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## CONFIDENTIAL ROLE SPECIFICATION

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### **The Royal Marsden NHS Foundation Trust**

Non-executive Director, Chair of the Audit & Finance Committee

*The* ROYAL MARSDEN  
NHS Foundation Trust

**January 2022**

Executive Search  
and Talent Management

The MBS Group Ltd  
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The MBS Group Limited is a company registered in England and Wales under company number: 09420768  
Registered Office: 1st Floor Sackville House, 143-149 Fenchurch Street, London EC3M 6BN, England.



## Welcome from Charles Alexander, CBE, Chairman and Dame Cally Palmer, Chief Executive

January 2022

Hello,

Thank you for your interest in finding out about joining the board of the Royal Marsden. This document provides information about the organisation, the board and the role as well as the application process. I hope it gives you all you need in order to decide whether to apply.

The Royal Marsden has a vital role in championing change and improvement in cancer care through research and innovation, education and leading-edge practice. We are incredibly proud of our international reputation for pushing the boundaries and for our ground-breaking work ensuring patients receive the very latest and best in cancer treatment, therapies and care. Similarly, the care and treatment our colleagues have delivered through the pandemic has shown the true professionalism and dedication that is the Marsden's hallmark.

The Board of the Marsden is responsible for our strategic direction and for ensuring we are able to deliver to the stretching goals cancer requires us to set ourselves. Board members have a particularly important role in balancing the multi-faceted roles the Marsden plays as a specialist provider of cancer services and care, research and innovation within the ecosystem of a changing NHS, alongside our partner academic institutions and research organisations, as a provider of private healthcare, and as a close partner of the Royal Marsden Cancer Charity. As a group, the non-executive Directors bring their experience, wisdom, insight and values to support and challenge our high-performing executive team.

Underpinning the life-changing work of our dedicated staff is the Marsden's stable financial performance, which enables us to invest in research, innovation, facilities and equipment, and our colleagues' development and well-being. The Audit & Finance Committee oversee our financial governance on the Board's behalf: as such, the Chair of the Audit & Finance Committee plays a critical role in ensuring our on-going ability to commit resources to cancer's most significant battles

The Trust has an ambitious and exciting Five-Year Strategic Plan to deliver to, and the Board are now looking for an Audit & Finance Chair who will help to support delivery of those strategic objectives.

I wish you every success with your application.

Yours faithfully,

Charles Alexander, CBE  
Chairman



Dame Cally Palmer  
Chief Executive



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## JOB SPECIFICATION

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Position:	Non-executive Director & Chair of the Audit & Finance Committee
Organisation:	The Royal Marsden NHS Foundation Trust
Location:	London & Surrey
Reporting Relationship:	Chair
Website:	<a href="https://www.royalmarsden.nhs.uk/">https://www.royalmarsden.nhs.uk/</a>

## THE ROYAL MARSDEN

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The Royal Marsden NHS Foundation Trust is the largest comprehensive cancer centre in Europe with a national and international reputation for delivering high quality patient care, cancer research, development and education. A specialist cancer hospital and the national Biomedical Research Centre for Cancer, the Royal Marsden's mission is to make a national and global contribution to cancer research and treatment. Together with its principal research partner, the Institute for Cancer Research, the Marsden is one of the top five centres globally for the impact of their research on cancer.

Working collaboratively with the NHS in South West London, North West London, across the capital, and nationally, the Marsden, which treats 59,000 patients every year, also founded and hosts RM Partners, the Cancer Alliance for West London, which is improving outcomes for patients across West London. As Integrated Care Systems are formally established over the coming months, the Marsden will need to work particularly closely with the ICSs in both South West London (where it is geographically based) and in North West London, through RM Partners. The Trust employs around 4,500 staff across its London and Surrey locations, and is pleased to be rated one of the top performers in the NHS Staff Survey

Driven by the conviction that patients, entrusting their lives to the Marsden, deserve the very best, the Marsden is now working to ensure excellent cancer care through the pandemic to the widest possible population, to accelerate early diagnosis, and to develop new models of care, recognising that the pandemic's impact has made the Marsden's long-standing commitment to equality, inclusivity and diversity more important than ever. The Trust is also delivering a significant digital transformation programme that will improve yet further its ability to care for its patients, and to research and understand their cancers and the best possible treatments, while working as efficiently as possible.

