



Trustee Recruitment Pack

**Blood
cancer
UK**

Blood Cancer UK values diversity and is an equal opportunities employer.



Welcome from the Chair of Trustees

Thank you for your interest in becoming a Trustee.

I became Chair of Blood Cancer UK in September 2018 and am one of 9 Trustees who are responsible for its strategic direction and governance.

As a charity, we are hugely proud of the impact we have had on behalf of people affected by blood cancer. The £500 million we have invested in research over the last 60 years has saved many thousands of lives, and we are now in a position where the day we will beat blood cancer is finally in sight.

But with the coronavirus crisis already having had a big impact on our income, it is more vital than ever that we have the strong strategic leadership to keep our mission to beat blood cancer on course.

We are looking for four exceptional people who can help ensure that we have a high-performing Board during a period that we may end up looking back on as among the most crucial in our history,

As a Board, we know we need to become more diverse to better reflect the community we serve, so we have increased our emphasis on recruiting young trustees and would particularly welcome applications from people from black and ethnic minority communities.

John Ormerod
Chair - Blood Cancer UK





Who we are

Blood Cancer UK funds research and provides support to all those affected by blood cancer. Blood cancer is the 3rd biggest cancer killer and the 5th most common cancer, sadly claiming more lives than either breast or prostate cancer.

Since 1960 Blood Cancer UK (formerly Leukemia & Lymphoma Research & Bloodwise) has invested £500 million in research which has significantly contributed to the transformation in survival from blood cancers. Now 70% of people diagnosed with blood cancer can expect to survive for 5 years or more, this means that we also focus on helping patients to live well with and beyond their blood cancer.

Our vision is to beat blood cancer and our mission is to stop people from dying, to make patients' lives better and to stop blood cancers from happening in the first place.

We are committed to actively promoting equality, diversity and inclusivity. Read our statement which reflects our strong drive to change in this area.

bloodcancer.org.uk/about-us/equality-diversity-commitment/

Our Trustee Code

Our trustees are the custodians of Blood Cancer UK and are legally responsible for ensuring that our resources are used effectively in pursuit of our main objectives. But the purpose and role of a Trustee is much more than compliance, we need you to help us keep the patient and beating blood cancers at the heart of all that we do, ensuring that the organisational purpose of Blood Cancer UK is achieved and that demonstrable progress is made in beating blood cancer. In practice this means that you will:

1. Be motivated by purpose, keeping our mission at the heart of all we do.
2. Have a clear understanding of the organisation, the Trustee role and the responsibilities that it brings.
3. Be honest about performance, being committed to working together well and ready to improve to deliver impact.
4. Ultimately, take responsibility for the organisation; managing it well, making difficult decisions and leading by example.
5. Behave with integrity, independence of mind and a conviction of spirit that is always aligned to our mission.
6. Act and behave with openness, welcoming accountability, listening and responding with insight.



Trustee Role Profile

1. Uphold and adhere to the highest standard of charity governance as set out by the Charity Commission.
2. Contribute to the strategic direction of the charity.
3. Monitor the performance of the executive against the organisation's strategic and operational plans.
4. Contribute to the identification and monitoring of risk.
5. Participate in meaningful discussions at Board (and committees) with your expertise, skills, knowledge and experience.
6. Scrutinise Board papers and ask appropriate questions, challenge and support.
7. Active input in to discussions, apply good judgement and contribute to the decision making process.
8. Courage to make difficult decisions when required.
9. Be an inspirational and charismatic ambassador and an advocate at all levels for Blood Cancer UK, with patients, researchers, politicians, policy makers, volunteers, fundraising partners and the world at large.
10. Maximise your networks and identify opportunities that will benefit Blood Cancer UK.
11. Challenge the Board, Executive and Board's advisers constructively, ask questions, be inquisitive and welcome challenge back.
12. Seek and increase knowledge, understanding and being willing to learn and improve.
13. Build constructive, positive relationships with other Trustees and staff with a willingness to listen and understand.
14. Be responsive to a changing world, actively engaging with and learning about developments in the charity sector and beyond.

Your Legal Responsibilities

Include:

1. Ensure that the charity is well run, solvent and delivers its charitable outcomes.
2. Ensure funds are not placed at undue risk or misused.
3. Ensure the charity complies with regulation and law.
4. Act with integrity and avoid conflicts of interest.
5. Commit to the improvement of governance and the governing skills of the Board.

