

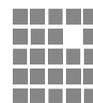


Candidate Brief for the position of

**CEO**

**Brain Tumour Research**

May 2023



**Berwick Partners**

an Odgers Berndtson company

## Welcome Letter from Wendy Fulcher, Chairman of the Board of Trustees

Thank you so much for the interest you have shown in the role of chief executive.

This is an exciting time for Brain Tumour Research, having led the All-Party Parliamentary Group on Brain Tumours Inquiry – Pathway to a Cure, last year and launched its report in February to much acclaim. We are now driving forward the recommendations including meetings with Ministers.

During a very successful Brain Tumour Awareness Month in March, we announced our fourth Research Centre of Excellence at the Institute of Cancer Research which joins our other three Centres at Queen Mary University London, Imperial College and the University of Plymouth.



Although we are sad that our founding chief executive Sue Farrington Smith MBE is retiring due to her cancer diagnosis and treatment last year, we are delighted that she will be joining the Board of Trustees and know that she is looking forward to working with and supporting our new chief executive.

We launched Brain Tumour Research in April 2009. The first eight years of operation saw strong income growth, which dipped slightly in 2017. Income was hard hit by the coronavirus pandemic in the summer of 2020. We recalibrated our organisational strategy and set a target of raising more than £10 million a year by 2025, with the year ending June 2021 exceeding initial expectations and the year ending June 2022 our best year ever raising £7.5 million. Although impacted by the current economic conditions, we are having another good year which is laying great foundations for our future growth.

We now wish to recruit an experienced, energetic, professional, hard-working, and hands-on individual with the courage to accomplish inspiring goals. Building on the success we have had with establishing four centres, our campaigning work and becoming the leading voice of the UK brain tumour community, we are looking for someone with proven experience that will take the charity to the next level.

An intelligent thought-leader you will be able to take an influential and leading role in making the UK a world leader in brain tumour research, increasing the national investment in brain tumour research, and working with our collaborators, the government, policy makers, larger cancer charities and the biotech and pharmaceutical industry, to accelerate bringing new treatments to market.

You will uphold the brand through guardianship and lead the team in increasing opportunities to communicate our achievements and impact, influencing target audiences to engage in new fundraising initiatives, make donations, create partnerships and join our campaigning in order to help us find a cure for brain tumours.

A passionate and welcoming individual you will embrace our culture, catalyse change and be a champion of the brand. You will be a role model, demonstrating high standards and ethics as you engage at all levels within the organisation, working together across all functions to achieve ambitious results and deliver on our strategic goals.

An inspirational and ambitious leader you will set targets and objectives that will help the organisation to exceed annual income budgets to be able to expand our network of centres to seven by 2026 with the aim of supporting each with £1 million a year in the longer term.

Collaboration is at the heart of everything we do, we are a positive force for change and have earned the highest respect across the brain tumour community and beyond. You will be able to use your authority and expertise to positively influence and clearly demonstrate the unique role we play in the brain tumour ecosystem at every opportunity as you represent the organisation with our external stakeholders: patients and their families, member charities and other collaborators, government ministers, senior public servants, parliamentarians, researchers, clinicians, research centre leaders, trusts and foundations, corporates, major donors, celebrities and supporters of all types as well as consultants and suppliers.

Having chaired the charity since its launch, I am immensely proud of our achievements and can assure you of my continued support and collaboration. I do hope you will feel up for the challenge and look forward to hearing from you.

Help us fund the fight. Together we will find a cure.

*Wendy Fulcher*



## About Us

Brain Tumour Research was established in 2009 as a collaboration of 14 charities coming together, determined to raise awareness and increase funding for vital research. Despite brain tumours being the leading cause of cancer deaths in children and adults under the age of 40, brain tumour research was and sadly remains woefully underfunded receiving just 1% of the national spend on cancer research in the UK since records began in 2002.

Recognising that no one brain tumour charity or group of charities can find a cure alone, both government and pharmaceutical companies need to get involved. The aim was to build on the successful lobbying that the member charities had achieved (including the establishment of the Brain Tumour All Party Parliamentary Group in 2005) and influence the growth of the market for brain tumour research funding to £35 million a year and achieve parity with breast cancer and leukaemia.

