



Board Pack

Policy Cures Research
Non-Executive Director

August 2023

PRIVATE & CONFIDENTIAL



Welcome

Thank you for your interest in this role with Policy Cures Research.

Headquartered in Sydney but with staff on three continents, Policy Cures Research is a unique, purpose-driven organisation with a global profile and a desire to achieve impact at scale.

Staffed by a team of passionate, intelligent and driven individuals with backgrounds in medicine, finance, international development, economics, public health and more, Policy Cures Research is a global health-focused research & policy organisation that believes that better health can, and should, be accessible for all people.

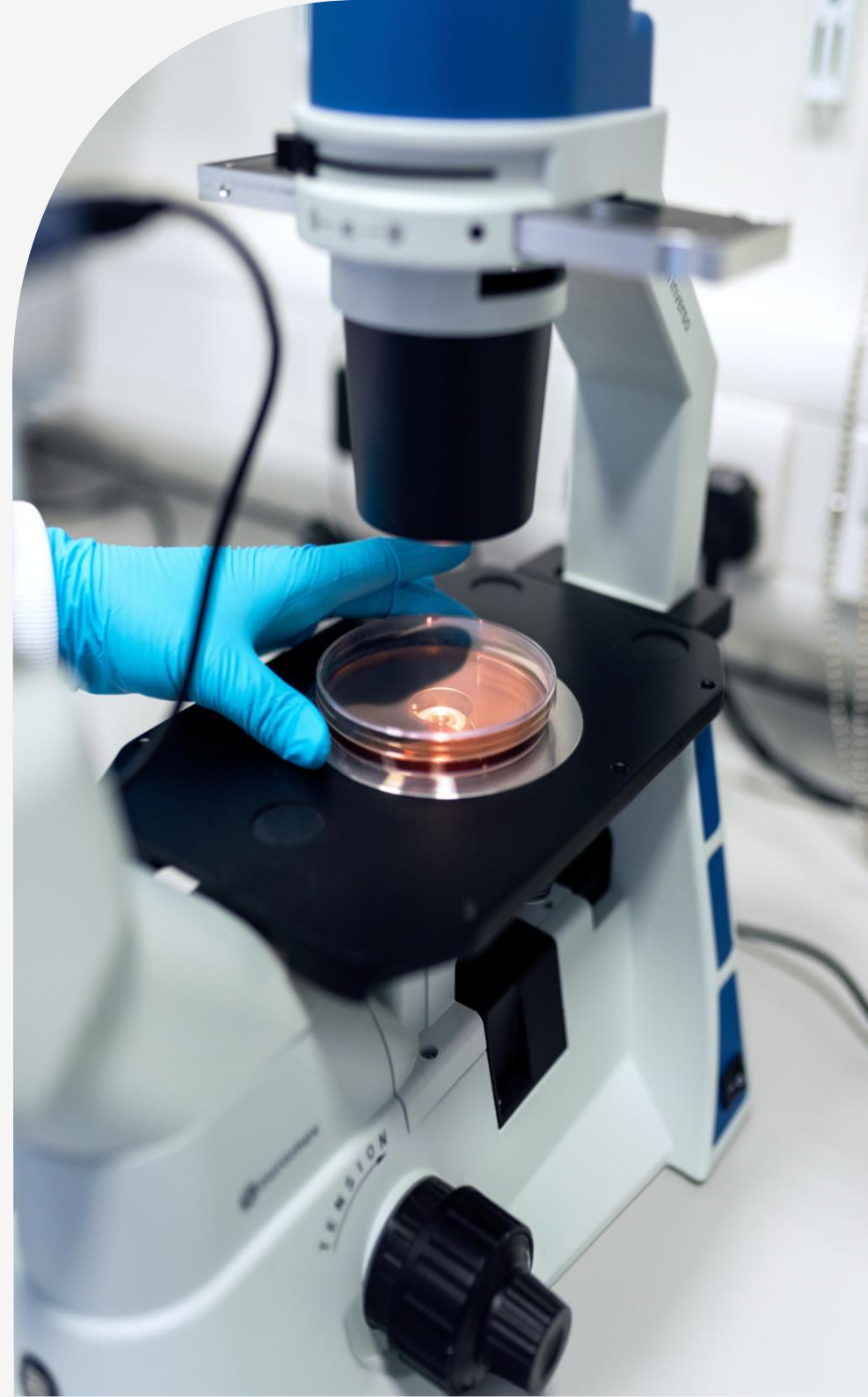
Policy Cures Research works with groups like the World Health Organization and Bill & Melinda Gates Foundation to translate its evidence and expert analysis into policy outcomes that drive medical research and biomedical innovation for neglected and underfunded health issues – particularly those that disproportionately affect low- and middle-income countries.

