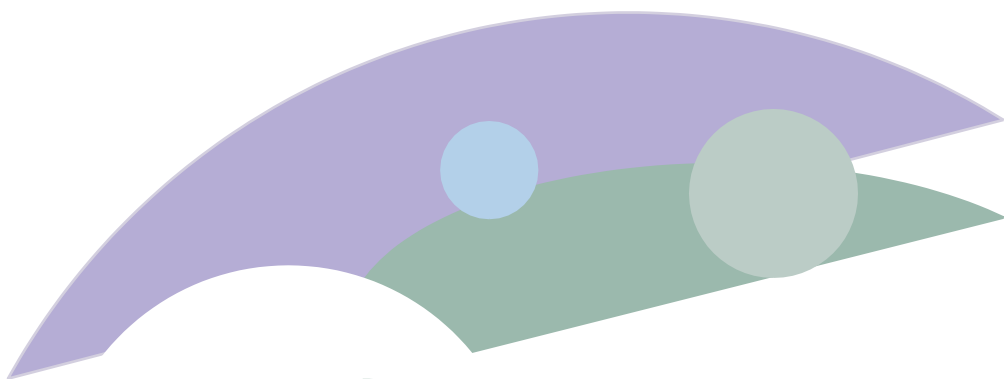
*“The love, care and compassion that I encountered during my multiple trips to BPAS has been beyond outstanding every step of the difficult way.”*

A message from  
Dame Cathy Warwick  
BPAS Chair

“

We trust women to make decisions about their lives, and they can trust us to provide them with the highest quality care and to advocate for the legal and policy changes needed to deliver reproductive choice.

”



# The Opportunity

BPAS seeks an individual to lead, build and inspire this unique organisation. Our ambition is to be part of a future where every woman is able to exercise reproductive autonomy and is empowered to make her own decisions about pregnancy. Our purpose is to remove all barriers to reproductive choice and to advocate for and deliver high quality, woman - centred reproductive healthcare. We are a UK based organisation, but our staff are global advocates for women's reproductive rights. Services have grown twelvefold in recent years and the introduction of IVF services means that BPAS will now encompass a wider spectrum of women's reproductive health. For more information please see our latest quality report [here](#).

From junior staff to executive directors, the BPAS team is committed and enthusiastic about what the future could bring, with a clear dedication to what BPAS does and achieves for women. The next Chief Executive will share this sense of pride and be passionate about women's rights and choices. Working with and through a highly skilled executive team, they will lead externally and internally, empowering their colleagues while also demonstrating the necessary organisational and commercial leadership capacity to lead and develop an organisation of this scale and complexity. They will respond to the following strategic priorities:

## Advocacy, policy and campaigning

- Campaign for the decriminalisation of abortion across the UK
- Improve women's access to contraceptive services, particularly emergency methods
- Create a research centre, applying BPAS' commitment to women's autonomy to the spectrum of reproductive issues

## Continuous Improvement to abortion services

- Identify and implement solutions to reduce waiting times
- Develop BPAS' after care service to meet the needs of clients and the organisation
- Undertake research and co-ordinate stakeholder engagement on the routine use of ultrasound scanning

## Making BPAS a centre for reproductive healthcare

- Develop and deliver fertility services
- Develop BPAS branded products and services
- Building on changes introduced during COVID-19, to develop the service model of the future

## Modernising our business and technology infrastructure

- Develop and deliver a digital strategy to enable greater focus on client care
- Develop and deliver an effective recruitment and training strategy to support service delivery and BPAS' reputation as a good employer

The next Chief Executive will live our values.

We are:

### Compassionate

We listen to women and deliver services to meet their needs. We build relationships with those we care for based on empathy, dignity and respect.

### Courageous

We are the voice of the women we care for and we are never afraid to advocate on their behalf, particularly when others are silent. We are at the forefront of innovation in clinical care and campaign tirelessly for the services women need.

### Credible

We act with integrity. Everything we do is evidence-based and ethical, informed by our knowledge and understanding of the needs of the women we serve.

### Committed to women's choice

We believe women are best placed to make their own decisions in pregnancy, with access to evidence-based information to inform those choices and the services they need to exercise them.

“I was on my own during the procedure. From the minute I walked in I felt comfortable. I can't explain how kind all the staff were.”



# Advocacy, policy and campaigning

BPAS has played an instrumental role in fostering a pro-choice environment in this country, leading a coalition of women's organisations advocating for change and supporting parliamentary champions of progressive reform.