In addition Brain Tumour Research aims to contribute to this and provide a sustainable level of funding of £1m per year to seven dedicated brain tumour research Centres of Excellence across the UK in collaboration with member and other charities and through leveraging funds from national funding bodies.



## Background

The new chief executive will be supported by a strong and experienced leadership team. Our deputy chief executive and director of finance and operations, Ashley Bailey, has stepped up to the role of interim chief executive whilst we recruit a permanent appointment. Ashley joined us in 2015 and led the move from Padbury Hill Farm, where the charity was originally based, to professional offices in Milton Keynes, expanding the space as the team has grown (now 60 strong) and has overseen the game-changing introduction of our CRM system. He is the champion of driving efficiency and continuous improvement across the organisation as well as improving our financial sustainability and granting sustainable funds to our research centres and other research infrastructure initiatives.

In August 2021 we recruited Andrea Abbis as director of marketing and communications to increase the profile and reach of the Brain Tumour Research brand and deliver integrated marketing communication strategies which increase awareness and drive income growth. She is focused on supporter recruitment and retention, maximising engagement with and inspiring our loyal followers, as well as reaching and delighting new audiences across all traditional offline marketing and digital channels.

In February 2022 we recruited Dr Karen Noble as director of research, policy and innovation to prioritise scientific advancement through our pioneering research centre strategy and drive forward our manifesto for change: building capacity, accelerating treatments and increasing the national investment in brain tumour research. She is focused on significantly improving outcomes for patients within the next five to ten years with the aim of ultimately finding a cure.

In June 2022 we changed the focus of fundraising with the recruitment of Russell Marriott as director of income generation and development to lead the implementation of the fundraising strategy which seeks to build and improve existing income streams, accelerate the growth in under optimised and emerging income streams and invest in growth opportunities.

Russell is leading on the development of a portfolio of high value prospects and supporters, across major donor, trust and corporate fundraising streams and managing the ongoing development of these relationships.

## Our Vision

To find a cure for all types of brain tumours.

## Our Mission

To increase the UK investment in brain tumour research.

Brain tumours kill more children and adults under the age of 40 than any other cancer, yet historically just 1% of the national spend on cancer research has been allocated to this devastating disease.

Brain Tumour Research is determined to change this!

We are the only national charity in the UK focused on finding a cure for all types of brain tumours through campaigning to increase the national investment in brain tumour research to £35 million per year, while fundraising to create a network of seven sustainable Brain Tumour Research Centres of Excellence across the UK.



## **Our Values**

Our values underpin our vision of finding a cure, representing our guiding philosophy and how we go about delivering our mission.

### **Focused - The courage to accomplish inspiring goals**

The team at Brain Tumour Research is focused on finding a cure for brain tumours. Together we are driven to accomplish ambitious goals in pursuit of this vision, from driving engagement and building compelling campaigns; to reaching major lobbying milestones and achieving research breakthroughs. As the only national charity dedicated to sustainable research into brain tumours, we are clear-sighted and disciplined. Agile, energetic and courageous, we continually demand better outcomes for patients and their families.

### **Influential - Uses authority and expertise to positively influence**

Brain Tumour Research takes responsibility for influencing wider public understanding of this disease; focusing minds on the required funding to fight it. We inspire stakeholders (including researchers, parliamentarians and activists), galvanising them into action and resolutely holding both organisations and individuals to account. We punch above our weight, leading the national debate on improving outcomes for brain tumour patients.

### **Embracing - Working together to achieve results**

Brain Tumour Research is passionately committed to raising both awareness and funding for research. Embracing the diverse experiences of our volunteers, supporters, member charities, research centres and corporate partners, we value our relationships with everyone in the brain tumour community, however this devastating disease has affected our lives. Our shared stories and tireless efforts come together as one voice to make us all stronger.

### **Game Changing - Catalysing change both internally and externally**

Innovation is central to the dynamic culture of Brain Tumour Research, from the pioneering Centres of Excellence to the best practice delivered across the team and inspired in our member charities and supporters. We are constantly evolving, working smarter and building on successes through creative thinking and campaigning. We are a positive force for change, challenging the Government and larger cancer charities to invest more in brain tumour research.