As a specialist provider, The Royal Marsden has a responsibility to innovate and ensure that it can act as a test bed of best practice for the NHS. The Trust has a history of trialling new technology, from intensity-modulated radiotherapy techniques, to installing the UK's first Magnetic Resonance Linear Accelerator (MR Linac) machine and developing the largest and most comprehensive programme of robotic surgery in the UK. It has also recently opened a prestigious ambulatory care facility in Cavendish Square and will open, in 2022, the state of the art cancer centre, the Oak Cancer Centre, on its Sutton site. Supported in its development by the Royal Marsden Cancer Charity, the Oak Cancer Centre will speed up the translation of world-leading research into breakthroughs in treatment and care.

The best healthcare requires not only technical and clinical excellence, but the highest standard of care delivery and The Royal Marsden has a consistent record of top decile performance across all aspects of treatment and care. This includes results from national inpatient and outpatient surveys, a customer service excellence award for all services, international accreditation for safety and quality and top decile scores nationally in staff survey results.

The Royal Marsden has retained its 'Outstanding' rating as a Trust and 'Outstanding' rating for being Well Led following an inspection by the Care Quality Commission in September and November 2019. The Trust was described by the CQC as a beacon of Outstanding practice. It was Outstanding overall

### Executive Search and Talent Management

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before, but has improved by achieving Outstanding in four of the main categories that CQC rate. This reflects the skills, commitment and culture of the workforce at The Royal Marsden who work to a set of values developed to reflect what staff do every day. The values demonstrate the commitment to excellence and equality in everything that staff do, and provide a strong foundation for the delivery of the very best patient care, service delivery and life-saving research, as well as being embedded in our wider people management philosophy. These are set out overleaf.

As an organization at the forefront of the fight against all cancers, The Marsden has always valued highly the talents of colleagues and partners from all backgrounds and protected characteristics: excellence requires vibrant diversity of lived experience throughout an organization, and an inclusive culture in which everyone can contribute fully, and achieve their full potential. The Trust is also well-known for the platform and development opportunities it has given to a number of individuals from under-represented backgrounds who have gone on to make a significant contribution in their areas of expertise. That said, the Marsden also recognizes that, for all its strengths, its leadership doesn't currently reflect the full diversity of the communities it serves and is actively working to address that, and to understand in a rounded way the experiences of colleagues from all backgrounds, and changes it could make. Looking ahead, the aspiration is for a board well-equipped to lead the Marsden towards the next stage of impact on cancer, and that also reflects more fully the richness and diversity of the Trust's valued colleagues, and its patients.

Looking ahead, the Trust's Five Year Strategic Plan 2018/19 to 2023/24, can be found on our website: [here](#)

The core themes of that Strategic Plan – Research & Innovation, Treatment & Care, Modernising Infrastructure, and Financial Sustainability – are at the heart of the Marsden's priorities for its work. The COVID-19 pandemic has become critical to the context in which the Marsden operates: ensuring the best possible cancer care for patients whilst NHS partners are delivering wider, generalised healthcare services through the pandemic is clearly a critical responsibility. Equally, ensuring that the Marsden plays an active, leading, role in the success of cancer treatment, across both the South West London and North West London ICSs, and beyond, as the ICSs are established, is critical.

## **The Board**

The Trust is led by a unitary Board of Directors, whose collective expertise, skills and values drive the vision and mission of the organisation. Board members lead the development of strategy, the focus on quality, safety and performance, and ensure effective governance systems, appreciation of risk, oversight of the Marsden's working culture and commitments to equality, diversity, inclusion and sustainability, and the organisation's delivery for its patients, colleagues and partners.

Collectively, the Board is responsible for the performance of the organisation and as key players in this team, Non-Executive Directors need to take a broad, strategic view. They have a particular duty to ensure that constructive challenge is made. They support and scrutinise the performance of the Executive Directors in meeting agreed goals and objectives, and monitor the reporting of performance. They satisfy themselves as to the integrity of clinical, financial, quality, diversity, workforce and other information, and that the control mechanisms and systems of risk management are robust and defensible.

Non-Executive Directors may be required to chair Board level Committees through discussion and agreement with the Chair: this particular Non-Executive Director will be asked to chair the Audit & Finance Committee.