Established in 2016, Policy Cures Research has grown from a solely Sydney-based staff of 8 people to a team of 22 permanent staff located across Australia, Europe and Africa. This growing global footprint has been accompanied by a significant expansion in the scope of work that the organisation undertakes.

To this point, the board has been small. The organisation is now seeking two new Non-Executive Directors to provide a diverse perspective to support the organisation and its growth.

It is anticipated that these two new board members will bring skills and experience in areas such Strategy, People & Culture, Law, Business Development & Fundraising and Global Health

Policy Cures Research invites expressions of interest from suitably experienced individuals from across Australia.



Policy Cures Research - Context

Governance review

- Since the establishment of Policy Cures Research (PCR) in 2016, the organisation has grown considerably. From a solely Sydney-based staff of 8 people in 2016, they currently have a team of 22 permanent staff located across Australia, Europe and Africa. This growing global footprint has been accompanied by a significant expansion in the scope of work that the organisation undertakes.
- PCR was established with a small board, which met the needs of small organisation of eight people. Recent analysis of the organisation's governance has recommended the addition of at least two new Non-Executive directors to the board by the end of 2023, with the possibility of further Non-Executive directors joining the board later.

Beliefs and approach

- PCR's analysis is independent, accurate and impartial.
- They stake their reputation on providing robust and unbiased analysis built on an in-depth understanding of – and relationships with – organisations from across the R&D spectrum, including governments, multilaterals, the private and philanthropic sectors, and civil society.
- They hold no affiliations and accept no funding that might bias their research, and remain committed to providing rigorous, impartial and actionable analysis to advance the progress of global health R&D to help those most in need.

Vision

Policy Cures' vision is a world in which people – especially those in low- and middle-income countries – no longer die or suffer from disease due to the lack of appropriate, affordable and accessible health technologies.

Mission

To help drive the development and introduction of new and improved health technologies for diseases and health issues that would be neglected if left to market forces alone.

Policy Cures Research will achieve this mission by:

- **EVIDENCE** - Collecting and publishing accurate, comprehensive and trusted evidence about the landscape of global health R&D.
- **ANALYSIS** - Using the evidence, the organisation gathers and leverages their resulting unique and specialised knowledge of the global health R&D landscape to develop insightful, relevant and useful analysis.
- **ENGAGEMENT** - Effectively communicating evidence and analysis to policy makers, funders, researchers & developers, advocates and others in order to create impact.



Policy Cures Research – Context (continued)

Values

- **Dependability** – Dependability is a core element of trust, which is essential to collaborative growth. Following through on our commitments is essential to progressing projects, building a strong reputation and making time for non-project work.
 - **Enthusiasm** – By drawing energy from our passion, curiosity, vitality and determination we will continue to learn and lead, strengthening the foundations of the organisation. As a small team, we all influence the atmosphere in which we work, and each of us are responsible for contributing to a positive team morale.
 - **Collaboration** – Our work relies on the expertise, skills, and contribution of each PCR team member, and our individual strengths are magnified when we work together and share.
 - **Kindness** – Every person in the team is a valued individual who deserves to be treated with kindness and empathy, and our collaborations will be enhanced by strong personal relationships
 - **Trusting others** – A lack of trust damages our relationships with each other, stunts individual growth and limits what we can achieve as an organisation.
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Policy Cures Research - 5-year vision & strategic priorities

5-year vision (2021-25)

To grow into a clearly identifiable and visible global health research and policy organisation, recognised for providing reliable and trusted data and insightful analysis that directly influences policy and meaningfully supports R&D actors working across the technology/product/innovation lifecycle.