### **Intelligent - Thought leaders, prioritising scientific advancement**

Intelligent, objective and pioneering, Brain Tumour Research is building a network of experts in sustainable brain tumour research. We champion thought leadership by fostering collaboration between scientists, clinicians and academic partners, bringing together the best minds in the field to search for a cure. Through strategic planning, methodical implementation and rigorous analysis, we deliver world-class research.

## Job Description

Job Title:	Chief Executive Officer
Reports to:	Chairman of the Board of Trustees
Location:	Head Office, Milton Keynes. Flexible, Hybrid Working Model up to two days working from home per week. Attendance at key events across the UK is expected as is occasional weekend and evening work
Direct reports:	Director of finance and operations, director of research, policy and innovation, director of income generation and development, director of marketing and communications

### STRATEGIC LEADERSHIP

- Provide clear strategic vision, direction and leadership, proposing to the Board long term strategies, operating plans and annual budgets and, once agreed, executing and delivering them.
- Be a strong guardian of the brand and champion the vision, mission and values of the charity, internally and externally.
- As CEO develop, monitor, and actively promote the organisation’s approach to equality, diversity, and inclusion.
- Actively contribute to organisational cohesion, encouraging cross-team working, and a problem-solving approach.
- Engage and support the fundraising and marketing teams and wider income generating activity. Develop appropriate income streams that enable the charity to deliver its objectives and ensure its long-term financial sustainability and viability.
- Take a prominent role in making the UK a world leader in brain tumour research, influencing at the highest levels to improve outcomes for patients and their families.
- Establish Brain Tumour Research as a committed brain tumour research funder in the field of discovery and translational research focused on improving outcomes for patients and their families
- Take a leading role in managing key donor relationships and key messaging for the charity.
- Create a positive, transparent and inclusive culture; build a confident, effective and dynamic organisation that inspires the team to achieve the highest standards of delivery.

### EXTERNAL AFFAIRS

- Lead on key stakeholder relationships, from member charities and other collaborators to politicians, major donors, funding and research partners.
- Be the lead secretariat provider to the All Party Parliamentary Group on Brain Tumours, demonstrating ownership and pride that it was established by Ali’s Dream and other Brain Tumour Research founding charities.
- Work across the sector to influence brain tumour, cancer and neurological policies and ensure that research into these conditions is high on the agenda.
- Represent Brain Tumour Research at events and in the media; be a key spokesperson for the charity.

- Ensure the charity's communication delivers on the charity's promise to funders.
- Build and maintain relationships with politicians, the media and government officials in order to advance the organisation's aims.
- Through influence and leverage grow the national spend on brain tumour research to £35 million a year.

#### RESEARCH DELIVERY AND IMPACT

- Significantly accelerate the progress of brain tumour research within the UK in order to make a real clinical difference through sustainable funding of our network of research Centres of Excellence.
- Lead on the delivery of our research strategy building a network of experts in sustainable brain tumour research, ensuring delivery of high quality centre programmes of research.
- Work closely with the director of research, policy and innovation to build research infrastructure – connecting and improving co-ordination across the UK brain tumour research community.
- Improve the quality of brain tumour research in the UK, supporting innovative research to generate new treatments for brain tumours and with the support of the Brain Tumour Research Scientific and Medical Advisory Board ensure rigorous annual and quinquennial reviews in keeping with the Association of Medical Research Charity's guidelines.
- Work closely with the research team to build research infrastructure – connecting and improving co-ordination across the UK brain tumour research community.
- Grow brain tumour research capacity in the UK through our pioneering research Centre strategy ensuring our Centres attract and retain talented researchers who collaborate nationally and internationally.
- Deliver on our strategic goal of creating a network of seven sustainable Brain Tumour Research Centres of Excellence across the UK.

#### FINANCIAL AND OPERATIONAL LEADERSHIP

- Ensure appropriate and effective financial management with robust control and reporting mechanisms, with the support of the director of finance and operations.
- Oversee financial, operational and statutory reporting in the annual report and other donor relations materials.
- Foster a culture of continuous improvement and cost effectiveness in the operational delivery of Brain Tumour Research.
- Work together with the director of finance and operations to ensure long-term financial sustainability and build reserves to the level of annual research grants.

