

Candidate pack

Appointment of the Chair of Trustees



A message from the Senior Independent Trustee



Dear Candidate

Thank you for your interest in our search for our next Chair of Marie Curie.

Marie Curie is one of the UK's most loved charities; every year we have the privilege of caring for one in ten people who are at the end of their lives.

Our remarkable organisation has an incredible team of colleagues providing outstanding care and support every day to some of the most vulnerable people in the UK.

We only have one chance to get it right for those at the end of life so we are approaching our strategy with drive, urgency, pace and bold intent.

Over the last few years we have built our capacity, influence and reputation, but despite the progress we've made, our work has never been more needed. Tragically, many people in the UK do not get the support at the end of life they need and deserve, and the problem is growing, fast. People in the UK are living longer,

with multiple and more complex health challenges. By 2048, the need for end of life care will have increased by up to 25%; and the people who miss out most are those from disadvantaged and marginalised communities. At Marie Curie, we have a steely determination to disrupt this trajectory and an enduring passion to ensure that everyone in the UK has the best end of life experience. Through our commitment to research we continue to lead in advancing the understanding, design and management of end of life care. Through our voice and influence we vigorously advocate for the changes people at end of life need.

The next few years will test the agility of all organisations, including Marie Curie. We see many opportunities for end of life care in the UK to be significantly improved and for Marie Curie to play a leading role in making that happen.

We are looking for an exceptional new Chair to lead the Board of Trustees and work with our Chief Executive, Matthew Reed, to deliver our strategy and mission of closing the gap in end of life care, making sure everyone gets the care and support they need.

The timing of this appointment at the start of a new Westminster parliament and government offers huge opportunity for the new Chair to make a lasting difference to the people of the UK through Marie Curie's direct work and public thought leadership. If you share our determination and passion to improve end of life care, we would be delighted to hear from you.

Thank you once again for your interest.

A handwritten signature in black ink that reads "Trish Lee".

Trish Lee

**Senior Independent Trustee
Appointment Panel Chair**

About

What we do

Marie Curie is the UK's leading end of life charity. We're there for anyone with an illness they're likely to die from, and those close to them. Whatever the illness, wherever you are, Marie Curie is with you to the end. We provide expert hospice care in the comfort of people's homes and in our hospices, and support over the phone and via the internet. And we push for a better end of life for all by campaigning and sharing research to change the end of life care system.

Our vision: a better end of life for all

Everyone will be affected by dying, death and bereavement. That can't be changed; but the end of life experience can. Everyone deserves the best possible care and support, reflecting what's most important to them. We want a better end of life for all.

Our strategy: closing the gap in end of life care

We're tremendously proud of our work at Marie Curie, and we know it's highly valued by the people using our services and those close to them. But, shockingly, one in four people currently don't get the care and support they need at the end of life.

And the problem is growing, fast. People in the UK are living longer, with multiple and more complex health challenges. By 2048, the need for end of life care will have increased by up to 25%. Over 730,000 people will need care every year. And the people who miss out most are those from disadvantaged and marginalised communities.

Our mission, up to 2028 and beyond, is to close that gap in end of life care. Our strategy, launched in 2023, sets out how we'll achieve our mission by transforming our direct care and support; delivering more practical information and support; and leading in shaping the end of life care system.

Hospice care where and when it's needed

Marie Curie is the UK's largest charitable employer of palliative nurses and professionals. In 2023-2024, Marie Curie Nurses, Healthcare Assistants and other healthcare professionals provided direct care and support to 44,200 people across the UK, in the comfort of their own homes and in our nine hospices.

Our hospices help people with any terminal illness, and the people close to them, to receive the support they need. From medical and physical support to psychological and emotional care, at whatever stage of the journey, we help people to live the best life possible – right to the end.

Our Hospice Care at Home service provides clinical, practical and emotional care at home on a routine and urgent need basis. And is available whenever it's needed, day or night, allowing more people to be cared for where they want to be, maintaining their independence and reducing unwanted hospital admissions.



Free information and support

Marie Curie provides free information and support over the phone in more than 200 languages, and via webchat. Our team offers practical and emotional support on everything from symptom management and day-to-day care to financial information and bereavement support.

Our free, trusted information is available to all online, in print and over the phone, and our Palliative Care Knowledge Zone provides information on palliative care for healthcare professionals.

Research, policy and campaigns: improving end of life care for all

Marie Curie is the UK's largest charitable funder of palliative care research. Our work deepens our understanding of what makes a good end of life; highlighting challenges and gaps in care; improving support for everyone affected by dying, death or bereavement; and helping us give the best care.

