
Appointment Brief

Roles at the Institute of Cancer Research:

- A Trustee who is a Senior Clinical/Translational Researcher
- A Trustee with the background and experience to advise the ICR on policy and public affairs matters



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Dear Applicant,

We are looking for two exceptional candidates to join us as Trustees of the Institute of Cancer Research (ICR).

The Institute of Cancer Research is a:

- World-leading cancer research institute
- Postgraduate higher education institution, and a postgraduate-only
- Exempt charity regulated by the Office for Students
- Company limited by guarantee, incorporated in 1954 and its objects, powers and framework of governance are set out in its Articles of Association

Our mission is to make the discoveries that defeat cancer through world-leading research and excellent learning and teaching.

We are international leaders in the identification of cancer-related genes, discovery of new targeted cancer drugs and development of new forms of high-precision radiotherapy. Our unique partnership with The Royal Marsden NHS Foundation Trust and integrated 'bench to bedside and back again' approach ensure our research advances rapidly to reach patients and place us among the top four centres in the world for cancer research and treatment.

As a member institution of the University of London, the ICR provides postgraduate higher education of international distinction. As a charity we rely on vital support from donors.

Our five-year strategy [Defeating Cancer](#) aims to accelerate progress for cancer patients by harnessing the latest scientific knowledge and technology to drive innovation in treatment.

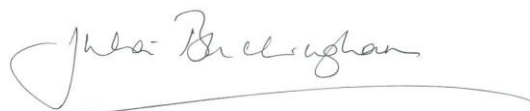
The Board of Trustees is the ICR's governing body, responsible for setting strategic direction and providing oversight. We have a strong and committed group of Trustees, who bring a wealth of experience and expertise. We are looking for two exceptional candidates to join us:

- A Trustee who is a Senior Clinical Academic or Researcher in Industry
- A Trustee with the background and experience to advise the ICR on policy and public affairs matters

We particularly welcome applications from candidates with protected characteristics.

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We look forward to hearing from you.



Professor Dame Julia Buckingham DBE CBE FMedSci
ICR Chair

The ICR's history of discovery

Since its foundation in 1909, the ICR has pioneered some of the most important discoveries in cancer research. We provided the first convincing evidence that DNA damage is the basic cause of cancer, laying the foundation for the now universally accepted idea that cancer is a genetic disease. We also made some of the first discoveries of carcinogenic compounds in coal tar and cigarette smoke, indicating the potential link between smoking and lung cancer.

The Institute of Cancer Research, London, is the second-ranked academic research centre in the UK - according to the Times Higher Education league table of university research quality and impact compiled from the Research Excellence Framework (REF 2021) - and first for biological sciences. We were also the third-ranked higher education institution in the UK for the impact of our research on society – thanks to our strategy of combining world-class basic cancer research with a determination to take discoveries to patients. Some 99 per cent of the ICR's biological science and 97 per cent of its clinical medicine submissions were ranked as 'world-leading' or 'internationally excellent' in REF 2021. We also made submissions describing ICR's impact on the lives of people with cancer and its research environment, both of which gained outstanding scores in REF 2021.

Our ranking is a powerful endorsement of the quality of the ICR's research, and the success of our partnership with The Royal Marsden NHS Foundation Trust in translating discoveries to benefit patients.

We have been a pioneer in cancer drug discovery and development since the 1950s, when researchers at the ICR were the first in Europe to develop chemotherapy agents for cancer. We also discovered the essential role of the thymus in our immune systems – a foundation of

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modern immunology and immunotherapy. And our researchers have worked closely with colleagues at The Royal Marsden to make major advances in the development of high-precision radiotherapy.

Over the last few decades, the ICR has been a global leader in identifying and characterising cancer-related genes, and at translating these discoveries into advances in treatment and targeted prevention. For example, we discovered the breast cancer gene BRCA2 – enabling families to be assessed for genetic risk and laying the groundwork for new forms of treatment.

ICR has over 1,100 staff and 200 postgraduate research students, based in two locations adjacent to the Royal Marsden NHS Foundation Trust facilities in Chelsea, London and in Sutton.

Vision for the future

The ICR's vision is to transform the lives of cancer patients through world-class research and education, and by growing our impact on society.

Cancer patients are living longer and with a better quality of life. Advances in our understanding of cancer have paved the way for a new generation of treatments and cures. But there is still much work to do. Cancer continues to claim far too many lives.

We work with our clinical partner The Royal Marsden NHS Foundation Trust, and organisations across the UK and internationally, to transform the lives of cancer patients and their families.

Our five-year strategy [Defeating Cancer](#) aims to accelerate progress for cancer patients by harnessing the latest scientific knowledge and technology to drive innovation in treatment. We see cancer research as an ecosystem, with close interconnections between our research, teaching and our knowledge exchange work to maximise our impact for patients.