Strategic goals (2021-25)

- Consolidate our evidence generation work and grow our analytical output
 - Increase our external engagement and the impact of the work we do
 - Increase the capacity of our organisation in order to achieve our potential
 - Secure the financial sustainability to support necessary growth
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Current Board



Richard Fisher, Chairman

Bachelor of Economics Hons.; Chartered Accountant

In his role as Chair of Policy Cures Research, Richard draws on his decades of management and Board experience to provide strategic direction and advice, and the implementation of best Governance and business processes.

Richard qualified as a Chartered Accountant in London and spent 24 years with professional services firm Ernst & Young in the UK, Australia and Papua New Guinea, the latter 15 years of which were as a partner of the Sydney office. Since retiring from the firm in 2002, Richard has worked in the corporate world in Australia as a consultant, contractor, CFO, COO and Chief Executive.

Richard has been engaged by dozens of companies over several decades to help improve financial management and sustainability, deal with management and leadership issues, and design and implement new business strategies. He has a broad range of experience across multiple sectors – including manufacturing, services, research and development, and not-for-profit – and has had many years involvement with the work of Policy Cures Research.

Richard has a particular interest in building environments where people enjoy working together towards common objectives and building a team with the talent and determination to achieve these objectives.

Ronan Lehane, Director

Bachelor of Economics Hons.; Bachelor of Business Hons.

Ronan brings over 15 years of accounting and finance experience across the US, Europe, and Australia to his role as a Director on the Policy Cures Research board, helping to provide financial oversight for our operations.

Ronan is the founder of Capital Collaboration, a boutique global investment firm which structures, invests and grows businesses that can deliver both strong financial and social returns. Ronan's interest in solving some of Global Health's inequalities stems from his involvement as an advisor to Medicines Development for Global Health, a world leading drug and vaccine company dedicated to the development of affordable medicines and vaccines for the people who need them most.

Ronan is also the Chief Investment Officer for P3 Smart City Partners, a New York based advisory firm supporting private companies and governments on digital transformation and sustainable societies. Ronan sits on a number of non-profit and impact advisory boards and previously specialised in Corporate Recovery and Insolvency for PriceWaterhouseCoopers in Ireland.



Policy Cures Research – CEO / Director

Nick Chapman



Bachelor of Medicine; Bachelor of Surgery, Hons.; Bachelor of Medical Science; Master of Human Rights, Merit

As the CEO of Policy Cures Research, Nick is ultimately responsible for every project and publication, acting as the public face of the organisation while using his background in medicine to ensure that the annual G-FINDER report is clear, accurate and engaging.

Nick has extensive experience in health policy and practice as a doctor, researcher and analyst, and since 2010 has specialised exclusively in understanding the policy and funding landscape for R&D targeting neglected diseases and other global health priority areas. His experience includes work on research tracking (including the G-FINDER project), strategy development, funding gap analysis and innovative financing mechanisms.

Nick is a guest lecturer at the University of Sydney, an expert advisor on R&D to the Access to Medicines Index and has been recognised by the Lowy Institute for International Policy as one of its 'new voices' in international policy. He has a Bachelor of Medicine/Bachelor of Surgery (Hons) and a Bachelor of Medical Science from the University of Tasmania, and a Master's degree in human rights, focusing on international development and international law, from the University of Sydney.



Governance

Structure

Policy Cures Research was established in 2016 as a company limited by guarantee, and is registered with the Australian Charities and Not-For-Profit Commission (ACNC) as a Health Promotion Charity, with Deductible Gift Recipient status.

Composition

The minimum number of directors is three. The maximum number of directors must not be more than 12 unless the company in a general meeting determines otherwise.

Tenure

The current Constitution doesn't set out periods of tenure. It is anticipated that the Constitution will be amended to specify tenure once new board directors have been recruited.

Board Meetings

There is one primary meeting scheduled each quarter (four meetings per year), supplemented by additional ad hoc meetings when required, for example to approve annual budgets. Each meeting is typically of 2 hours duration and requires approximately 3 to 5 hours of preparation. These meetings typically take place on Tuesday afternoons, located in Surry Hills.