We campaign for a society where everyone gets the best experience possible at the end of their life. We raise public awareness and influence decision-makers across the UK, so that more people can access high quality end of life care, when and where they need it.

Our volunteers

Volunteers are central to our work, giving their time, enthusiasm and expertise to support our fundraising, events, retail outlets, direct care and support services.

Marie Curie Companion volunteers provide emotional and practical support to anyone living with a terminal illness, and those close to them – at home, in hospital or over the phone.

Finance and fundraising

Marie Curie is active across every area of fundraising – from community to corporate partnerships, and from charity shops to legacies. Every year, hundreds of thousands of people give their money to help us provide more vital services and to deliver our mission.

The ongoing cost of living crisis has made it harder for supporters and businesses to give their time and money in the face of growing financial pressures, and we're hugely grateful to all those who do.

We are focused on making sure our fundraising and financial management and processes are as efficient and effective as possible. Further details of the charity's finances and other information about Marie Curie can be seen in the latest [Annual Report](#).

In this role you will work with the Board, our Chief Executive Officer and the Executive Leadership Team to deliver on our ambitions and take this work to the next level building on the existing excellent work.



Our five year strategy

We need to close the gap in end of life care and make sure everyone gets the care and support they need.

The problem

1 in 4 people don't get the care and support they need. And the problem is growing, fast. People in the UK are living longer, with multiple and more complex health challenges. By 2048, the need for end of life care will have increased by up to 25%. And the people who miss out most are those from disadvantaged and marginalised communities.

Our vision

Everyone will be affected by dying, death and bereavement. That can't be changed; but the end of life experience can. Everyone deserves the best possible care and support, reflecting what's most important to them. We want a better end of life for all.

Our mission

Over the next five years and beyond, our mission is to close the gap in end of life care.

Between now and 2028 we'll design and deliver services providing the best possible care and support to people living with any terminal illness, and those close to them. And we'll play a leading role in shaping the end of life system across the UK; driving research, influencing public policy, campaigning for change, and fighting for better services – so everyone has access to the end of life care and support they need.

Our action plan in numbers

By 2028 we will:

- Grow the number of people we care for directly each year, from 44,200 to 100,000.
- Grow the reach of our information and support services from 2.1 million to 4.4 million interactions a year.
- Grow our target number for people benefitting from our research, policy influencing and campaigns from 100,000 to 200,000 a year.

Read more here: [Five Year Strategy](#)



How we work

Governance

Marie Curie is a registered charity in England and Wales (207994) and Scotland (SC038731). It is also registered as a company limited by guarantee in England and Wales (507597). Our registered office address is One Embassy Gardens, 8 Viaduct Gardens, London SW11 7BW.

Trading subsidiary

Marie Curie Trading Limited. Registered in England and Wales under the Companies Acts with No. 2292795.

Our trustees

The Board of Trustees is responsible for the strategic management of the charity.

The Board meets at least six times a year and is appointed by its members. The Board is advised by expert committees in audit, investment, caring services, research and retail.

All our trustees, committee and advisory board members and vice presidents are unpaid volunteers. Meet the trustees here: [Trustees](#)

