



MACMILLAN
CANCER SUPPORT

Position Specification

Chief Executive

Welcome from the Chair

Thank you for your interest in joining Macmillan Cancer Support as our next Chief Executive. This role offers a unique and exciting opportunity to lead the best loved charity brand and have real impact on the lives of people living with cancer across the UK.

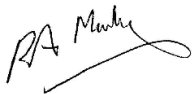
Macmillan is greater than the sum of its parts. We have over 1,700 employees as well as a network of 6,000 healthcare professionals, 7,500 volunteers, numerous trusted partners and legions of supporters that help us achieve our mission to do whatever it takes for people living with cancer. Our people are at the core of everything we do, and it is thanks to their heart, strength and ambition that we reached over 2.4 million people in 2021 alone¹.

The pandemic has had a devastating impact on people living with cancer. Diagnosis and treatments have been delayed, and many people have felt lonely, isolated, and anxious due to the shielding measures in place. Health inequities that spring from racial and financial inequality have been exacerbated, and people have needed us more than ever before.

We rose to the challenge – developing new products and services to adapt to the changing needs of people living with cancer, launching an award-winning brand campaign to demonstrate our relevance, ramping up our fundraising efforts, and committing to a new Equity, Diversity and Inclusion strategy which sets out an ambitious cross-organisational programme of work to change Macmillan, inside and out.

We have so much to be proud of – but we are not complacent. As we look to the future, there are both challenges and opportunities on the horizon. Innovations in cancer diagnostics and treatment and technological advancements offer real promise. And yet we work in partnership with the National Health Service (NHS) which faces systemic challenges in delivering high quality, personalised, equitable and sustainable care. We are operating in an increasingly uncertain macro-economic environment and face major shifts in public expectations of charities and big-name brands. We need to work hard to become ready to operate effectively in an ever more digitally enabled world and ensure we embed equity, diversity and inclusion in everything we do. We are looking for an innovative and inclusive leader, and a skilled and authoritative influencer with the ability to galvanise our people and our key stakeholders to grab these opportunities and tackle these challenges head-on.

This is an exciting time to join Macmillan; to share in our passion and lead our people in making a real difference to lives of people living with cancer. I do hope you feel the same.



Richard Murley
Chair

¹ Please note we have improved our approach to measuring and estimating the reach of our services this year. As such, the numbers we are reporting are generally not comparable to those reported in previous years.



The Organisation

Macmillan Cancer Support (Macmillan) is one of the UK's largest and most-loved charities. It is a household name that is held in great affection and admiration, both by those who have experienced its life-changing care, and those who support its mission. As a large and complex organisation, Macmillan is driven by a clear purpose: to do whatever it takes for people living with cancer. The values of heart, strength and ambition are demonstrated by employees, professionals and volunteers alike, with high levels of engagement, energy and expertise evident throughout the workforce.

Delivering through three main routes – direct services, advocacy and partnerships – Macmillan ensures that people living with cancer are treated as individuals, not just patients, and that people get the support needed to live life as fully as they can. Its professionals, employees, volunteers and partners work tirelessly – in person, online, on the phone – from advising on how to manage symptoms, to helping with bills, and providing a listening ear. Macmillan are constantly innovating and evolving its direct service offer and forging new partnerships to ensure that it continues to meet the changing needs of people living with cancer.

Working with and through others is central to Macmillan's operating model, acknowledging that collaboration is crucial if it is to have the greatest impact for people living with cancer. Macmillan's biggest partner is the NHS, which is under significant pressure to respond to the backlog of diagnosis and treatment created by the Covid-19 pandemic, whilst grappling with recruitment and retention of its workforce. There is great challenge and great opportunity in considering how Macmillan can maximise its impact by working in partnership to respond to the current healthcare crisis, adapt to changing healthcare needs and capitalise on some of the healthcare innovations on the horizon.

