

The Business Banking  
Resolution Service

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Chief  
Executive  
Officer





# Welcome

Thank you for your interest in becoming the first Chief Executive Officer (CEO) at the new Business Banking Resolution Service (BBRS). The BBRS will provide an industry funded dispute resolution service to resolve historic and future disputes between SMEs and participating providers of banking services in a transparent, timely and accessible manner without the need for litigation.

The new voluntary dispute resolution service will:

- resolve business disputes between eligible SME customers and banks in a transparent, timely and accessible way;
- reach fair and reasonable determinations on an independent basis and without need for litigation;
- become a trusted and independent partner to eligible SME customers and banks in restoring mutual trust between the parties;
- provide a customer focused service which prioritises those with the greatest vulnerability;
- ensure the highest quality standards as a leading voluntary dispute resolution service, and
- continually learn from customer feedback and identify service improvement actions for the banks.

We are guided by the commitment to do and be seen to do what is right, fair, and reasonable at all times.

To lead the establishment of the Service, we are seeking expressions of interest from individuals who would like to be considered for the most senior appointments in the new organisation – the Chief Executive (CEO), Chief Adjudication Officer (CAO), Chairperson and Non-executive Directors.

The Chairperson, CEO and CAO will work in collaboration to deliver the Service, manage its public profile and customer communications and provide reliable and timely determinations on a fair and reasonable basis. All three appointments require individuals of considerable stature and leadership credibility in their field, with an outstanding record of achievement.

As CEO, you will have a unique opportunity to develop and deliver a brand new voluntary dispute resolution service and will be accountable for starting, building and running the organisation and meeting associated customer needs. You will develop and approve a culture of doing the right thing, embedding core values of fairness, impartiality and objectivity to resolve disputes between customers and other parties, and enforcing policies and procedures to ensure adherence to legal, regulatory and ethical standards.

This is a high-profile appointment requiring outstanding leadership skills and the ability to persuade, influence and negotiate effectively with a range of external partners and stakeholders. The role requires someone with a strong customer service orientation and robust operational leadership experience.

For updates on our early development visit <https://thebbrs.org/>

If you have the background, skills and personal qualities we are looking for, we very much look forward to hearing from you.

**Lewis Shand Smith**  
Chair, Independent Steering Group





# Role Profile

<b>Role</b>	Chief Executive Officer
<b>Reports to</b>	Chairperson and the Board
<b>Key relationships</b>	CAO; Chair and Board; stakeholders and partners of the new Service; and with banks, the SME community, media, opinion formers and other stakeholders as appropriate.
<b>Role purpose</b>	As CEO you will lead the organisation and provide the strategic and cultural direction to successfully deliver the service in line with its constitution and customer and people objectives. You will be accountable for starting, building and running the organisation and meeting associated customer needs.

## Main responsibilities of the appointment

- Providing strong, effective and visible leadership and direction to the Service and its staff as it develops.
- Working with the Chairperson and Chief Adjudication Officer to lead and support customer and other stakeholder communications as required, including the effective management of key stakeholder relationships.
- Developing and fostering a culture of customer service and continuous improvement, including effective SLAs and appropriate customer focused success criteria.
- Delivering the executive management arrangements of the organisation, ensuring appropriate people, policies, procedures and performance measures are in place in line with its constitution as well as identifying and managing risks.
- Appointing and leading the senior management team.
- Establishing an appropriate working relationship with the Chief Adjudication Officer.
- Developing and delivering the business plan in a way that maintains quality and perpetually improves delivery in response to feedback.
- Delivering the required infrastructure and technology.
- Ensuring the efficiency and cost-effectiveness of the business, including its winding down or potential transition to another body as appropriate.
- Adhering to legal, regulatory and ethical standards as appropriate.
- Fulfilling the responsibilities as a Board Director.





# Person Specification

## Knowledge and experience

- Significant experience as Chief Executive or equivalent, ideally gained within a comparably complex and high-profile organisation and / or environment.
- Deep experience of building resilient teams for performance and of creating and fostering positive working cultures that strive for excellence.
- Outstanding track record of leading and developing productive alliances and positive working relationships across a wide range of professional communities, agendas and audiences.
- Experience of leading organisational transition, such as start-up or transformational change; this should include a clear understanding of the impact on capacity to deliver from a process, service and system point of view.
- Sound appreciation of the management of public organisations and regulated industries, along with an understanding of reputation management and risk for organisations working in the public interest.
- Strong experience of successful operational or customer service delivery; knowledge of ombudsman / ADR schemes would be an asset.

## Skills and abilities

- Outstanding leadership and management skills.
- Able to move quickly between the strategic and the detailed.
- Outstanding communication, representational and interpersonal skills and is able to build trust and secure the confidence and commitment of others.
- Able to lead, influence and motivate individuals across all levels of an organisation.
- Strong personal organisational skills with the ability to manage competing priorities and work under pressure.

## Leadership style and personal attributes

- Strong customer service orientation and commitment to quality.
- Independent thinker with sound judgement.
- Entrepreneurial flair; resilient and solution-focused.
- High emotional intelligence.
- Possesses the energy and drive for the success of the service and is committed to its values of fairness, transparency and accessibility.

# Terms of Appointment

<b>Remuneration</b>	This role attracts a competitive salary.
<b>Contract</b>	The CEO appointment is offered on a full-time basis. The BBRS will be created as a discrete, complete organisation in 2019. It is anticipated that the BBRS will continue to operate for the purpose for which it is currently being created for around three years.
<b>Culture statement</b>	We are guided by the commitment to do and be seen to do what is right, fair, and reasonable at all times.

## The Appointment Process

We hope you will consider expressing an interest in this role. If you have questions about the appointment process and would find it helpful to have an informal conversation, please contact Juliet Taylor on 0203 971 0832 or at [Juliet.Taylor@starfishsearch.com](mailto:Juliet.Taylor@starfishsearch.com)

**To make an application, please provide by email to [Juliet.Taylor@starfishsearch.com](mailto:Juliet.Taylor@starfishsearch.com)**

- your CV or equivalent biographical information;
- a covering letter that sets out your motivation for considering the appointment, and why, in brief, you believe your skills and experience make you suitable;

We would also be grateful if you would also complete the Equality and Diversity monitoring form provided. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

<b>Closing date</b>	<b>Monday 16th September 2019</b>
<b>Agreement of the final shortlist</b>	<b>Wednesday 25th September 2019</b>
<b>Interviews with the BBRS</b>	<b>Tuesday 1st October 2019</b>

We may ask you to meet informally with the Starfish Search team before the above date. We anticipate that a final shortlist of applicants will be agreed by 23rd September. Shortlisted candidates will be invited to attend interview with BBRS before the end of September 2019.

Please download, complete and return our equal opportunities form