Formal guidance on the responsibilities of trustees is issued by the Charity Commission: see Guidance Note CC03 www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3 which all trustees are given upon appointment.

The Commitment

1. You will need to attend 4 to 5 meetings of the Board per year, with 4 meetings on average lasting half a day and 1 meeting likely to stretch over 2 days. In addition you may be asked to be a member of a board Committee which generally meet 3 times each year.
2. Trustees generally meet at our London office in Holborn. But with Covid-19 we have been meeting virtually.
3. You will attend some of our supporter engagement and fundraising events such as Impact Days.
4. Whilst this is a volunteer role, reasonable travel expenses will be reimbursed.
5. The term of appointment will be three years initially with a review of performance for renewal for a further three years and again after this period for a maximum of nine years. In exceptional circumstances the term may go beyond this period.



Blood Cancer UK strategy

Executive Summary (currently reviewing our strategy in light of Covid- 19)

When any organisation develops a new strategy, as well as thinking about the future you spend more time than usual thinking about the past.

Our past is one of which we should all be very proud. Thanks to research we've funded, as part of a wider research community, we've helped transform blood cancer from a death sentence into a disease that many people now survive.

And all that research over 60 years has taken us to a hugely exciting point in the journey to beat blood cancer. Thanks to the shoulders we stand on and the people we are working alongside, we are now confident that we can beat blood cancer in the next 30 years. Yes, in our lifetimes we can get to a position where most people diagnosed will be cured or able to live with it as a long-term condition. What an achievement that would be!

We're really excited about the next 3 years. They will not be the three years when we beat blood cancer. But when blood cancer is finally beaten, they may be the 3 years we look back on as having been the most important to our part in making that happen.

All of this means we've got lots of work ahead of us, and we're going to need to be at the top of our game and all pulling in the same direction. But as hard as our task will be over the next 3 years, we hope you share our sense of excitement at the possibilities for laying the foundations for us to be part of an achievement that will save millions of lives.

Our Destination

We are here to beat blood cancer. By "beating blood cancer" we mean to cure blood cancer or turn it into a manageable condition and improve quality of life for people affected by it. We are working towards this mission in five ways:

1. We fund research that leads to better treatment, diagnosis and prevention of blood cancer.
2. We ensure that UK policy makers, the NHS and the medical community understand and meet the needs of people living with blood cancer.
3. We provide high quality information and support to empower and connect people affected by blood cancer so that they can live their lives to the fullest.
4. We raise awareness of the signs, symptoms and impact of blood cancer and encourage people who may be affected to seek help.
5. We are advocates and conveners, creating and nurturing partnerships that increase the impact of the sector and inspiring others to invest in blood cancer.

We are only able to do these things if we have the money to pay for them. So we are a fundraising organisation, and people right across our organisation consider how we can raise our income to be able to be better able to deliver our mission.

In three years we will be having significantly more impact for people affected by blood cancer than we do today. As well as having invested over £11m on research that will lead to better treatments for people with the disease, we will have developed a national view of research funding and identified the highest priority research areas. This will enable us, and other research funders, to target our investment so that it makes the biggest impact in improving people's lives.

We will also be reaching many thousands more people and by making our health information more engaging - and marketing it better - we will have seen a big increase in the number of people benefitting from it. We will have done much more to harness the collective voice of people affected by blood cancer and will have used that voice to secure policy changes that have led to better treatment for thousands of people.

As well as improving outcomes over the next 3 years, we will leave the strategy period with much stronger organisational foundations and on a trajectory to continue to increase our reach and impact into the future.

All this will mean that not only will our income and impact have grown during the strategy period, but we will end the strategy period on a firm footing and moving towards a really bright future.