#### ORGANISATION LEADERSHIP

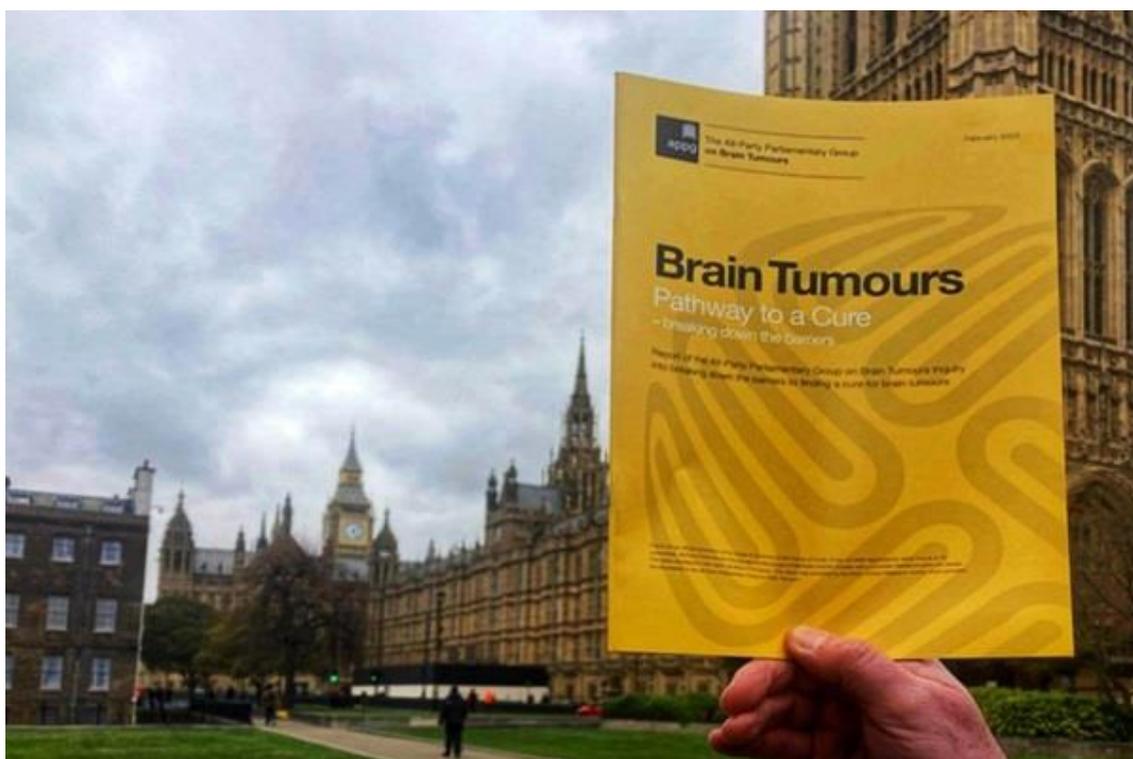
- Build and retain a high calibre and highly engaged organisation.
- Develop a strong and high performing leadership team to deliver the requirements of an ambitious and growing charity.
- Lead the implementation of the Investors In People recommendations to achieve the gold accreditation in 2025.
- Ensure equality, diversity and inclusion are embedded across the organisation.

- Through recruitment, appraisal, development and performance management strategies ensure our values are at the heart of the organisation.
- Grow and develop the organisation in order to deliver the strategy.

### GOVERNANCE AND COMPLIANCE

- Ensure that Brain Tumour Research acts at all times in compliance with its governing documents, all relevant legislation, regulatory codes, industry guidelines and partnership agreements.
- Ensure an open transparent relationship with the Brain Tumour Research Board; serve and support the Chairman of Trustees and the Board to ensure the highest level of governance.
- Take full operational responsibility for the organisation and ensure the Board can fully discharge its statutory and governance obligations.
- Ensure that the major risks to which Brain Tumour Research is exposed are reviewed regularly by the Board, and systems are established to mitigate these risks.
- Support the chairman in developing the board through inductions, ongoing learning and development and annual reviews of its own performance.