The strategy also sets ambitions for the ICR's financial sustainability; we will be financially responsible, will grow and diversify our income and will spend our money efficiently where it can best further our mission.

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Leadership at the ICR

- **Professor Dame Julia Buckingham** took up the role of ICR Chair in 2021. She leads the Board and has oversight of its sub-Committees.
- **Charlie Foreman** joined the ICR Board in October 2020 and became Deputy Chair in August 2023. He Chairs the ICR's Remuneration Committee.
- **Professor Kristian Helin** is the ICR's Chief Executive and President, and has overall leadership responsibility for the organisation and delivery of the ICR's research strategy. He joined the ICR in 2021.
- **Professor Clare Isacke** joined the ICR in 2013. She has been Dean of Academic & Research Affairs since 2019 and sits on the Board of Trustees in that capacity.
- **Paul Norris** joined in the ICR in 2008. In 2023 he was appointed the ICR's Chief Financial Officer. He has joint responsibility with the Chief Research and Academic Officer for Professional Services and provides broader organisational leadership and support.
- **Barbara Pittam** joined the ICR in 2006. In 2023 she was appointed the ICR's Chief Research and Academic Officer with responsibility for Academic and Research services as well as providing broader organisational leadership and support.

Income and expenditure

Despite the current challenges to the higher education sector, we have been able to continue to maintain and build our research, thanks in part to our robust invention income and our reserves. In the academic year 2023/24 the ICR had a total income of £132.6m. 46% of our income came from externally funded research grants and contracts. Royalty income represents 11% of our income, while 23% of our funding comes from public funding as a higher education institution, 10% of our income from donations and endowments, and 10% from tuition fees, investments and other sources.

Operating expenditure was £152.5m, of which 75% was spent directly on research and education, including significant ongoing investment from reserves towards our 2022–27 research strategy. A total of 21% of our spending was on supporting our research by creating the best possible

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environment for our scientists. This included investment in cutting-edge new research facilities to underpin our strategy and ongoing work to realise the ICR's digital vision.

Capital expenditure in 2023/24 was £8.9m, including £3.9m on research equipment and £2.9m creating the new teaching, office and social space on Old Brompton Road. The ICR continues to invest in new faculty, team recruitment and research infrastructure in key strategic areas, as well as in making our estate as environmentally efficient and sustainable as possible.

At the end of 2023/24, ICR had reserves of £515.0m.

The ICR's Annual Report and Financial Statements can be found [here](#).

Our values

The ICR has a highly skilled and committed workforce, with a wide variety of roles, each requiring different skills. Our work and behaviour are underpinned by these six values. They are what bring us together as one team - as 'One ICR'.



Pursuing excellence

We aspire to excellence in everything we do and aim to be leaders in our field.



Acting with integrity

We promote an open and honest environment that gives credit and acknowledges mistakes, so that our actions stand up to scrutiny.



Valuing all our people

We value the contribution of all our people, help them reach their full potential, and treat everyone with kindness and respect.



Working together

We collaborate with colleagues and partners to bring together different skills, resources and perspectives.



Leading innovation

We do things differently in ways that no one else has done before, and

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share the expertise and learning we gain.



Making a difference

We all play our part, doing a little bit more, a little bit better, to help improve the lives of people with cancer.



“Our values represent a shared understanding of our desired attitudes and culture. They guide how we make decisions and treat each other. They make it clear how each and every one of us works together to meet our mission – to make the discoveries that defeat cancer.”

Professor Kristian Helin

Chief Executive

Governance

The Board of Trustees is ICR’s governing body. Trustees are responsible for ensuring the ICR pursues its charitable objects, complies with its constitution and relevant legislation and regulations, applies its resources exclusively to its objects, and enacts cancer research of the highest international standard. They carry the responsibility of company directors of the ICR.

The Board of Trustees comprises up to 12 appointed trustees and an additional 5 ex officio or elected members, The ex officio or elected members are the CEO, the Dean of Academic and Research Affairs, the Academic Board Representative, the Royal Marsden NHS Foundation Trust representative and the Student Representative.

The Board delegates the day-to-day running of the organisation to the ICR’s Chief Executive, Professor Kristian Helin, who is assisted by the ICR’s Executive Board.