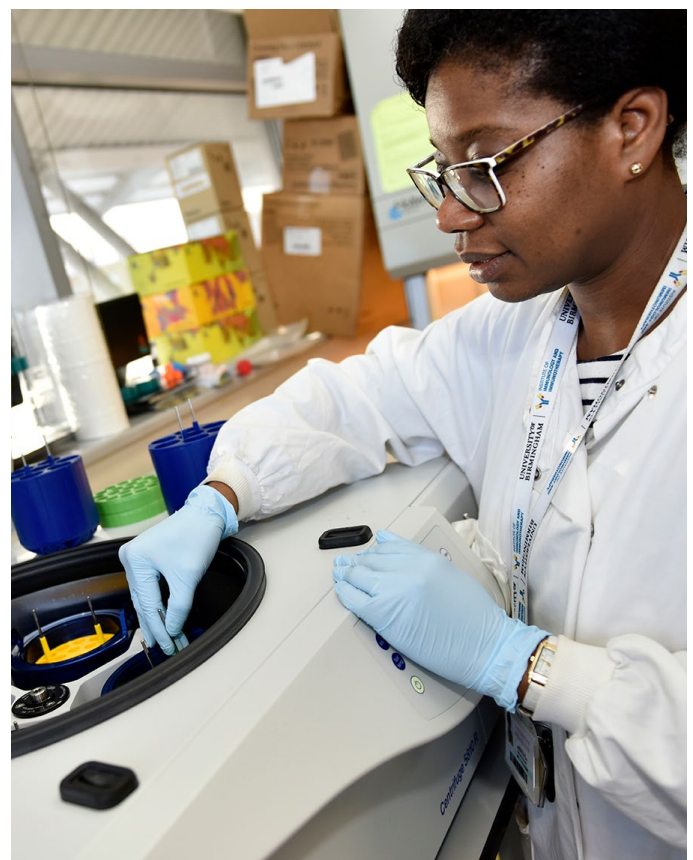
Our Six Priorities for Mission

Our research, policy work and information and support services are all necessary to improving blood cancer health outcomes. People affected by blood cancer are best served by a charity capable of delivering in all three areas.

Our overall investment in our mission will reduce in 2019/20 to enable us to invest in growth. We will maintain our current core level of investment in policy work and information & support services. Our investment in both of these areas is still small relative to our research investment and we believe budget reductions would significantly reduce our impact. That means that our research spend will reduce in 2019/20. Increasing our mission spend after 2019/20 will be dependent on organisational performance - increasing research spend will be our first priority as our mission spend increases.

Even in a period where our ability to invest in our mission is constrained, we can improve the impact of our mission spend and use evidence of our impact more effectively to generate income to fund our work. To do this we will focus our work on the following priorities:

1. We will develop a strategy for blood cancer research in the UK to increase sector investment and partnership and reshape our investment in research.
2. By focussing on delivering specific long-term health policy priorities, we will increase the difference we make to people affected by blood cancer through policy change.
3. We will increase the reach of our information and support services for people affected by blood cancer and ensure that service users are given compelling opportunities to donate to support our work.
4. We will raise awareness of the signs, symptoms and impact of blood cancer and encourage people who may be affected to seek help.
5. We will position Blood Cancer UK as a convenor and advocate to increase partnership work, involvement of people affected by blood cancer and sector impact.
6. We will understand and measure the impact of the work we do to deliver our mission.



Our Fundraising

We are a fundraising organisation; over 90% of our income is raised from voluntary and trading activities and the supporters who provide this so generously. Everything we do, from the research we fund to the support services we provide, is possible only because of the funds we are able to raise.

Our fundraising strategy is focused on three key objectives: scale, diversity and sustainability. We will deliver on these objectives, and our over-arching goal of growing our fundraising, through the following strategic priorities.

- We will develop an Individual Giving programme focussed on recruiting long-term supporters.
- We will re-establish and significantly expand our grass-roots support base, through volunteer-led Community Groups and mobilising individual supporters.
- We will develop a suite of fundraising products and engagement opportunities, to attract new supporters and maximise their long-term value.
- We will establish our trusts and philanthropy programme, developing our networks of support and driving philanthropic giving through compelling cases for support.
- We will identify and develop strategic approaches to fundraising partnerships with other organisations, capable of delivering transformative change.





Developing Our Brand

We will develop an engaging brand, capable of representing what we do and who we are, and enabling us to connect with anyone who needs our services or is capable of giving us support. Our primary focus will be on people affected by blood cancer rather than the general public. This is because:

- Building a national brand would be prohibitively expensive, particularly when the term 'blood cancer' lacks salience with the public.
- The approximately 1 million people affected by blood cancer comprises a population large enough to drive income growth but small enough to target effectively and to reach repeatedly.
- We have low awareness among people affected by blood cancer, compared to other condition-specific charities, so there is growth potential. Research has shown that people affected by blood cancer are very open to supporting a blood cancer charity once it is suggested to them.

Core Issues That Are Holding Us Back

In addition to our ongoing work on culture and continuous improvement, there are 3 key issues that we will need to tackle if we are going to be successful in delivering this strategy:

- We will develop a CRM system that supports the strategy by enabling our ambitions.
- We will build an infrastructure that enables the organisation to deliver its strategic priorities.
- We will continue on our journey to be a high performing organisation.

