

Position Specification

Cancer Research UK

Chief Operating Officer

Cancer Research UK

Cancer Research UK is the world's leading independent charity dedicated to cancer research. The charity carries out scientific research to help prevent, diagnose, and treat cancer and has discovered new ways to beat cancer that together have saved hundreds of thousands of lives across the world. Through research, Cancer Research UK (CRUK) has been at the heart of the progress that has already seen survival in the UK double in the last 40 years.

- CRUK's ambition is to accelerate progress so that by 2034, 3 in 4 people will survive their cancer for at least 10 years, and save millions of lives through pioneering work into the prevention, diagnosis, and treatment of cancer.
- CRUK is an inspirational place to work, the pride and passion of its people is second to none. CRUK is the largest independent fundraiser in the sector, and largest independent cancer research charity globally.
- CRUK provides sector-leading information and communication through its About Cancer website reaching approximately 23 million people every year who have concerns about cancer.
- CRUK receives no funding from the UK government for its life-saving research. Every step it makes towards beating cancer relies on vital donations. It supports research into all aspects of cancer through the work of over 4,000 scientists, doctors, and nurses. Together with its partners and supporters, CRUK's vision is to bring forward the day when all cancers are cured.
- CRUK raises over £500M each year through a well-established portfolio of fundraising products and trading. CRUK employs over 4,000 staff, and is proud to have over 20,000 volunteers who are critical to supporting all that the charity does.

The Mission

CRUK's mission is to beat cancer through research, influence, and information. Achieving this mission requires transformation in the way that cancer is prevented, diagnosed, and treated. This in turn relies on improving the understanding of cancer through the highest-quality discovery research. CRUK focuses its efforts on the areas with the greatest opportunity to accelerate impact, including cancers of unmet need, early detection and diagnosis, and prevention. The organisation contributes to beating cancer through the three key pillars of its purpose:

World-leading research and translational impact

The vast majority of CRUK's investment is in research. It makes the most of the excellent research system in the UK and takes innovative approaches to drive collaboration across boundaries. CRUK shapes and drives a research agenda in the UK and globally, accelerating progress and influencing the spending and priorities of the wider sector. It works to ensure that research discoveries are translated into benefit for the public and patients.

Sector-leading policy and influencing

CRUK's influencing agenda supports research and ensures it translates into improvement in UK outcomes. The organisation has a proud history of understanding cancer, and using evidence to influence policy and behaviour, perhaps most notably in its work on tobacco control. CRUK wants to

see a vibrant research, health, and charity ecosystem in the UK, and works with others across sectors to move closer to realising its 3 in 4 ambition.

Personalised cancer information

CRUK's world-leading information service draws on its unique insights as a research organisation. Through its information, it empowers the public, improves outcomes for people affected by cancer, and engages people in its cause.

Covid-19 Impact

The Covid-19 crisis has had a profound impact on CRUK, as it has on many other institutions and aspects of our lives. Income from donations is dramatically down so far this year. All of CRUK's shops had to be closed, and are only now reopening, which has dramatically impacted retail income. Research programmes have also been disrupted, by the impracticality of carrying out clinical trials, amongst other factors. At a time of extraordinary pressure on the NHS, there has also been a huge spike in information requests from patients, placing additional pressure on resources.

In response, CRUK has taken a number of measures to control and reduce costs, including restructuring programmes, temporarily reduced working hours, and accessing of the government's furlough scheme. Research programmes have been maintained as much as possible with cross-sector collaborations, although cuts have been made to research expenditure and further cuts are anticipated in future years. CRUK has temporarily mobilised some resources in support of the national covid19 effort, for example, joining a consortium with the Francis Crick Institute to rapidly transform labs into testing facilities.

A new three-year corporate plan has been developed as the next stage of the response to Covid-19, as the organisation works towards long-term recovery. Before the crisis, work was already underway on how to respond to wider shifts in science and society. But the pandemic has made the pace of change faster, and the response to it must accelerate. This means contracting in some areas, and investing in others – digital, data, and global philanthropy – to set the organisation up for future success.