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Role description

The Board is seeking to recruit two Trustees to join the ICR's governing body. As Trustees they will have the following responsibilities:

General

- To contribute actively to the Board's role in giving firm strategic direction to the organisation, setting overall plans, and evaluating performance against agreed targets.
- To ensure that the ICR pursues its charitable objects as defined in its Articles of Association and complies with the requirements of the Office for Students and other regulatory bodies, making appropriate returns as required.
- To ensure that the ICR complies with its Articles of Association, company law, charity law (where relevant) and any other relevant legislation or regulations.
- To ensure that the ICR applies its resources exclusively in pursuance of its objects.
- To regularly consider the mix of skills, knowledge and experience needed on the Board, balancing the need for continuity with the need to refresh the Board. This includes the recruitment, induction, and appraisal of ICR Trustees and the recruitment of non-executives onto its committees with relevant expertise.
- To safeguard the good name and values of the ICR.
- To ensure the effective and efficient management of the ICR.

People

- To promote the ICR's values on the Board, with staff and with students – and to promote a culture of equality, diversity, and inclusion.
- To ensure there is an effective framework so that staff can realise their full potential to enact cancer research of the highest international standard.

Finance

- To ensure that the ICR has sufficient funds to enact cancer research of the highest international standard.
- To provide guidance, advice and leadership in support of the achievement of the ICR's income growth ambitions
- To ensure the long-term financial stability of the ICR.
- To protect, manage and safeguard the ICR's assets (physical,

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financial, staff, reputation, the potential for the pursuit of excellence in cancer research and fundraising etc.) and to ensure the proper investments of its funds.

As an ICR Board member, each post-holder will be expected to abide by:

- Nolan's Seven Principles of Public Life
- The CUC's Higher Education Code of Governance
- The Charity Commission's The Essential Trustee: what you need to know, what you need to do (CC3)
- The ICR's Values

We are seeking to recruit two Trustees who will have one of the following skill-sets:

1. A Trustee who is a Senior Clinical or Translational Researcher in academia or industry with substantive leadership experience, including membership of governance committees.

We are looking for a Trustee who has held a senior clinical post in cancer medicine in academia or industry with substantive leadership responsibility and who has an extensive network in cancer research in the UK and globally. You will have a strong alignment with the ICR's mission and be able to ensure the Board understands what is required for continued scientific success.

2. A Trustee with the background and experience to advise the ICR on policy and public affairs matters

As a specialist Higher Education institution which makes an important contribution to the UK science base as well as global scientific research and which is heavily dependent on income from public and charitable funds, the ICR needs to engage proactively with the development of research and innovation policy and cultivate strong networks with governments, policy makers and officials in the UK, EU and US as well as the wider global context.

We are looking for a Trustee who has the following experience:

- Senior level experience either as a public official in a UK, EU OR

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- Someone who has previously held elected or public office in one of the above institutions OR
 - Someone who is a UK member of the House of Lords OR
 - Someone who has held senior public office, led a major biomedical charity or a senior role in a healthcare related Think Tank
 - Someone who has senior level experience of policy or public affairs in a commercial context
 - Someone with experience of science and healthcare policy in the UK, EU and/or US

In particular the appointee will be able to:

- Provide insight on Board matters informed by their professional background and experience, particularly on public policy, communications with governments, elected representatives and public officials;
- Support on any public affairs campaigns or policy issues which may arise.

In addition to offering one of these specific skill sets all appointees will be expected to contribute to and take collective responsibility for all the work of the Board as set out in the section above.

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Person specification

Skills and Experience

The successful candidates will be all-rounders who are ready to bring sound judgement and insights to Board discussions on a range of topics in addition to providing their subject matter expertise. All members of the Board will need to be committed to the legal duties, responsibilities and liabilities of being a Trustee. These are set out by the Charity Commission as follows:

The 6 main responsibilities of a charity trustee are to ensure your charity carries out its purposes for the public benefit, comply with your charity's governing document and the law, act in its best interests, manage your charity's resources responsibly, act with reasonable care and skill and ensure your charity is accountable.

Skills required in all three roles

A belief in the ICR's mission and the ability to champion ICR research in pursuit of that mission	Essential
Ability to think and act strategically to help deliver the mission	Essential
Ability to forge effective relationships with key stakeholders internally and externally and a willingness to engage existing networks and build new relationships to help support the ICR's work	Essential
A willingness to use personal and/or professional networks for the advancement of the ICR's development aims and ambitions	Essential
A willingness to actively engage in and support ICR's fundraising activities	Essential
Excellent communication skills and the ability to listen sensitively to the views of others, gaining trust and respect from the other Trustees	Essential
Ability to represent the ICR internally and externally with enough personal time to commit to the various facets of the role	Essential
Personal credibility and integrity with strong influencing and negotiating skills	Essential
Commitment to and understanding of diversity and equality	Essential

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Sound independent judgement, with a strong intellect and ability to express opinions confidently and provide constructive challenge	Essential
Experience in managing and/or being accountable for risk matters	Desirable

Specific skill sets required:

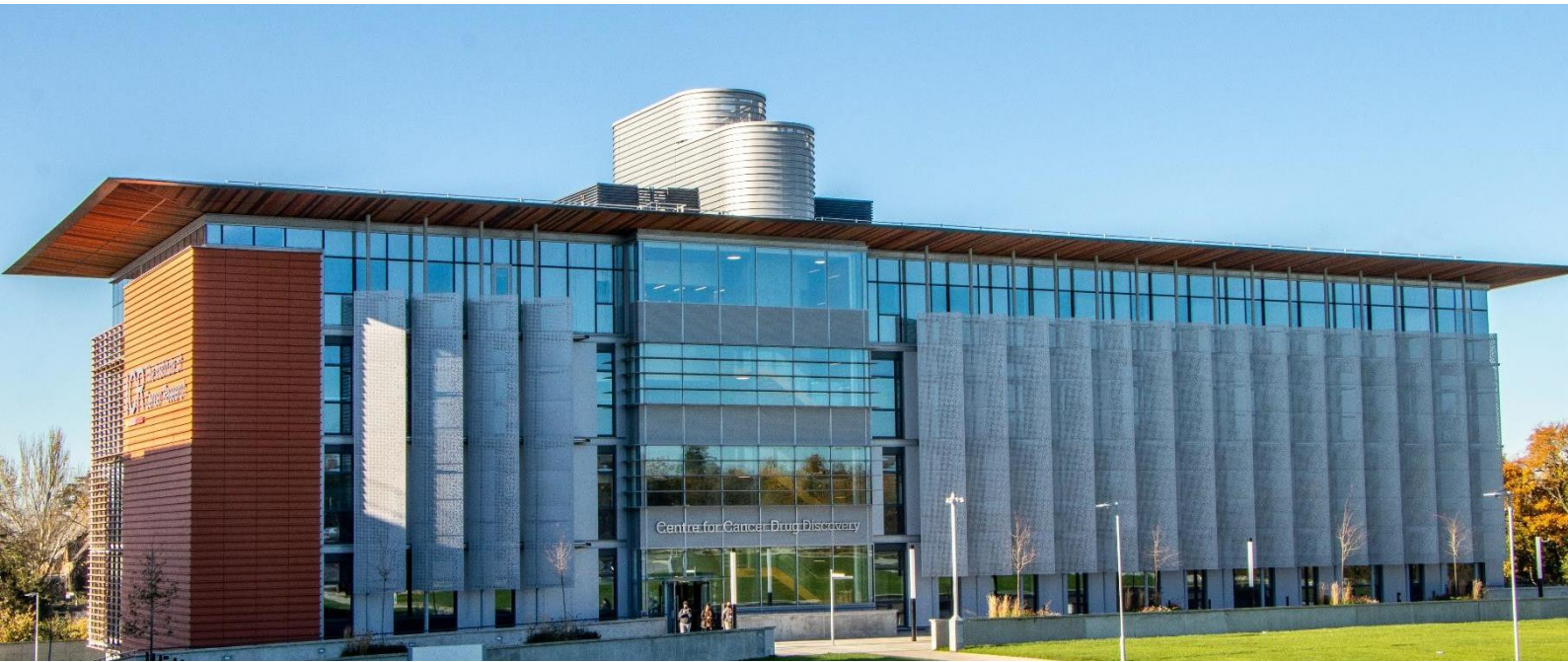
1. A Trustee who is a Senior Clinical Academic or Industry Researcher

Experience of having led a substantive research team in academia or industry including translation of science to clinical benefit.	Essential
Familiar with the UK and EU funding systems	Essential
Evidence of global network and contacts in their field of research	Essential

2. A Trustee with the background and experience to advise the ICR on policy and public affairs matters

Experience of being a public official or holding an elected office in a UK, EU or US governmental or parliamentary organisations, a senior public role or senior leadership in a charity or Think Tank.	Essential
Understanding of UK and EU research and healthcare policy	Essential
Familiarity of the UK higher education sector	Desirable

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Terms and commitment

Terms of Appointment

The role of Trustee is unpaid, but all reasonable expenses will be paid. Trustees are responsible to the Chair of the ICR's Board of Trustees. Trustees are usually appointed for an initial term of four years, which may be renewed for a further period of up to four years.

Time Commitment

- The role will require regular attendance at Board of Trustee meetings. The Board of Trustees usually meets four times a year for a half-day meeting at ICR's offices in Chelsea or Sutton, with an annual away day each October. In addition, Trustees are expected to serve on one or more of the Board's Committees.
- Trustees are also expected to attend meetings with management and other ICR events related to their responsibilities.

How to Apply

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring form*.

The closing date for applications is **Friday 25th April 2025**.