Macmillan's commitment to equity, diversity and inclusion is evident from the ambitious strategy that it launched in June 2021. Acknowledging the huge strides that need to be made to ensure that Macmillan empowers, reflects and represents the communities, it is working to embed equity, diversity and inclusion across everything it does, and has set out priorities to develop leadership and culture, improve services and advocacy, and work to ensure Macmillan's brand, marketing, communications and fundraising are diverse and inclusive so that everyone living with cancer can get the support they need.

Almost all of Macmillan's income relies on the generosity of the general public. Recent figures show a bounce back to pre-pandemic levels – a testament to the importance of the cause as well as an ability to adapt and continue to be relevant across society. Macmillan boasts a broad and resilient fundraising portfolio including sector-leading products such as World's Biggest Coffee Morning; sector-leading and award winning commercial and strategic relationships with Boots, Marks & Spencer and Greene King; a customer-first approach; and some of the most talented people in the sector.

Raising and amplifying the voices of people living with cancer to achieve systemic change is a core part of Macmillan's strategy. To persuade politicians, commissioners, and decision makers, Macmillan gathers and promotes evidence, builds strong partnerships and develop relationships at every level. Through its authority and expertise in all aspects of the cancer experience, the organisation influences governments across the four nations and is renowned for system-wide leadership across cancer, health and care services.

Macmillan has made great strides in its approach to digital and data in recent years, having developed a market leading customer segmentation on people living with cancer. It has embedded an insights team that pioneers an evidence-led approach across everything it does and is midway through an ambitious digital transformation programme.

Looking ahead, Macmillan will need to continue to evolve its strategy and approach to do whatever it takes to support people with cancer live life as fully as they can. In the medium and longer term, Macmillan expects that the experience of people with cancer, and the environment within which it works will change significantly in response to demographic, economic and societal trends, as well as technological advances (including in data, digital health, genomics and personalised medicine). Macmillan's current strategy enables them to test and learn how to best meet the physical, practical, financial, and emotional needs people with cancer will experience in future. The new Chief Executive will need to work with the Board to meet these challenges and opportunities, maximising Macmillan's impact for people living with cancer for years to come.

Macmillan's Strategy and Values

Right now, there are more than 3 million people living with cancer, and that number is set to grow to 4 million by 2030, and then again to 5.3 million by 2040. Macmillan launched its ambitious new strategy in 2018 and continues to evolve its plans, drawing on in-depth insight to respond to the changing external environment and ensures that it is having the biggest possible impact for people living with cancer and addressing inequalities which affect both experiences and outcomes in cancer care. Macmillan has six strategic objectives:

1. Everyone with cancer will know that they can turn to Macmillan, and how we can help them from the moment they are diagnosed.
2. We want everyone to have a conversation about all their needs and concerns, and get the support that's right for them.
3. We want everyone to have their vital needs met by high quality services.
4. We want to inspire more people to give to Macmillan so we can continue to be there for people when they need us most.
5. We want to improve the key processes which support Macmillan to do its work as efficiently and effectively as possible.
6. We will reflect and represent the communities we serve in everything we do to support everyone living with cancer.

Macmillan's values are integral to how its strategy is delivered - guiding actions, behaviours, decisions and ways of working:

With heart: We are genuine. We are compassionate. We see the whole you.

With strength: We are courageous. We are determined. We give it all we've got.

With ambition: We are experts. We are innovators. We strive to be better.



Macmillan endeavours to hire the very best – people who are experts at what they do, demonstrate the values, and share its ambition. The organisation is striving to create a more diverse and inclusive culture where everyone can contribute their best and bring their whole self to work.

Chief Executive Opportunity

Under Lynda Thomas' leadership, Macmillan is emerging from the pandemic in a strong and settled position. This role offers the rare opportunity for an ambitious, strategic and visionary leader to take the reins of a high-performing and well-loved charity brand that has the appetite to do even more, even better. Starting from a strong foundation, the Chief Executive will work with heart, strength and ambition to ensure that Macmillan cultivates an empowering and inclusive culture and continually evolves to meet the changing needs of people with cancer.