## Person Specification

- Demonstrable experience of effective senior leadership within an organisation of comparable scale and complexity.
- Highly collaborative with strong interpersonal, networking and influencing skills, both with colleagues at Brain Tumour Research and in the external marketplace with key stakeholders.
- Personal passion for the work of Brain Tumour Research, its vision, mission, strategic goals and values.
- Experience of effective partnership working and development, and external relationship management.
- Track record of building a culture of high performance, teamwork and ambition.
- Strategic and commercially minded, with a high level of financial literacy.
- Very strong written and verbal communications skills.
- Ability to add value at both operational and strategic levels with strong prioritisation and delegation skills.
- The ability to establish credibility and rapport with the scientific research community, engaging senior academics, scientists, clinicians, and researchers with an intellectual curiosity to understand and communicate complex scientific areas of research with accuracy and context to a lay audience.
- An understanding and knowledge of fundraising, and the ability to lead, where appropriate, high-level discussions with potential and existing funders and donors alongside the director of income generation and development.
- An interest in public affairs and policy with the ability to influence at the highest levels.
- Emotionally intelligent with outstanding people skills and the ability to inspire the team, donors, member organisations and those affected by brain tumours.
- Excellent ambassadorial skills with the gravitas to deal with a wide range of stakeholders.

- The determination and enthusiasm to build and develop an organisation from a strong platform, taking it to the next stage of development.
- Professional, self-motivated and confident with the courage to accomplish inspiring goals.
- Experience of working effectively with highly committed Boards and Committees.
- Knowledge of the charitable sector (though not a prerequisite), with understanding of relevant regulatory compliance, tax implications and ethical codes of practice associated with fundraising.

## Role Competencies

### Leadership

- Creates impact by inspiring others
- Leads by example and inspires confidence
- Motivates by empowering others
- Inspires others by creating a common vision
- Leads people through challenging change scenarios

### Influence

- Uses understanding of others to influence outcomes
- Negotiates to resolve differences while maintaining support
- Builds solutions with others
- Is politically aware and able to use influence without authority
- Builds networks, creating productive connections
- Influences others at the highest level
- Communicates and obtains ownership of difficult decisions

### Strategic Thinking

- Translates insights, knowledge and analysis into long term plans
- Applies awareness and insights of the external environment
- Identifies trends and relationships in complex information
- Critically filters information and shows good judgment
- Analyses risk

### Communication

- Engages others through effective dialogue
- Understands the needs and agendas of others and is able to empathise
- Effectively adapts style to situation and audience
- Engages others through active listening
- Contributes opinion with conviction
- Has excellent presentational skills and the ability to 'pitch' effectively for new business
- Can articulate the case for support for the organisation with knowledge, passion and conviction

### Performance management

- Manages and drives performance
- Creates and develops high performing teams

- Inspires, motivates and engages people to improve their performance and that of others
- Drives accountability for delivering goals and manages the consequences for those that under-perform
- Helps individuals to recognise their responsibility to develop their performance, drawing in expert support where required

#### Managing talent

- Develops talent and potential
- Recruits, promotes and advocates the most talented people
- Provides regular and honest feedback, guidance and mentoring to support development
- Proactively discusses individuals' next moves
- Creates a culture of development, feedback and coaching in the team

#### Effective Working

- Works effectively across the organisation and with key stakeholders
- Fosters a climate where people feel personally responsible for creating and sustaining the organisation's success and reputation
- Advocates the importance of sharing knowledge as a key to empowering people
- Thinks and acts for the wider organisation
- Encourages others to build collaborative relationships with all parts of the organisation and creates a shared culture of working across the organisation

#### Innovation

- Uses creativity to challenge the norm and generate development
- Takes an inquisitive approach to the world around them and challenges the status quo
- Is creative in spotting new opportunities
- Works with others to create new ideas and challenges others to see things differently
- Turns ideas with potential into reality
- Takes considered risk when the reward justifies it

#### Relationship management/ networking

- Manages stakeholder relationships effectively in ways that maximise benefit to the organisation
- Identifies those relationships which require their senior personal involvement
- Cultivates relationships with major funders/ partners, involving senior volunteers and colleagues as appropriate
- Solicits support from major funders/ partners, involving senior volunteers and colleagues as appropriate
- Stewards key stakeholders / major funders/ partners in a way that maximises opportunities for long-term engagement.