Against this backdrop, CRUK is now seeking to appoint a Chief Operating Officer (COO) to lead and manage a range of functions, including finance, human resources, technology and digital, procurement, risk, legal, governance, and property. Strategy and transformation will be added in 2021. A key component of the role will be to drive a transformation, effectiveness and efficiency agenda across horizontal functions and the organisation as a whole, ultimately accelerating planned changes and making better use of resources.

Under the COO's leadership, CRUK will become leaner and less costly, quicker to make decisions and act, and more resilient to shocks from an increasingly uncertain environment. It will transform digitally, using data and new technologies in all areas of its work, and lead the way for charities, the research sector, and other organisations in its ecosystem. While CRUK must inevitably scale down its work to reflect the new situation, the organisational ambition as the world's largest charitable funder of research remains the same, and the COO will play a pivotal role in ensuring that CRUK continues to be at the forefront of the global fight against cancer.

The Role

The new Chief Operating Officer will be a member of Executive Board (EB) of Cancer Research UK reporting to the CEO, with regular attendance at Council and key Council Committees. They will be responsible for the operations and efficiency of the charity, supporting CRUK to achieve impact, income, and sustainable growth goals. From late 2021, the COO will lead on the charity's transformation and change agenda. The COO will lead a team of approximately 450, and manage a budget of approximately £57M.

Key Responsibilities will include:

- Establish a new operational support model for CRUK; set and achieve goals for performance, improvement, and efficiency.
- Oversee key operations of CRUK including Technology, Finance, HR, Procurement, Risk, Legal, Governance and Property.
- Design and implement business strategies, technologies, systems, processes, plans, and procedures that improve effectiveness and efficiency, and drive value.
- Establish clear, consistent organisational policies and procedures in line with CRUK's risk appetite.
- Lead directorate and cross-organisational teams to ensure maximum performance, improvement, and engagement. Instil the appropriate skills, capabilities, and behaviours to deliver current and future needs.
- Produce high-quality reports to the CEO/EB and Council in all matters of importance; report on CRUK's financial performance, including reporting on the delivery of the Corporate Plan to the Finance Committee.
- Oversee group financial and investment strategy.
- Participate in and lead on investments, acquisitions, corporate alliances, and strategic partnerships.
- Establish systems, policies, and processes that enable the effective management and optimisation of relationships with key partners or suppliers that deliver excellent value for money and align to CRUK beliefs.
- Provide an effective, joined-up, and consistent business partnering model across finance, technology, HR, and other relevant functions.
- Direct and oversee the delivery of key projects, ensuring they provide the optimal business solution at the lowest cost, delivering maximum value, on time, and with minimum business risk.
- Ensure CRUK has the relevant governance, financial, audit, information security and risk frameworks to meet the organisation's legal requirements and ensure relevant corrective action to protect brand, reputation, and business security.
- Build an appropriate external profile within the sector and beyond to allow CRUK to be better informed of, and contribute to, the advancement in areas such as technology, and to drive digital transformation within the organisation.
- Provide solutions to optimise the work environment, improve communications, collaboration, employee engagement, allowing the organisation to work flexibly, and position CRUK as an employer of choice, attracting the widest pool of talent.

- Serve as a trusted colleague and confidante to the CEO and other Executive Board members, willing and able to drive the development and effectiveness of the EB and wider leadership teams.

This role will be responsible for Strategy and Transformation from late 2021. In the short-term, the COO will work closely with the interim Executive Director for Strategy & Transformation, and subsequently will be required to:

- Oversee performance, implementation, and delivery of a three-year business plan and budget, ensuring that prioritisation aligns to the overall strategy and plan.
- Ensure EB effectively evaluates performance, including the use of data and metrics, so that business decisions are evidence-based, and inform prioritisation and investments.
- Contribute to the wider CRUK transformation strategy, and deploy resources to support and deliver the transformation required to respond to the impact of Covid-19 on CRUK.

