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## **CONFIDENTIAL ROLE SPECIFICATION**

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

Chair

*The* ROYAL MARSDEN  
NHS Foundation Trust

April 2022

Executive Search  
and Talent Management

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## Welcome from Mark Aedy, Senior Independent Director

April 2022

Hello,

Thank you for your interest in finding out about the role of the Chair of The Royal Marsden, a specialist cancer centre with hospitals in Chelsea and Sutton. 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's work championing change and improvement in cancer care through research and innovation, education and leading-edge practice is critically important. We are incredibly proud of our international reputation 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 Royal Marsden's hallmark.

The Board of The Royal Marsden is responsible for our strategic direction and for ensuring we are able to deliver the stretching goals cancer requires us to set ourselves to improve survival and quality of life for all those affected by cancer. Board members have a particularly important role in balancing the multi-faceted roles The Royal Marsden plays as a specialist provider of cancer services, a Biomedical Research Centre, and a provider of private patient services. The Chair also chairs The Royal Marsden Cancer Charity which is close to reaching its £70m fundraising target for a new state of the art Cancer Centre on the Sutton site. As a group, the Non-Executive Directors bring their experience, wisdom, insight and values to support and challenge our high-performing executive team.

It is the Chair's role to lead the Board and the Non-Executive Directors to maximise the contribution they collectively make to The Royal Marsden's leadership, working closely with our Chief Executive to ensure that this important institution has the greatest possible impact on cancer care, treatment and research here in the UK and globally through practice changing research. At this time of great opportunity, investment and challenge for healthcare as a whole, responding to all that lies ahead of The Royal Marsden with imagination, ambition and a spirit of collaboration will be critical. The Trust has an ambitious and exciting Five-Year Strategic Plan, we are now looking for a Chair who will lead the Board to support delivery of those strategic objectives.

I wish you every success with your application.

Yours faithfully,

Mark Aedy  
Senior Independent Director



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## JOB SPECIFICATION

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Position:	Chair
Organisation:	The Royal Marsden NHS Foundation Trust
Location:	London & Surrey
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 (The Royal Marsden, or the 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 ICR), The Marsden is one of the top five centres globally for the impact of its research on cancer.

Working collaboratively with the NHS in South West London, North West London, across the capital, and nationally, The Royal Marsden, which has an annual turnover of c£490m and 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 and a population of 4 million. As Integrated Care Systems (ICSs) are formally established across the NHS over the coming months, The Royal Marsden will need to work closely with the ICSs in both South West London and in North West London, through RM Partners, which leads whole system planning for cancer for both ICSs.

Driven by the conviction that patients, entrusting their lives to The Royal Marsden, deserve the very best, The Royal Marsden is now working to ensure excellent cancer care through the pandemic, and beyond, 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 Royal Marsden's long-standing commitment to equality, inclusivity and diversity more important than ever. Currently, The Royal Marsden employs c.4,500 staff across its London and Surrey locations: it is The Marsden's staff who ensure the world-class quality of the organisation's work, and the Board are wholly committed to nurturing an inclusive working culture that enables them all to thrive and to make their best possible individual contribution to The Royal Marsden's mission.

As a specialist provider, The Royal Marsden prioritises innovation, to 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. The recent ESMART trial, which opened in January 2021, to test the benefits of treatment combinations that were previously unavailable for children and young people, is just the most recent example of this.

The Trust is currently 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. This programme will also enable The Marsden to maximise the opportunities represented by digital services and by AI. Building on strong financial performance, grounded in effective financial management, the Trust has also recently opened a prestigious ambulatory care facility in Cavendish Square and will open, in 2023, the state of the art cancer centre, the Oak Cancer Centre, on its Sutton site. Funded primarily 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 and international accreditation for safety and quality.

Described as a beacon of outstanding practice by the Care Quality Commission (CQC), The Royal Marsden retained its 'Outstanding' rating as a Trust and 'Outstanding' rating for being Well Led following an inspection by the CQC in September and November 2019. Rated Outstanding overall previously, it continued to improve by achieving Outstanding ratings 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 the Trust's wider people management philosophy. These are set out overleaf.