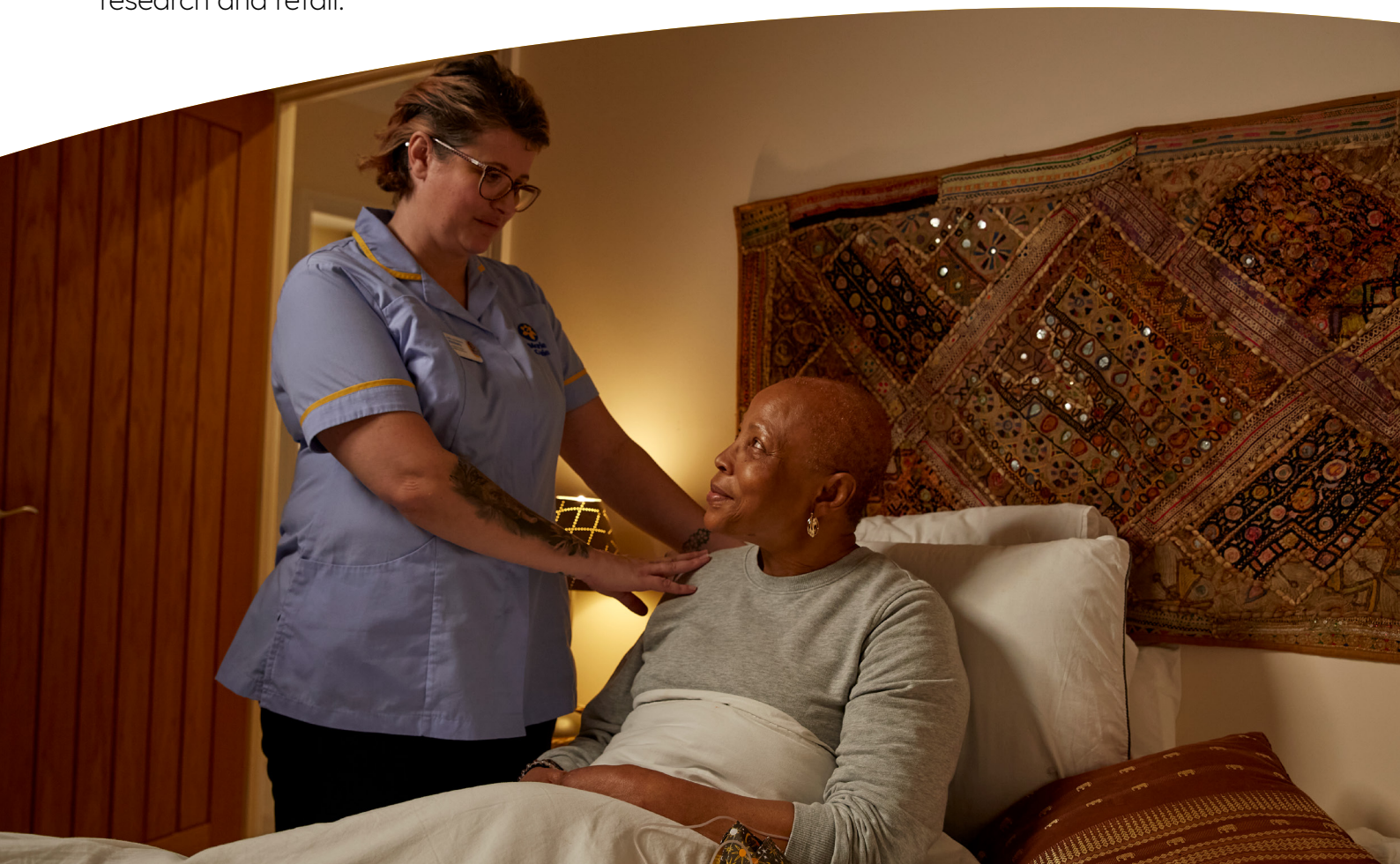
Royal patronage

His Majesty the King, Charles III has been Patron of Marie Curie since 2003.

Watch a message from His Majesty the King, Charles III here: [Royal Patron](#)

Executive team

The Board of Trustees delegate the day-to-day management of Marie Curie to our Chief Executive, Matthew Reed, who appoints the Executive Team, made up of the charity's most senior managers. Meet the executive team here: [Executive team](#)



The role

As Chair of Marie Curie's Board of Trustees, you will work in partnership with the Board, the Chief Executive, and the Executive Team to ensure Marie Curie delivers and achieves its strategic goals and objectives.

Primary objectives

Provide overall leadership to the Board to ensure trustees fulfil their responsibilities for the overall governance and strategic direction of the charity.

Develop the charity's aims in accordance with the governing documents, legal and regulatory guidelines and through the charity's mission, vision, values and strategic plan agreed by the Board.

Support and, where appropriate, challenge the Chief Executive, to ensure that Board decisions are acted upon and the charity is managed in an effective manner.

Specific responsibilities

Ensure that Board functions effectively by:

- chairing trustee meetings effectively, seeking consensus, balancing the need for full debate on key questions with the expeditious despatch of business so as to reach clear and agreed decisions as swiftly as possible;
- liaising with the Chief Executive and the Company Secretary to prepare carefully structured agendas and briefing papers for Board meetings and encouraging participation in Board meetings from all trustees;
- together with the Nominations Committee, identifying the skills and experience required on the Board. This includes seeking new trustees from diverse sources, establishing clear procedures for the re-election and retirement of trustees, and developing a succession plan;

- taking an active role in the creation and maintenance of a long-term plan to develop the Board of Trustees; and
- encouraging trustees to feel free to constructively challenge the strategy and direction of the charity.

Ensure that trustees understand their responsibilities by:

- arranging for comprehensive trustee induction and briefing programmes;
- ensuring that trustees keep under review both the performance of the Board as a whole and their own individual contribution; and
- establishing a governance and management model for the charity and ensuring it functions effectively.