## Attitudes/ Behaviours

**Self-awareness** - Acts on a genuine awareness of self

- Is proactive in learning new skills and developing as an individual
- Seeks constructive feedback, reflects and takes appropriate action
- Understands own impact on others and modifies behaviour accordingly
- Effectively manages own feelings and reactions

**Passion** - Uses enthusiasm and energy to motivate self, supporters and team

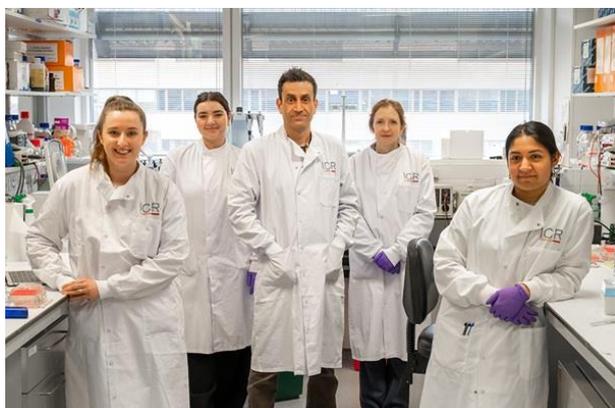
- Conveys passion and conviction for cause
- Is an ambassador for organisational vision and values
- Inspires passion in others, including donors and volunteers

**Personal Drive** - Develops a challenging vision of the future and strives to create it

- Develops aspirational visions of the future for their organisation
- Is driven to achieving exceptional results
- Constantly challenges own personal performance and develops others by challenging theirs
- Demonstrates tenacity, especially in situations of personal challenge

**Flexibility** - Is competent at adapting approach when necessary

- Is open to new ideas and perspectives
- Willingly adapts thinking and can modify direction in light of new information
- Develops and if necessary, implements contingency plans to deal with unforeseen circumstances
- Changes approach according to demands of situation
- Understands and actively engages with own role in changing environment and donors' needs



## Additional Details

Salary: c£95,000

Annual Leave: 25 days a year rising to 30 days after five years plus bank holidays

Pension: Workplace pension – employee 5%, employer 3%

Other Benefits:

- Flexible / hybrid working up to two days a week working from home
- Free parking including disabled parking
- Mileage allowance in line with tax rules
- Occupational sick pay for up to five days in any year for medical procedures
- Benenden health insurance - optional
- Gym membership
- Assistant dog friendly office
- Bring your dog to work days
- Telephone support line
- Optional Hollie Guard for relevant employees
- Team development days and ad-hoc - company paid lunches with opportunities to socialise
- Free refreshments throughout the day in the office



## How to Apply

To apply, please submit a CV along with a covering letter setting out your interest in the role and briefly summarising how you meet the requirements of the Person Specification.

The preferred method of application is online at [www.berwickpartners.co.uk/88904](http://www.berwickpartners.co.uk/88904)

If you are unable to apply online please email your application to [response.manager@berwickpartners.co.uk](mailto:response.manager@berwickpartners.co.uk)

All applications will receive an automated response.

All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process.

For detailed information on how we process your personal data, please review our privacy policy on our website <https://www.berwickpartners.co.uk/privacy-policy/>

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

If you have any queries or would like more information in regard to this document, please contact:

Sandra Hamovic, Partner

M: 07979 017 447 / [Sandra.Hamovic@berwickpartners.co.uk](mailto:Sandra.Hamovic@berwickpartners.co.uk)

Closing date for applications: Friday 2<sup>nd</sup> June

Preliminary Interviews with Berwick Partners: w/c 12<sup>th</sup> June

Initial Interview with Brain Tumour Research: 28<sup>th</sup>/29<sup>th</sup> June

Final Panel Interviews with Brain Tumour Research: Wednesday 5<sup>th</sup> July