Candidate Profile

The ideal candidate will demonstrate the following:

Key Behaviours and Competencies:

- Outstanding organisational and leadership abilities; strategic, results-oriented, with a strong commitment to CRUK's cause;
- Excellent interpersonal, collaboration, and communication skills, applied to build relationships and influence stakeholders internally and externally;
- Role-models excellent behaviours, and sets stretching goals to drive performance in the leadership team and broader organisation;
- Creates, builds upon, and implements innovative ideas, finding creative ways to mitigate barriers;
- Creates valuable networks within relevant sectors and leverages these to capitalise on the latest insights and practices;
- Passion for people development, and proactively nurtures diverse talent, builds capability, and ensures robust succession planning;
- Demonstrates a flexible and adaptable approach to managing change and ambiguity;
- Leads others to formulate solutions to complex problems, empowering teams to respond nimbly in a fast-changing world;
- Has the presence and gravitas to be impactful at all levels, and especially with the EB and Council;
- Self-aware, and able to appropriately challenge colleagues to facilitate optimal business outcomes.

Key Experience, Knowledge, and Technical Skills

- Proven experience in an equivalent role in a significant organisation, as a COO, c-suite function head, such as CFO, with broader operational responsibilities, or similar;
- Experience of leading large, multi-disciplinary teams and a large operational budget;
- Strong knowledge of IT, technology infrastructure, and business transformation;

- Understanding of key corporate functions: Finance, Technology & Digital, and People;
- Highly numerate, with experience of managing significant budgets and accounts, ideally gained within the context of income-generating organisations (both charitable and commercial);
- Aptitude in setting strategy, driving implementation, and complex decision-making in large, sophisticated, and complex organisations;
- Proven track record of leading large-scale business transformation to implement change, improvements, and efficiencies;
- Excellent team leadership credentials, developing high performing teams, and creating a compelling vision and culture across the organisation;
- Experience of working as part of an Executive Board and working closely with a Governance Board – whether a council of trustees or corporate board.

Qualifications

- Bachelor's degree education, preferably in a scientific, commercial, or behavioural discipline (or equivalent experience);
- Master's degree education, either MSc or MBA, is preferred (or relevant professional qualification);
- Accountancy qualifications would be desirable.

Equality, Diversity, and Inclusion at CRUK

- CRUK recognise there is much to do to realise their ambition of becoming a more diverse and inclusive organisation and are fully committed to achieving this objective by making sustainable, positive improvements.
- CRUK are creating an inclusive and diverse workplace, where equality of opportunity is embedded in everything that they do, and that encourages and supports everyone to reach their potential.
- People managers receive recruitment training ,and are measured on their performance with respect to CRUK equality, diversity, and inclusion policies.

The Selection and Recruitment Process

Cancer Research UK have retained Russell Reynolds Associates (RRA) to assist with this appointment. Longlisting of candidates will involve the assessment of information provided in the application documentation detailed below.

Indicative Timetable *(subject to change):*

Closing date for applications	25 September 2020
<i>Longlist Meeting – Appointment Panel</i>	w/c 5 October
First round interviews with RRA	w/c 5 October – 19 October
<i>Shortlist Meeting – Appointment Panel</i>	w/c 12 October
First Stage Interviews	w/c 26 October - 9 November
Assessments	w/c 16 - 23 November
Second Stage Interviews	w/c 30 November -7 December
Panel Interviews with finalist candidates	w/c 7 – 14 December

How to Apply

To apply, please send your CV, and supporting statement to responses@russellreynolds.com. Your supporting statement should succinctly highlight your motivation, experience, and skills against the requirements of the role. Please include the role title and reference **2007-075L** in the subject of your email.

The closing date for the receipt of applications will be **25th September 2020**.

If you have a question about the position, or your application, please contact the Russell Reynolds Team at either responses@russellreynolds.com or on PH: 020 7198 1870.

CRUK value diversity and are committed to creating an inclusive culture where everyone is able to be themselves and to reach their full potential. CRUK actively encourage applications from people of all backgrounds and cultures and believe that a diverse workforce will help us to beat cancer sooner. Should you need any adjustments to the recruitment process, at either application or interview, please contact recruitment@cancer.org.uk.