Ensure that the charity plans strategically by:

- leading the trustees and members of the Executive to develop, appraise and update strategic plans and to monitor performance against such plans as are adopted by Board
- providing support and leadership to the Chief Executive to ensure that the charity is run in accordance with the decisions of Board and the charity's governing documents, and that there is clarity about the charity's objectives at all levels; and
- through the Chief Executive, ensuring that management effort is effectively directed within a framework of clearly stated corporate strategies and key tasks.

Ensure with the Board that a governance and financial policy framework is established to enable Board to discharge its responsibilities effectively, and in particular to ensure that:

- a governance and financial policy framework is established within which the Executive shall manage the charity;

- a performance evaluation process is in place;
- the Chief Executive is clear about the key performance indicators against which all charity leadership is held accountable;
- the particular risk factors inherent in the charity's activities are analysed and planned for; and
- clear guidelines are in place on subjects where judgments might vary: eg investment policy, equal opportunities, the treatment of restricted funds.

Additional responsibilities for the Chair role:

- the promotion of the charity to its public audience;
- the time to commit to prepare for and chair six meetings of the Board a year, and any Committees on which the Chair might choose to serve;
- the time to meet regularly with the Chief Executive, and to speak on an as-needed basis;
- the interest in and willingness to attend charity functions for fundraising and to visit its services across the country;
- the ability to influence various important audiences, from potential donors to policy makers across all the UK's devolved governments;
- lead the Chief Executive's appraisal, and hold that individual to account for the performance of the charity;
- recognise the need to regularly review Board effectiveness and individual trustee performance;
- take part in the recruitment of senior staff; and
- take personal responsibility for building a diverse Board.

Person specification

The Chair of Marie Curie will be expected to adhere to the seven principles of public life identified by the Nolan Committee:

Selflessness; integrity; objectivity; accountability; openness; honesty; leadership.

Personal qualities

It is essential that candidates have the following personal qualities:

- empathy with and commitment to the aims, ethos and values of Marie Curie;
- willingness to devote time, enthusiasm and effort to the duties and responsibilities of the Chair of the Board
- sound, independent judgement, common sense and diplomacy;
- a natural communicator, with an interest in people from all walks of life;
- the credibility to lead Board members and to stimulate them to provide significant guidance to the charity;
- independence of thought and judgement combined with a willingness to accept and promote democratically made decisions by Board irrespective of personal opinion;
- the confidence and ability to provide support to, and to constructively challenge, the Chief Executive; and
- the confidence and ability to provide support to members of Board and to evaluate their performance.

Aptitude and skills

The successful candidate will have the following:

- Strong and effective non-executive leadership skills, with board-level experience of large complex organisations.
- Authentic leadership skills with an ability to provide clear direction and create an environment in which trustees can successfully deliver to their best in line with the strategy.

- Outstanding communication, influencing and relationship building skills with both internal and external stakeholders and an appreciation of devolution across the UK.
- Ability to build consensus across diverse perspectives and summarise complex arguments.
- Strong ambassadorial and networking capabilities with the ability to promote Marie Curie
- proven and tested chairing skills;
- a good understanding of charity governance and the acceptance of the legal duties, responsibilities and liabilities of trusteeship;
- Interest and ability to guide the charity's strategy, and to ensure that the Board plays its full part in this task; and
- Ability to role model Marie Curie's values.

Knowledge and experience

It is essential that candidates have a proven track record of leadership in a large, complex and dispersed operational environment, whether in the public, voluntary or commercial sectors, with accountability for the strength of their management, strategy, commercial viability, and long-term plans

Demonstrable experience of driving financial growth for an organisation

Experience steering large organisations through periods of evolution, with leadership experience in both executive and non-executive capacities. It is highly desirable that candidates have a network of high-level contacts and the ability to influence within areas relevant to the charity's business eg politicians, senior civil servants, business leaders or funders.

Terms of appointment

Time commitment

Time commitment can vary but the role of Chairman requires approximately two to four days per month. Board meetings are held 6 times a year. Activity will mostly be based in London at the charity's office based at One Embassy Gardens, SW11. However, some travel around the country will be required to support various projects and initiatives.

Remuneration

This is an unpaid, voluntary appointment, but expenses will be paid.

Period of appointment

The appointment will initially be for a period of three years. This can be renewed for up to two further terms of three years.

Please note that an enhanced DBS is required for this role.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Marie Curie on this appointment.

For further information about the role, including details about how to apply, please visit www.saxbam.com/appointments using reference **CAJAED**

The closing date for applications is **noon, Monday 26 August**.