Decriminalisation is all but achieved in Northern Ireland. There is still work to be done to ensure that the service develops to meet women's needs. BPAS will be at the forefront of advocating for the most accessible, woman-centred care possible within this new landscape. We will now also be seeking to secure decriminalisation in England and Wales, and working with our colleagues and allies in Scotland to push for a similar framework there. Alongside this, we will press for the changes women need in order to continue with wanted pregnancies such as, better support for women suffering severe pregnancy sickness and the elimination of the two child benefit cap.

We will also be working to secure the regulatory changes needed for a reclassification of progestogen-only emergency contraception so it can be sold from a variety of locations and without a consultation with a pharmacist. BPAS may even launch its own product.

BPAS has expanded its research remit through the WRISK project, a Wellcome Trust funded initiative to improve public health messaging to women in pregnancy and ensure risk messaging is evidence-based and woman-centred. In the next year, BPAS will be launching the Centre for Reproductive Research and Communication to build on this work, broadening public understanding of women's reproductive health needs, undertaking legal and ethical analysis of reproductive issues and applying BPAS' approach to woman-centred healthcare across the reproductive spectrum. We will seek external funding to support our centre.

“ I felt listened to and not judged, I was a patient who had made a difficult decision and they were concerned with my welfare. But these angels absolutely overwhelmed me with their compassion through all stages of my procedure. ”

# Continuous improvement to our abortion service

In 2017 we supported around 90,000 women facing an unplanned pregnancy or a pregnancy they cannot continue. We provided abortion treatment to approximately 76,000 of those women. We want to ensure as many women as possible can access BPAS services or services developed to our standards, and that those standards are exacting. We will focus on continually improving the care we offer to women, ensuring that our services are as accessible as possible within the current legal framework.

Through our Quality of Care project, we have sought to better understand what our clients value in an abortion service and where we can make improvements. We will work to ensure the needs of our clients are at the heart of our pathway, in particular identifying and implementing solutions to reduce waiting times.

We will develop new BPAS aftercare service to better meet the needs of our clients once they have left the clinic. We will also embark on an ambitious program of research to inform a review of our policy on routine ultrasound. This should pave the way to deliver a safe, acceptable early medical abortion service which is no longer reliant on ultrasound.

To support staff delivering a high-quality effective service, we will implement a new platform for updating and accessing BPAS clinical guidelines, policies and procedures. This will reduce the burden of updates on staff and improve implementation, ensuring our clients are treated in accordance with the best and most up to date evidence.



“The advice, care and attention that I received today was second to none. Your staff should be proud to not only deliver this service to women who need it, but proud of the time they take to listen and make clients feel comfortable. I feel extremely lucky to have been allowed to make this choice legally, safely and with the support of your team.”



# Making BPAS a centre for reproductive healthcare

BPAS has transformed the delivery of abortion services in the UK and we are ambitious to improve other areas of care. We want to become a centre of reproductive healthcare, building on the services we already deliver.

We currently provide:

- Pregnancy options counselling
- Abortion care, including a specialised pathway for fetal anomaly
- A booking service for women needing treatment within the NHS
- A centralised booking and travel support service for women from Northern Ireland
- Post-abortion counselling and aftercare
- Contraception advice, consultation, supply and fitting of post treatment contraception
- STI testing
- Miscarriage management
- Vasectomy treatment

We will start to develop counselling, contraception and aftercare as standalone services, giving more women access to high quality BPAS services and increasing income that can be ploughed into improving and extending our service.

We will also explore the development of a not-for-profit fertility service, recognising that many couples currently face a postcode lottery when trying to access NHS-funded care. Clients must either pay a high price for private care or come to terms with not having a child. BPAS will seek to provide a lower cost alternative that we hope could radically alter the private market and force positive change.

While advocating for a reclassification of emergency contraception, we will also investigate the possibility of developing and marketing our own branded medicine alongside other women's healthcare products and services, such as pregnancy tests.

“You guys offer an amazing service for people who need it, without judgement, bias and with sensitivity and dignity.”

# Modernising our business and technology infrastructure

BPAS will invest in its technology infrastructure and in the modernisation of back-office processes and practices to bring these in line with BPAS' clinical excellence, freeing up staff time to focus on the needs of our clients.

The Executive Leadership Team has recognised the need to upgrade IT systems and connectivity to improve efficiency and reduce duplication and are therefore committed to a programme of rapid and transformational change.

The digital transformation of the client pathway will include a drastic reduction in paper-based processes through initiatives including the introduction of electronic patient records, reviewing the booking service, consultation and aftercare services to maximise online access. This will also involve upgrading IT systems and connectivity to improve efficiency and reduce duplication.

Our digital principles will underpin all BPAS IT investments i.e.