At the crux of this role is the need for inspiring leadership. Macmillan's complex eco-system of employees, volunteers, professionals, partners and supporters requires expert navigation, and the ability to galvanise people around a common purpose. Whilst engagement levels are high, there is more work to be done to ensure Macmillan is as efficient, effective and impactful as it can be. Outside of Macmillan, the Chief Executive will need to position themselves as a thought leader – influencing decision-makers, key stakeholders and sector leaders to best serve the needs of people living with cancer.

Macmillan developed an ambitious Equity, Diversity and Inclusion strategy in 2021 and driving this forward will be a key priority. The charity is proud of the work that it does to support people affected by cancer and united in its determination to increase its reach so that people from all communities know that they can turn to Macmillan. This translates into a commitment to investing in services to ensure that Macmillan are accessible for all and publishing ambitious targets for representation internally. Similarly, the organisation will need to play its part in the move to net zero and build a strong response to emerging economic, social and governance challenges and opportunities. Whilst much work is taking place to progress Macmillan's ambitions in this space, the next Chief Executive will need to drive further momentum around this important agenda to translate outputs into outcomes.

As has been widely reported, the position of people affected by cancer has deteriorated through the pandemic and cancer care across all four nations is in crisis. Waiting lists have grown significantly, there is an acute shortage of clinical staff and there are serious concerns that many people have not come forward for investigation of possible cancer symptoms. The new Chief Executive will need to lead Macmillan's response to the ongoing crisis that people living with cancer currently face. It will also need to be ready to respond to a rapidly changing external environment: health and care services face further reform, changes in the wider economy may have a significant impact on fundraising and there will be exciting opportunities to use digital technology to transform the way the charity interacts with stakeholders.

And finally, the Chief Executive will need to look to the future – reviewing external trends, spotting opportunities and challenges, and thinking ambitiously and strategically about how Macmillan will need to flex, adapt and evolve in order to best serve the needs of people living with cancer for years to come.

Further information is available at the following locations:

- [Macmillan Website](#)
- [Macmillan YouTube Channel](#)
- [Macmillan Annual Report 2020](#)



The Role

Objectives

- To improve the lives of all people with cancer, and of those at high risk, across different communities, and their families.
- To grow Macmillan so that the organisation can better service the needs of an expanding population.
- To play an essential campaigning and influencing role, working in collaboration with partners across the public, third and private sectors to provide the best possible support for everyone who is affected by cancer.
- To lead the whole of Macmillan, ensuring that it is an inclusive, entrepreneurial organisation, able to exploit opportunities, innovate and, above all, make a real difference.

Key Responsibilities

- Work with the Board and Executive Team to ensure a long-term strategy is in place which can guide the organisation towards achieving its objectives, ensuring that performance is monitored effectively.
- Provide inspirational and authentic leadership to the Executive Team and to the whole organisation and volunteers, ensuring that the organisational structure and accountabilities are aligned with strategic and operational requirements.
- Ensure that everyone associated with, or connected to, Macmillan is respected, supported and valued, and that the charity's commitment to equity, diversity and inclusion is maintained and promoted in everything we do.
- Act as an external representative of Macmillan, in conjunction with the Chair and other colleagues, working with, and influencing, a range of stakeholders, including Government, the NHS, healthcare professionals, partners, industry and the public as a whole.

- Work closely with fundraising and communications teams to represent and promote Macmillan, driving and supporting fundraising activity with corporate partners and the public.
- Support the Chair in engaging with the Board, its committees, the Advisory Council, and volunteers.
- Champion the organisation's mission, policies, and values and ensure they are consistently applied across the organisation.
- Ensure that Macmillan's finances are expertly managed and that all of the charity's legal, regulatory and other financial objects are met.
- Ensure the organisation discharges its constitutional and legal obligations.

The Board of Trustees is looking for a strong strategic leader who is not afraid of disruption, to take the charity to the next level – to build on Macmillan's considerable strengths and to enable the organisation to become more inclusive, agile and responsive to the changing environment.