## Our values

### Pioneering Change

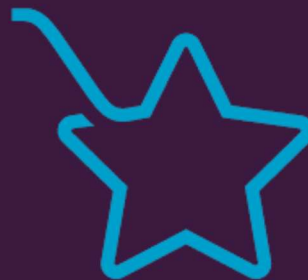
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We lead the way in cancer research and drive continuous **innovation** to improve the lives of patients.

### Pursuing Excellence

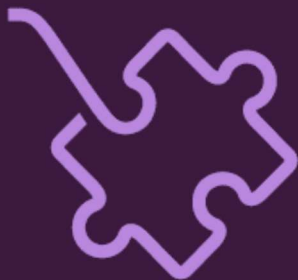
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We strive to be experts in our field, working to deliver outstanding **quality** in all that we do.

### Working Collaboratively

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We work in an inclusive way, bringing together different expertise, partners and resources to achieve the best possible **outcomes**.

### Showing Kindness

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We aspire to create a world class **experience** where all patients, staff and partners feel valued and respected.





## THE ROLE

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The Marsden's Non-Executive Directors have a critical strategic leadership role across the full breadth of this extraordinary organisation's work and future plans. The Chair of Audit & Finance, in particular, leads the Audit & Finance Committee in assuring the Trust's strong financial governance, understanding its financial risks, and future-proofing the Marsden's on-going ability to invest for maximum impact against cancer, working closely with a strong CFO.

As members of the unitary board, all Directors are required to:

- Provide effective leadership of the Trust within a framework of prudent and robust controls which enable risk to be assessed, appreciated and managed, embodying the Trust's values and commitment to equality, diversity and inclusivity
- Set the Trust's strategic aims, ensure that the necessary financial and investment resources are in place for the Trust to meet its objectives, and review management performance
- Set the Trust's values and standards and ensure that its commitments and responsibilities to its patients, colleagues, partners and others are understood and met

## KEY ACCOUNTABILITIES

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Above all, the Non-Executive Directors ensure that the Trust Board acts in the best interests of the public and is fully accountable to the public for the services provided by the Trust and the public funds it uses. More specifically, this Non-Executive Director will:

### Strategy

- Consider, discuss and agree strategic objectives to secure the Trust's future sustainability and impact, and regularly review and support management performance against those objectives
- Contribute to ensuring that strategies and actions approved by the Board of Directors are implemented effectively by the Chief Executive and the senior management team, and that delivery of the Annual Plan and Five Year Strategic Plan is monitored
- Provide advice, insight challenge and direction to ensure the Trust achieves agreed quality and financial standards

### Leadership

- Contribute to the ensuring of high standards of corporate governance and personal integrity
- Ensure that, collectively, strong relationships are being built and maintained with key partners and stakeholder groups to promote the effective operation of the Trust's activities, including with the Institute of Cancer Research, NHS partner organisations, and the Council of Governors and Membership
- Contribute to the setting of the Trust's values, ensuring these are widely communicated and that the behaviour of the Board is entirely consistent with those values
- Provide advice and guidance on issues relevant to their own skills, expertise and experience
- Support the executive team in raising the standards of leadership and management, and build a particular partnership with the CFO, supporting and advising on the Trust's financial management

### Performance

- Scrutinise the performance of the executive team and monitor the reporting of performance, ensuring the Trust operates effectively, efficiently and economically



- Participate in any board induction, training, evaluation identified
- Undergo an individual and board performance appraisal, and attend any additional training highlighted as a result of the evaluation process

### **Governance and Risk**

- Contribute to ensuring that there is a comprehensive framework of governance and system of internal controls and that risks are effectively understood, mitigated and managed
- Assist in determining the level and detail of reports which are needed to maintain confidence that the systems that are established provide a sufficient level of confidence in the control of the Trust

### **Specific Board Committee Role**

- Chair the Audit & Finance Committee, ensuring it delivers to all its statutory and regulatory responsibilities (including ensuring that the Statement of Internal Control (SIC) is carried out and signed by the Chief Executive), and takes responsibility for monitoring financial risks
- Act as the non-executive finance and audit lead for the Trust
- Chair the Committee (which meets four times a year) in ensuring it delivers to its key objectives which are:
  - Providing confidence in the objectivity and fairness of financial reporting
  - Providing assurance about the adequacy of internal controls
  - Safeguarding assets
  - Reducing the risk of illegal or improper acts, and
  - Reinforcing the importance, independence and effectiveness of internal and external audit
- Ensure financial information is accurate and that financial controls and systems of risk management are robust and defensible
- Work with the Chair of the Quality, Assurance & Risk Committee to provide assurance to the Board that the Trust is properly governed and well managed across the full range of its activities
- As a member of the Remuneration Committee, contribute to the determining of appropriate levels of remuneration of the Management Executive and have a prime role in appointing, and where necessary, removing senior management, and in succession planning
- Participate fully in the work of the Board, ensuring the corporate responsibility of the Board of Directors
- Attend and Chair committees and other ad hoc meetings where required