As part of building a high performance team we know the environment we work in is important. We want to be an employer who promotes and encourages flexible working, where our focus is on outcomes and impact for people with blood cancer. As part of the strategy we will review the options of all our working environments and make cost effective decisions that support and encourage our culture.

Tracking Success

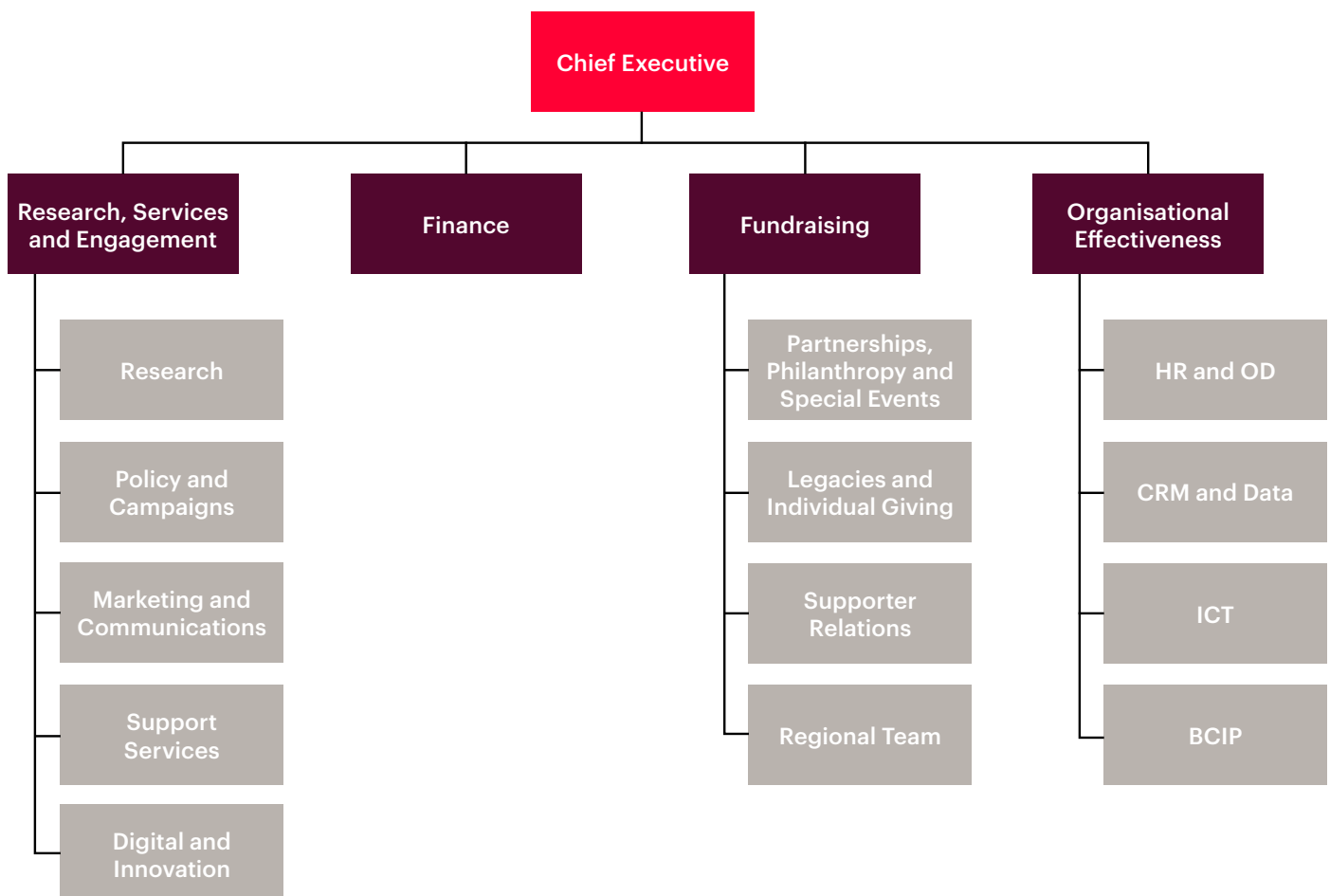
All this work needs to be tracked and monitored. These are the key measures we will be using to measure our success:

- Organisational charitable spend
- Active supporters
- Gross and net fundraised income
- Annual Fundraising Growth Rate
- Reach
- Staff satisfaction
- Delivery of Key Projects.