The Royal Marsden has always valued the talents of colleagues and partners from all backgrounds and protected characteristics: excellence requires vibrant diversity 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. However, The Royal Marsden also recognises that its leadership does not currently reflect the full diversity of the communities it serves and is actively working to address this. Looking ahead, the aspiration is for a board that is well-equipped to lead The Royal Marsden towards the next stage of impact on cancer, and that also reflects more fully the diversity of the Trust's staff and patients.

The Trust's Five Year Strategic Plan 2018/19 to 2023/24, can be found on its website: [here](#).

## **The Board**

The Royal Marsden 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, assessment of risk, oversight of The Royal 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: the Chair's role is to lead, manage and develop the Board, enabling it to lead The Royal Marsden effectively, maximising the organisation's impact. The Chair and Non-Executive Directors 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.

## **The Royal Marsden Cancer Charity**

The Royal Marsden Cancer Charity supports The Royal Marsden's work in cancer research, treatment and care. The charity raises and then distributes funds for clinical trials and to support personalised treatment and care, invests in state-of-the-art equipment, and enables the hospital to build new facilities and refurbish existing ones, so that patients will be cared for in the most welcoming, dignified and peaceful environments. In 2020-21, the charity contributed more than £43m in support of The Marsden's life-saving research and world-leading treatment and care objectives.

### **Executive Search and Talent Management**

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The charity is governed by a Board of Trustees, separately from the Board of The Royal Marsden, under the leadership of the same Chair. The Trustees are Baroness Bloomfield, Varun Chandra, Sir Douglas Flint, Anya Hindmarch, Sir Terry Leahy, Lady Helen Taylor, Brenda Trenowden, Dame Cally Palmer and Professor Nicholas van As.

It is proposed that the Chair of The Royal Marsden will continue also to chair The Royal Marsden Cancer Charity, subject to the future Chair's availability and appetite to lead both boards.

More information about the Charity is available at: <https://www.royalmarsden.org/about-us/who-we-are>

## Our values

### Pioneering Change



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

### Pursuing Excellence



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

### Working Collaboratively



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

### Showing Kindness



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

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## THE ROLE

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After two full three year terms, Charles Alexander, CBE, is stepping down from chairing The Royal Marsden at the end of November 2022, and the Trust is now looking for an appropriate successor, leading the Board through the opportunities ahead.

Responsible for leading, managing and developing the Board, the Chair will enable the Non-Executive Directors to take a broad, strategic view, ensuring that the executive team is appropriately supported and constructively challenged, and that the reporting of performance and progress against agreed strategic goals is monitored. They will, in particular, establish a strong working partnership with The Royal Marsden's Chief Executive, Dame Cally Palmer, enabling her executive leadership of the organisation.

They will also lead the development of the Board, prioritising the building of relationships within and collaboration across the Board. This is a particular priority over the coming year, as two new Non-Executive Directors, in addition to the Chair, join the Board to succeed colleagues whose terms are coming to an end. The Chair will ensure the Non-Executive Directors are collectively equipped with the understanding, skill and insight to discharge their critical strategic leadership role and to make their full contribution to The Royal Marsden's mission. They will also ensure that the Board acts in the best interests of the public and is fully accountable to the public for the services provided by The Royal Marsden and the public funds used.

The Chair also has an important and highly valued ambassadorial role for The Royal Marsden, representing its purpose, priorities and contribution externally. They will work closely with the Chief Executive to ensure that the Trust's influence, reputation and positioning are well-managed, and that relationships and partnerships are being established and nurtured – with existing partners, across the NHS, with The Royal Marsden's communities of patients, carers and colleagues, with the emerging ICSs, and with future partners, including in the private sector. The Chair also chairs the Council of Governors, which represents the views of The Royal Marsden's members, who are drawn from a range of communities. The Council of Governors meets four times a year and is responsible for approving the appointment of the Non-Executive Directors of The Royal Marsden.

