



Candidate Information Pack

Non-Executive Director

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“Our mission is to continue to make a national and global contribution to cancer research and treatment, so that more people are cured and quality of life is improved for those living with cancer”

Welcome from Sir Douglas Flint, Chair

July 2024

Thank you for your interest in finding out about this Non-Executive Director role at The Royal Marsden NHS Foundation Trust ("The Royal Marsden"), the UK's world-renowned specialist cancer centre with hospitals in Chelsea and Sutton.

I joined The Royal Marsden's Board myself in December 2022 as Chair, having worked for some time with The Royal Marsden's charity; through that connection I have been inspired by the work being done at The Royal Marsden to advance ground-breaking research and clinical care.

At this time of great challenges for healthcare as a whole, there is genuine excitement about the work being done to diagnose cancer earlier, develop personalised treatments and so improve patient outcomes. Responding to all that lies ahead of The Royal Marsden will require imagination, ambition and a spirit of collaboration, not just within our hospitals and across our neighbouring Integrated Care Systems, but also within the Board. We have recently launched our ambitious and exciting Five-Year Clinical Strategy to respond to those opportunities and challenges, while supporting our Chief Executive and her wider executive team to continue delivering sustained high performance, and ensuring that this important institution has the greatest possible impact on cancer care, treatment and research, both here in the UK, and globally.

This document provides information about the organisation and the Board, and about this particular non-executive 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. The true professionalism and dedication that is The Royal Marsden's hallmark was exemplified by the care and treatment our colleagues delivered through the pandemic and since.

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 care. As a group, the Non-Executive Directors bring their experience, wisdom, insight and values to support and challenge our high-performing executive team to be bolder in their shared ambition.

I wish you every success with your application.

Yours faithfully,

Sir Douglas Flint
Chair





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 a 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 (ICR), the Royal 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 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 four million. The Royal Marsden works 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 sectors. Alongside its CQC-Outstanding NHS services, the Trust also delivers Outstanding private care, through its significant private patient business, in Chelsea and from its Cavendish Square out-patient site.

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 to the widest possible population, to accelerate early diagnosis, and to develop new models of care, recognising that the impact of the pandemic has made the Royal Marsden's long-standing commitment to equality, inclusivity and diversity, and to addressing health inequalities, more important than ever. Currently, the Royal Marsden employs c.4,500 staff across its London and Surrey locations: it is the Royal Marsden's staff who ensure the world-class quality of the organisation's work, and the Board is 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 Trust prioritises innovation, ensuring that it can act as a testbed of best practice for the NHS. The Royal Marsden 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 implementation in 2023 of the EPIC Electronic Patient Record system, and recent important research publications, not least last October on the accuracy of AI in grading different sarcomas, are just recent examples of the Royal Marsden's emphasis on, and commitment to, innovation.

In parallel, 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, which includes the world-class EPIC Electronic Patient Record, will also enable the Royal Marsden to maximise the opportunities represented by digital services and by AI. Building on strong financial performance and grounded in effective financial management, the Trust has also recently opened a prestigious ambulatory care facility in Cavendish Square and the state-of-the-art 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 Trust is now looking ahead to the redevelopment of the Chelsea site, which will be a very significant capital programme, requiring clarity of focus on future research, care and innovation priorities.

The best healthcare requires not only technical and clinical excellence, but the highest standard of care delivery and quality oversight 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. This quality of care, and levels of research and innovation activity, and investment in people and resources, are all under-pinned by the Trust's strong financial position, which is supported by strong leadership and management, by the successful private care services, and, in specific areas, by the Royal Marsden Cancer Charity.

 **The Royal Marsden (continued)**

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 the 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 – set out overleaf – 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.

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 Clinical Strategy 2023/24, can be found on its website: [here](#).



RM Values

The Marsden's values were developed through extensive consultation with patients, their families and a mix of clinical and non-clinical staff from a variety of seniority levels.

Each member of the Marsden team, independent of seniority, embodies these values in their everyday work, helping make the Royal Marsden a world-renowned centre of excellence.

For more information on the Trust's values, watch a video [here](#).



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



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



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



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

The Role

The Royal Marsden's Non-Executive Directors have a critical, collective, strategic role across the full breadth of this extraordinary organisation's work and future plans, guiding The Royal Marsden's strategy and values, and supporting and challenging the executive team in their delivery of that strategy. This new Non-Executive Director, succeeding Chris Clarke, whose extended term comes to an end in September 2024, will, in particular, contribute to the Board's strategic thinking and planning, and support the Board in deepening its understanding of, and commitment to, the opportunities created by its data and digital innovation capacity.

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

- Provide effective leadership to 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, investment, people and capital 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;
- Provide advice and guidance on issues relevant to their own skills, expertise and experience.



Key Accountabilities

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 be responsible for:

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 people, diversity, inclusivity and equalities objectives.

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.

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.

Person Profile

The ideal candidate will possess the following personal attributes:

- Excellent interpersonal, communication and relationship-building skills, combined with the ability to influence and partner with a wide range of stakeholders;
- Develops and maintains effective relationships with colleagues and business partners;
- A strong and demonstrable commitment to diversity, equity and inclusion;
- 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;
- 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;
- The ability to communicate the Trust's vision in a way that inspires staff and partners to contribute fully and to understand the contribution they will make;
- Readiness to commit appropriate time and energies to The Royal Marsden;
- The ability to qualify as a public member of the Foundation Trust.

Skills & Experiences

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;
- Understanding of, a demonstrable commitment to, and a track record of success in delivering the equality, diversity and inclusion agenda;
- A sound understanding of corporate governance;
- 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, Integrated Care Systems (ICSs) and the NHS, and of the external environment in which The Royal Marsden operates.

The Selection Process and How to Apply

The MBS Group (MBS) has been retained to support this appointment. There will be a number of elements to the assessment of candidates, including opportunities to meet key stakeholders, culminating in a final interview. The interview panel will be chaired by the Chief Executive, Dame Cally Palmer.

To apply, please submit your application via email with the subject line "Application for the role of Non-Executive Director" to royalmarsdenapplication@thembsgroup.co.uk by **noon on Monday 15th July**. Your application should consist of:

- A short covering letter of no more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate information pack;
- Your current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details (where applicable) of budgets and numbers of people managed, highlighting relevant achievements in recent posts;
- A completed Equality Monitoring Form (EMF), which is available in the appendix below. The Royal Marsden NHS Foundation Trust is committed to achieving a workforce that reflects the society it serves, at all levels of seniority. All applicants are therefore invited to complete this form to assist The Royal Marsden NHS Foundation Trust with monitoring its commitment to equality and diversity within its recruitment processes. All information collected in the EMF is reported anonymously and will not be disclosed to anyone involved in assessing your application.

If your application is progressed after the Longlist meeting in July, you will be invited to attend an hour-long, competency-based interview with the MBS team ahead of a Shortlist meeting, where a small number of candidates will be chosen to appear before the selection panel.

If you would like to discuss the opportunity in more detail prior to making an application, please contact tori.birkenshaw@thembsgroup.co.uk to arrange a call with a member of the MBS team.



The logo for The Royal Marsden NHS Foundation Trust, featuring the letters 'RM' in white on a dark purple square background.

Contact Information

The Healthcare Practice at MBS Group is proud to be partnering with The Royal Marsden NHS Foundation Trust on what is a crucial appointment.

For further information please contact our Healthcare Practice, using the details listed below.

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