Last year annual report and accounts:
media.bloodcancer.org.uk/documents/bloodwise-annual-report-2019-2019.pdf

The Team Organogram

Our Chief Executive reports to the Board of Trustees. The charity's staff is then structured as follows:



To Apply

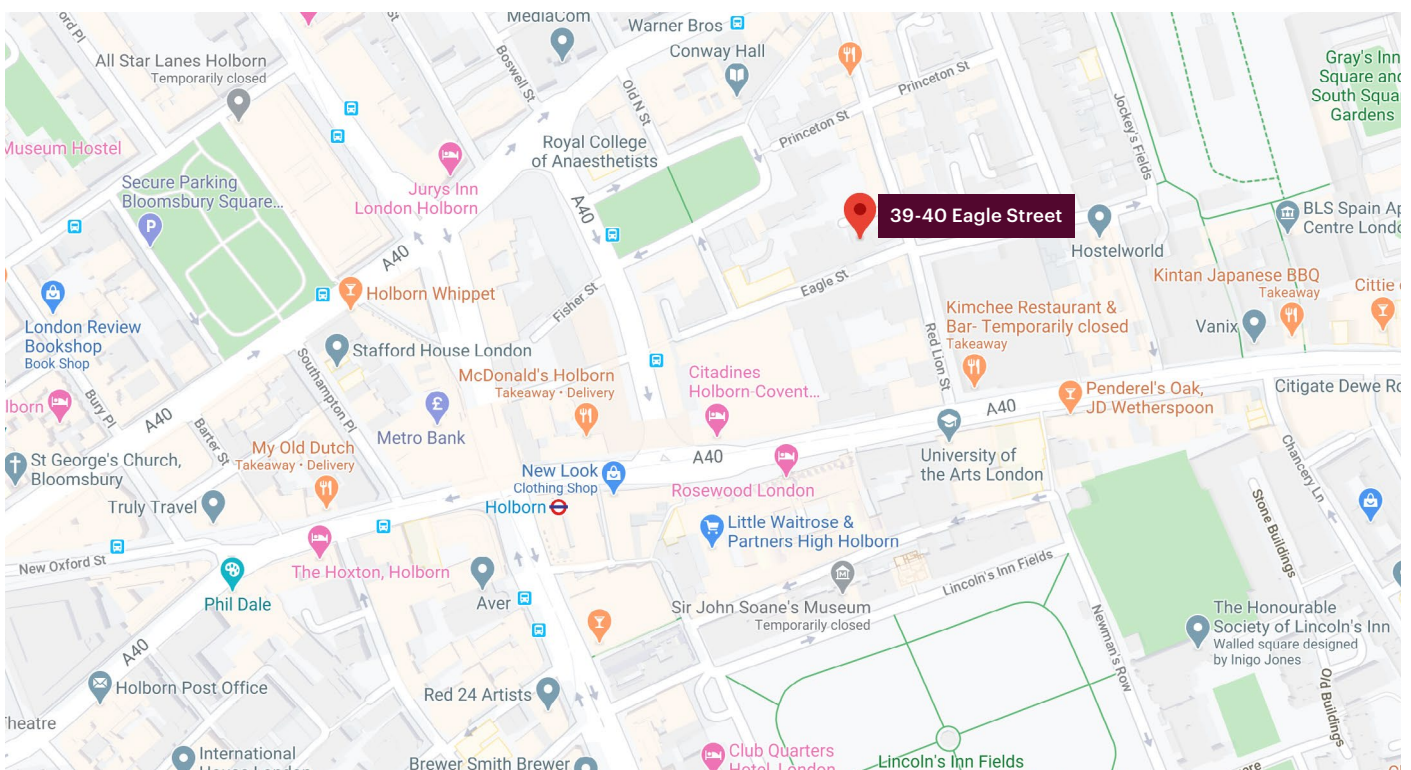
If you would like to apply for the position of Trustee please send your CV, along with a brief covering letter to: **recruitment@bloodcancer.org.uk** explaining your interest in Blood Cancer UK and how you believe you could contribute as a trustee.

Our Locations

Our London Head Office is location at 39-40 Eagle Street in Holborn, London WC1R 4TH; Holborn is the closest station, approximately 5 minutes away from our offices.

For Further Information About Us

See our website **bloodcancer.org.uk**



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