## KEY ACCOUNTABILITIES

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As a member of the unitary board, the Chair will, like all Directors:

- Contribute to the setting of the Trust's strategic aims, ensuring that the necessary resources are in place for the Trust to meet its objectives, and reviewing management performance;
- Ensure the provision of effective governance 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;
- Contribute to the review and setting of the Trust's values and standards and ensure that its commitments and responsibilities to its patients, colleagues, partners and others are understood and met;
- Contribute to the ensuring of high standards of corporate governance and personal integrity;
- Provide advice and guidance on issues relevant to their own skills, expertise and experience.



More specifically, the Chair will:

### **Leadership**

- Lead the Board, ensuring that the Non-Executive Directors are able to contribute and guide to the best of their ability, and that the behaviour and culture of the Board are entirely consistent with the Trust's values;
- Take responsibility for the Board's development, ensuring board effectiveness evaluations are carried out with appropriate regularity, bringing in independent input at least once every three years, and including a review of the Board's mix and balance of skills, expertise, understanding and lived experience;
- Understand and build the strengths of the Board team and relationships within the Board, taking steps to address any emerging gaps, and leading the appointment of future Non-Executives who will be able to complement the existing Board team, maximising its diversity and mix of experience and understanding;
- Assess and review the Board's Committee structure, ensuring it remains fit for purpose and that the Committees are chaired by the appropriate Non-Executive Directors, operating to the best of their ability;
- Establish a strong and productive working partnership with the Chief Executive, acting as a sounding board and thinking partner, and supporting their on-going development;
- Support, discuss with, and constructively challenge when appropriate the executive team in general and the Chief Executive specifically in their leadership and management.

### **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.

### **Performance**

- Provide advice, insight, challenge and direction to ensure the Trust achieves agreed quality and performance standards, scrutinising performance and ensuring the Trust operates effectively, efficiently and economically;
- Participate in any Board induction, training, or 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;
- Attend and contribute to Board Committee and other meetings as appropriate.



## External Relationships

- Work with the Chief Executive to ensure that, collectively, strong relationships are being built and maintained with key partners and stakeholder groups to promote the effective operation of the Trust, including patients and staff, and the Trust's principal academic partner, the Institute of Cancer Research (the ICR). NHS partners, including the other major London hospitals and the two ICSs most local to The Royal Marsden, commercial and charitable partners and potential partners, the Council of Governors and Membership, and The Royal Marsden Cancer Charity are also important partners and stakeholders, with whom the Trust has, and will maintain, positive relationships;
- Represent The Royal Marsden externally at key events and with important audiences, partners and potential partners.

## PERSON PROFILE

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The ideal candidate should possess the following personal attributes:

- Excellent interpersonal, communication and relationship-building skills and the ability to influence and partner with a wide range of stakeholders;
- The ability to listen, mentor and provide wise counsel, taking on different points of view, mediating, debating and challenging constructively;
- High levels of personal and professional integrity;
- A demonstrable commitment to equality, diversity and inclusivity;
- The ability to be a role model for The Royal Marsden's values;
- The ability to chair debates and discussions in an inclusive, thoughtful and timely way;
- Be forward-looking and ambitious for The Royal Marsden's future;
- A demonstrable enthusiasm for committing to The Royal Marsden's work and mission;
- 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:

- Well-established leadership credentials in an organisation of significant scale and complexity, as either an executive or non-executive, and ideally both;
- Board level experience in a significant public, private or third sector organisation;
- An understanding of how large organisations work, particularly in terms of leadership, management, people, risk and investment;
- Well-developed strategic skills, and the ability to understand multi-faceted opportunities and challenges, and agree an approach to them;
- Sound understanding of corporate governance;
- Understanding of, and a demonstrable commitment to delivering, the equality, diversity and inclusion agenda;
- Ideally, a track record of leading in an organisation working in partnership with other organisations, or with complex stakeholders, regulators, or a high public profile;
- A readiness to develop an understanding of Foundation Trusts, the new ICS structures, the NHS, and the external environment in which they all 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 Monday 9<sup>th</sup> May. If you would like to discuss the opportunity in more detail, please do be in touch with us by emailing [tori.birkenshaw@thembsgroup.co.uk](mailto:tori.birkenshaw@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



### 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