### **PERSON PROFILE**

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The ideal candidate should possess the following personal attributes:

- Excellent interpersonal and communication skills
- The ability to challenge and debate constructively
- Strategic thinking and financial acumen
- High level of personal and business integrity
- The ability to analyse and contextualise complex information
- Leadership skills, and the ability to exercise those in a non-executive context
- An awareness of organisational politics and an appreciation of its potential implications
- A demonstrable commitment to equality, diversity and inclusivity
- The ability to be a role model of the Marsden's values
- Be well organised, self-motivated and emotionally intelligent
- Readiness to commit appropriate time and energies to the Royal Marsden



- The ability to qualify as a public member of the Foundation Trust

## **SKILLS AND EXPERIENCES**

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The successful candidate must have:

- A recognised Accountancy qualification
- Well-established financial leadership skills of an organisation of significant scale and complexity
- Board level experience in public or private sector organisation
- Strong business, financial and investment acumen
- An understanding of how large organisations work, particularly in terms of management, finance, risk and investment
- The ability to understand complex strategic issues, and to analyse and resolve difficult problems
- Sound understanding of corporate governance
- Understanding of, and a demonstrable commitment to delivering, the equality, diversity and inclusion agenda
- The ability and readiness to develop an understanding of Foundation Trusts, the NHS and the external environment in which they operate, and their accountability arrangements

## **HOW TO APPLY**

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The MBS Group are acting as The Royal Marsden's advisors on this appointment. To apply, please send a covering letter and CV to [royalmarsdenapplication@thembsgroup.co.uk](mailto:royalmarsdenapplication@thembsgroup.co.uk) by midday on 11 February 2022. If you would like to discuss the opportunity in more detail, please do be in touch with us by emailing [james.wardlaw@thembsgroup.co.uk](mailto:james.wardlaw@thembsgroup.co.uk) to arrange a call.

Please also complete the enclosed monitoring information form in Appendix 1 as part of your application.

## **THE MBS GROUP CONTACTS**

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## APPENDIX 1 - EQUALITY MONITORING FORM

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### Personal Details

<b>Title:</b>	
<b>Forename:</b>	
<b>Surname:</b>	
<b>Full Name:</b>	
<b>Date of Birth:</b>	
<b>Gender:</b>	

### Equality Monitoring

<b>Marital Status (Please select):</b>		*Please complete mandatory field
<b>Sexual Orientation (Please select):</b>		*Please complete mandatory field
<b>Ethnic Origin (Please select):</b>		*Please complete mandatory field
<b>Religious Belief (Please select):</b>		*Please complete mandatory field
<b>Do you regard yourself as having a Disability (Yes/No):</b>		*Please complete mandatory field
<b>Disability Categories:</b>		*Please complete mandatory field

### Emergency Contact - Personal Details

<b>Title :</b>		*Please complete mandatory field
<b>Forename:</b>		*Please complete mandatory field
<b>Surname:</b>		*Please complete mandatory field
<b>Relationship to Applicant :</b>		*Please complete mandatory field

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### Emergency Contact - Address

<b>Is their current address in the UK? (Yes/No):</b>		*Please complete mandatory field
<b>House/Flat No.:</b>		*Please complete mandatory field
<b>Street Name:</b>		*Please complete mandatory field
<b>Town/City:</b>		*Please complete mandatory field
<b>County:</b>		*Please complete mandatory field
<b>Postcode:</b>		*Please complete mandatory field

### Emergency Contact - Contact Details

<b>Home Telephone No.:</b>		*Please complete at least one phone number
<b>Work Telephone No.:</b>		
<b>Mobile Telephone No.:</b>		
<b>Email Address:</b>		

### Declaration

<b>I confirm that the above information is correct (Yes/No):</b>		*Please complete mandatory field
<b>Full Name:</b>		*Please complete mandatory field
<b>Date (dd/mm/yyyy):</b>		*Please complete mandatory field