Meeting Dates

Meeting dates are not fixed, and instead are agreed in light of directors' travel and other commitments to facilitate in person meetings whenever possible. Primary quarterly meetings are typically held in February, May, August and November.

Remuneration

This is a voluntary, unpaid position. All Directors volunteer their time, energy, professional and governance expertise, but are reimbursed for any out-of-pocket expenses reasonably incurred in attending board meetings and related matters.



The opportunity – Non-Executive Director

The primary aims of this position are to collectively govern with other Directors to:

- cultivate a sense of group responsibility with commitment to excellence in governance;
- determine the appropriate culture for the organisation and model behaviours that both reflect and promulgate the desired culture;
- employ the CEO to manage the organisation;
- ensure governance requirements of good working relationships with all stakeholders;
- ensure that the organisation has processes that ensure compliance with all internal and external governance requirements;
- establish and improve procedures and policies to safeguard the organisation's resources, reputation, and public credibility;
- establish the organisation's purpose, values and strategies;
- identify and monitor Quality and Risk across the whole of the organisation;
- monitor performance against KPIs, outcomes and other criteria established from time-to-time drafted by the Board;
- Uphold the following fiduciary duties including the duty
 - to act in the interests of a company as a whole;
 - not to act for an improper purpose;
 - of care and diligence;
 - to retain discretion;
 - to avoid conflicts of interest; and
 - not to disclose confidential information.

Duties and expectations of Directors:

Each Board member must:

- act in a financially responsible manner;
- act in the best interest of Policy Cures Research;
- ask for clarification of matters not fully explained;
- attend and contribute to Board meetings;
- critically read and assess all agenda documents before each meeting;
- declare any conflict of interest.
- ensure care, transparency, and diligence in decision making;
- ensure compliance with the policies of Policy Cures Research, including the Obligations of Directors and Management policy and Directors Benefits policy, and all matters prescribed by law;
- ensure critical review of proposals to the Board;
- maintain confidentiality;
- seek assurance of compliance with internal and external policies;
- strive to attend all meetings, and notify an apology when unable to attend; and
- undertake diligent analysis of all proposals placed before the Board.



Key selection criteria – Non-Executive Director

Policy Cures are seeking two new Non-Executive Directors to provide a diverse perspective to support the organisation and its growth. These new board members will bring skills and experience in areas such as Strategy, People & Culture, Law, Business Development & Fundraising or Global Health.

Attributes and experience:

The following skills and experience are considered critical to these roles:

- Specialist knowledge and experience in People and Culture / Human Resource Management OR
 - Specialist knowledge and experience in Law or Legal Practice OR
 - Specialist knowledge and experience in Business Development & Fundraising, particularly in the for-purpose sector.
- In addition, successful applicants will have:
 - Proven experience as an effective board member and commitment to excellence in governance to ensure the Board continues to operate effectively and rigorously.
 - Excellent communication skills and strategic approach, along with excellent relationship skills, to manage a variety of stakeholder relationships.
 - Valuable networks within the Australian business or non-profit community, and / or government.
 - A genuine interest in positively contributing to Policy Cures Research.

Qualifications

- Graduate of the Australian Institute of Company Directors (AICD) preferred.
- Tertiary level qualifications or equivalent in business, management or relevant field.

Required Non-Executive Director Experience:

- Significant experience in strategic development and implementation to contribute to Policy Cures' Research strategy through constructive questioning and suggestion and contribute to the effective decision making of the Board.
- Proven experience working as an effective Board and team member, demonstrating curiosity and courage to ask questions and persist in robust discussion with Management and fellow Board members where necessary.
- Demonstrated empathy manifested through strong interpersonal skills. A Director must work well in a group, listen well, be tactful yet able to communicate a cogent and candid viewpoint.
- Significant experience managing, supporting and developing senior roles in an organisation.



Further information

Website

<https://www.policycuresresearch.org/>

Annual Information Statement 2022

[Annual Information Statement](#)

Financial Report 2022

[Financial Report](#)

Constitution

[Constitution](#)

Sample Research

[G-FINDER neglected disease report 2023](#)
[Snapshot of the R&D landscape of postpartum haemorrhage devices](#)
[Contraception R&D: Broadening horizons to meet a diversity of needs](#)



For more information



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