Candidate Profile

The Board has identified the following attributes which candidates should have:

Personal Attributes

- An engaging, charismatic, inclusive and energising leader with a prior record of success in a senior strategic leadership role within an organisation of comparable complexity.
- An outward-facing campaigner who is a natural networker and believer in the power of working in collaboration with others. Excellent communicator, both in the broadcast media and in person, with the ability to adapt and impact varied audiences equally.
- A person "of the time" who embraces change to make progress, not for change's sake, is flexible and adaptable.
- Ability to craft and articulate an organisational vision that will inspire colleagues, volunteers, external stakeholders and people living with cancer, with an understanding and commitment to the role culture plays in supporting the vision.
- Disruptive instincts that challenge the status quo and ask, "why do we need to do it this way?" or "why do we need to do it at all?". Demonstrable experience of leading and driving transformational change.
- Ability to move at pace to harness opportunities; the leadership qualities to inspire the same urgency in others. Actively seeks the views of others but is able to make decisions quickly when necessarily.
- Commercially astute, able to evaluate both opportunities and risks rapidly.
- Emotionally intelligent and genuinely interested in people, with an approachable leadership style.
- Demonstrable commitment to equity, diversity and inclusion, with a track record of leadership and impact on this agenda. Lived experience of inequalities will be a major asset for applicants.
- The intellectual curiosity to seek out and master new information and stay abreast of advances in technology and care.
- Insight into what it takes to make an organisation digitally smart and, ideally, experience of leading digital transformation to improve colleague and customer outcomes.
- Insight into the culture of a charity.
- Above all, a strong commitment to improving the lives of people living with cancer.

Desirable attributes

- Lived experience of cancer, either personally or through a close friend/relative.
- Experience of engaging people from all areas of society, especially under-served communities that are most in need of Macmillan's help, to ensure that everyone touched by cancer receives equitable support and care.
- Experience of working across more than one of the private, public and charitable sectors.
- Some knowledge of the NHS system anywhere in the four nations.
- Experience of influencing Government/the public sector at the highest levels.

Terms and Conditions

Location: Macmillan is a national organisation with a head office in London. The Chief Executive will need to be a visible presence across Macmillan and with its various stakeholders.

Salary: By negotiation.

Benefits: Amongst a comprehensive range of flexible benefits, candidates will be entitled to 25 days holiday, private medical insurance and life insurance

Recruitment Timeline

We enclose an indicative timeline of the process below, please note this may be subject to change.

Closing date for applications	Wednesday 15th June
Longlist Meeting	w/c 20 th June
First Interviews with RRA	w/c 21 st June -11 th July
<i>Shortlist Meeting</i>	w/c 18 th July
Assessments & Stakeholder Meetings	w/c 18 th July – w/c 5 th September
Final Interviews	w/c 5 th September

Macmillan aims to be representative at all levels of the organisation; ensuring all colleagues and volunteers feel they belong, and that people with cancer from all backgrounds feel cancer services are accessible and inclusive. We welcome applications from all candidates and are open to exploring flexible working and job share opportunities.

How to apply

Russell Reynolds Associates (RRA) has been appointed to support this recruitment. Please submit your application by email to Responses@russellreynolds.com. The closing date for applications is **Wednesday 15th June**.

Your submission should include:

- The reference number in the subject line **2204-048L**.
- A **short covering letter** of not more than two A4 sized pages explaining why this appointment interests you and giving evidence of how you meet the appointment criteria and competencies as detailed in the person specification;
- 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, together with reasons for any gaps within the last two years;
- Details of your current remuneration package;
- The names of two referees who may be contacted at short-list stage, i.e. before the final interview, describing in what capacity and over what period of time they have known you. Referees will not be contacted without your consent;
- Notification of any dates you are unable to accommodate within the indicative timetable set out above. Please note that shortlisted candidates will be required to undertake a number of assessments prior to the final interviews. Your co-operation in making yourself available during this time will be much appreciated.

In addition, your application should include the following documentation:

- A completed **Diversity Monitoring Questionnaire** available [here](#). Applicants are invited to complete this brief questionnaire to support Macmillan with monitoring its recruitment processes. Data will be reported anonymously, in an aggregate format and will not be seen by anyone assessing your application.