- Solutions must be secure by design, fully GDPR compliant, support rule-based workflows to enable full integration with other products
- Solutions must be client centric i.e. the client experience will be in the heart of the design
- We will collect information once and only if we need it.
- Staff will be fully involved in solution design to support efficient and effective process
- New solutions must be intuitive to use so that minimal training will be required

“The whole team was fantastic from start to finish and I cannot thank them enough for their support and empathy on what was a very emotional and scary day for both me and my boyfriend. A wonderful service.”

# Person Specification

BPAS’ next Chief Executive will need to demonstrate the capability and experience to lead and manage a large, complex organisation that depends upon its outstanding clinical service delivery as much as its external advocacy. The appointee will have the intellectual agility to operate across a broad spectrum of activity and move between the diverse demands of the role, and the bravery to take us forward with confidence into a new future, through this time of change.

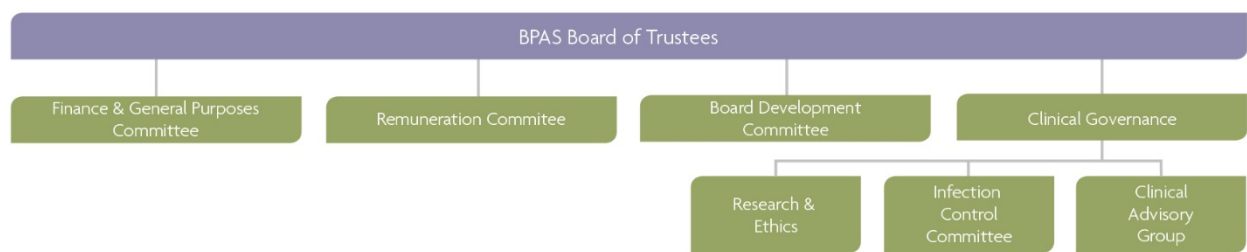
They must bring a track record of growing a successful organisation, with sound business nous and financial acumen, as well as the leadership skill to bring nationally dispersed staff along with them, ensuring a high quality, performance-oriented culture, and maintaining outstanding service delivery in all our clinics.

They will lead, motivate and inspire a values-led, dedicated staff team through the high-performing Executive team, building an organisation that delivers the highest levels of performance and reflects the diverse group of women we represent. They will harness the innovative ideas of the executive team to drive tangible improvements and change where necessary.

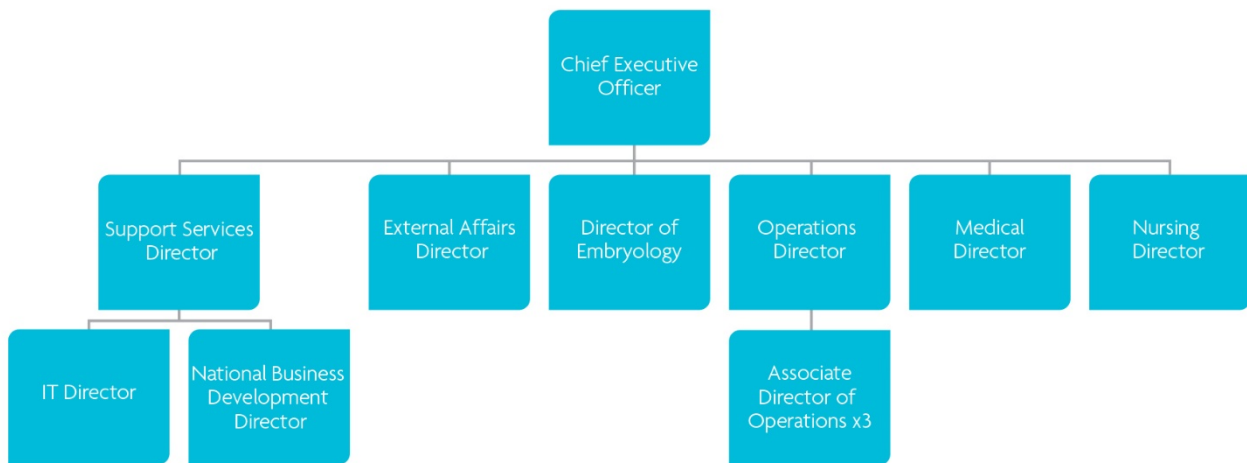
The individual will need to be credible and comfortable under scrutiny and with a national and international profile, with an ability to engage with stakeholders in national policy and health, alongside Clare Murphy the Director of External Affairs, in order to ‘future proof’ the organisation against political changes.

## Organisation structure

BPAS governance chart:



BPAS organisational chart:



## **Key Objectives**

The Chief Executive is the most senior executive leader in the organisation and has personal responsibility for:

- Strategic direction: realising the vision and missions of BPAS through the delivery of the business plan, and outstanding clinical service delivery, and externally championing the work of BPAS at the highest levels with multiple stakeholders across the UK and internationally.
- Organisational leadership and management: setting strategic direction for the Executive Leadership Team, ensuring that the team is aligned while allowing them autonomy to develop their own teams and manage their own divisions effectively. Their leadership style will be underpinned by our values and a commitment to excellence. They will be a champion of equality, diversity and inclusion.
- Corporate governance: the most senior member of the executive with accountability for ensuring that Trustees are enabled to carry out their role, and where necessary carry out the directives of the Trustees to ensure that all legal and regulatory responsibilities are discharged, and that the governance of the organisation meets the highest possible standards.

## **Internal key responsibilities**

**This person will:**

- take responsibility for the delivery of continuously improving high quality care and support to women internally through our clinics and externally through our campaigning and advocacy work;
- provide inspirational leadership of a high performing senior executive team, and ensure that staff throughout the organisation are developed, valued and engaged;
- be a robust and passionate advocate for our values and organisation's mission - compassionate; courageous; credible; and committed to women's choice;
- recognise and manage the key operational, clinical, financial, and relationship risks that exist, and plan proactively for those to come;
- work closely with the Trustees to develop and agree the strategy, business plan, and annual budget, together with key performance indicators, and take responsibility for successful implementation of the strategic plan;
- respond to board development programmes and in collaboration with colleagues review internal structures and processes;
- ensure that the Chair and Board receive all necessary information and analysis to allow them to fulfil their duties;
- build on BPAS' ability to achieve financial stability and growth in charitable and statutory funds at a time when it will meet increased demands;
- ensure the quality of the services delivered will meet the highest standards of clinical governance;
- promote and drive a compelling digital strategy;
- oversee the organisation's estates strategy.

## **External key responsibilities and accountabilities**

**This person will:**

- adapt to the changing needs of the women we serve, either as a result of political or organisational changes, and, together with the Board, enable and support necessary change to BPAS' services and strategy accordingly;
- support the continued focus on leadership in women's reproductive needs and the Charity's impact on women's rights and freedoms in policy development nationally and internationally; and
- continue to build mutually beneficial partnerships with other agencies in the public, private and statutory sectors, while also guiding the organisation to new sources of funding.

# THE PERSON

## **The new Chief Executive will bring the following experience, skills and personal qualities:**

- Success as a senior leader in a substantial and complex organisation, whether in the commercial, charity or public sector. This experience should include direct involvement in the development of strategy, policies, planning and operational effectiveness;
- The ability to translate strategic plans into reality through the effective leadership of the senior team;
- The intellectual flexibility to move easily between significant detail and the strategic picture;
- The ability to set ambitious targets and take calculated risks aimed at delivering added value to the Charity;
- The determination to achieve high standards of excellence and to challenge poor performance;
- The ability to bring out the best in people and develop a positive culture;
- Excellent influencing and negotiation skills, and the ability to develop effective long-term relationships with staff, patients, partners and the Government;
- Evidence of leading successful transformational change across structures, cultures, and a nationally dispersed workforce;
- The interpersonal skills necessary to engage sensitively and effectively with all audiences, from Government Ministers to patients and the press;
- The willingness to be held to account for both success and failure, and to hold others to account for the same;
- A strong sense of commitment to openness, honesty, inclusiveness and high standards;
- Energy, resilience, and an understanding of strengths and limitations;
- An ability to determine priorities, set realistic timescales and organise time effectively;
- An ability to present an argument persuasively, negotiate successfully and influence the decisions of others;
- An ability to speak confidently and fluently and hold the attention of others, including through television and radio interviews;
- The determination to achieve high standards of excellence and stimulate others to do the same.

## **Terms of Appointment**

The salary will be commensurate with seniority of the role.

Holiday entitlement for the role is notional, and the board approves flexibility on this for the senior team.

We welcome all applications irrespective of people's race, disability, gender, sexual orientation, religion or belief, age, gender identity, marriage and civil partnership, pregnancy and maternity and in particular those from under-represented groups.

# HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to **BPAS** on this appointment.

Candidates should apply for this role through our website at **[www.saxbam.com/appointments](http://www.saxbam.com/appointments)** using code **TAHASA**.

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

The closing date for applications is noon on **28th July**.

If you are unable to apply through the website, please email **[belinda.beck@saxbam.com](mailto:belinda.beck@saxbam.com)** quoting reference **TAHASA**.

## **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







## Our ambition

A future where every woman is able to exercise reproductive autonomy and is empowered to make her own decisions about pregnancy.

[www.bpas.org](http://www.bpas.org)

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BPAS is registered and regulated by the Care Quality Commission

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