

Fight for Sight

Appointment of Chair

Candidate information pack

September 2019



**FIGHT
FOR SIGHT**

The Eye Research Charity

fightforsight.org.uk

Saxton Bampfylde

Dear Applicant

We are delighted you are considering the role of Chair of Fight for Sight and hope that this pack will help you decide if the role is for you. I wanted to add a personal message to the information contained in this pack to emphasise the importance of this role.

Since it was founded in 1965, Fight for Sight has become the UK's largest charitable funder of research into the causes of and cures for sight loss. Our achievements range from saving the sight of countless premature babies to leading the world on genetic research which is restoring sight in young people fighting hereditary blindness. However, with so many people around the world living with sight loss and an ever-aging population, there is much, much more to do.

In half a century the world of science and technology has changed beyond recognition. The scientists we fund today are doing work our founder could never have dreamt of and we are on the cusp of amazing breakthroughs that have the potential to change the lives of millions of people worldwide.

The keys to preventing sight loss are coming from diverse sources (AI, molecular biology, stem cells) and it is research grants from Fight for Sight that are making much of this progress possible. Our research programmes fund work in 49 centres across the UK and we are growing the talent pool of scientists and clinicians moving us closer to ending sight loss.

Our vision is a future everyone can see. We recognise this is a huge ambition and we know that we will not achieve it alone. We need to reach out far and wide to grow our income so that we can invest further in ground-breaking research ourselves. At the same time we need to continue to increase our influence and our partnership working so that we can influence others to help speed up the rate of progress.

The year 2020 will be an important one for Fight for Sight. We have plans to strengthen our brand, grow our evidence base and raise the issue of sight loss up the public agenda.

If this prospect excites you and you feel that you want to take on this crucial leadership role, we would love to hear from you.



Ginny Greenwood

Trustee and Chair of the Appointment Panel



What we do

Fight for Sight is the leading UK charity dedicated to stopping sight loss through pioneering research.

Our vision is simple. We believe in a future everyone can see. It is estimated that there are two million people in the UK living with sight loss that affects their daily lives. For half of these people, their sight loss is avoidable, primarily by getting an eye test and a prescription for glasses or contact lenses. For the other half it is not so straightforward. There are hundreds of eye diseases and conditions that cause sight loss that we cannot currently prevent, treat or reverse. Sight loss has devastating consequences – for individuals, for families and, as the numbers grow ever larger, for our health and social care infrastructure. Sight loss is one of the biggest health challenges we face as a country.

Our goal to stop sight loss caused by eye conditions and diseases relies on us funding the highest quality research, maximising the impact of the information we provide to the general public, influencing opinion and shaping policy.

We have three main strategic goals:

- To provide our stakeholders with the information they need based on our expertise in eye research.
- To bring forward the end of sight loss by investing in and promoting research.
- To be a voice for people with sight loss, using our influence to drive change.

This is an incredibly exciting time to be involved with the organisation as we look to an exciting year ahead in 2020. We are currently half way through a five-year strategy taking us up to 2022. A recent mid-point review recognises that we work in a challenging environment, but our ambition is undimmed. Eye research is significantly underfunded in comparison to the number of people affected and, as the largest charitable funder of research into sight loss, we know we are uniquely placed to influence that. In 2020 we will publish a crucial research report that will give us the evidence base to help us transform the eye research landscape.

Making it happen

Fight for Sight's primary way of delivering its goals is through funding the highest quality medical research. We enhance our impact by considering new and innovative solutions for patients, providing information, influencing opinion and shaping policy. Where possible, we work collaboratively to develop innovative partnerships to maximise opportunities to meet our long-term goals.



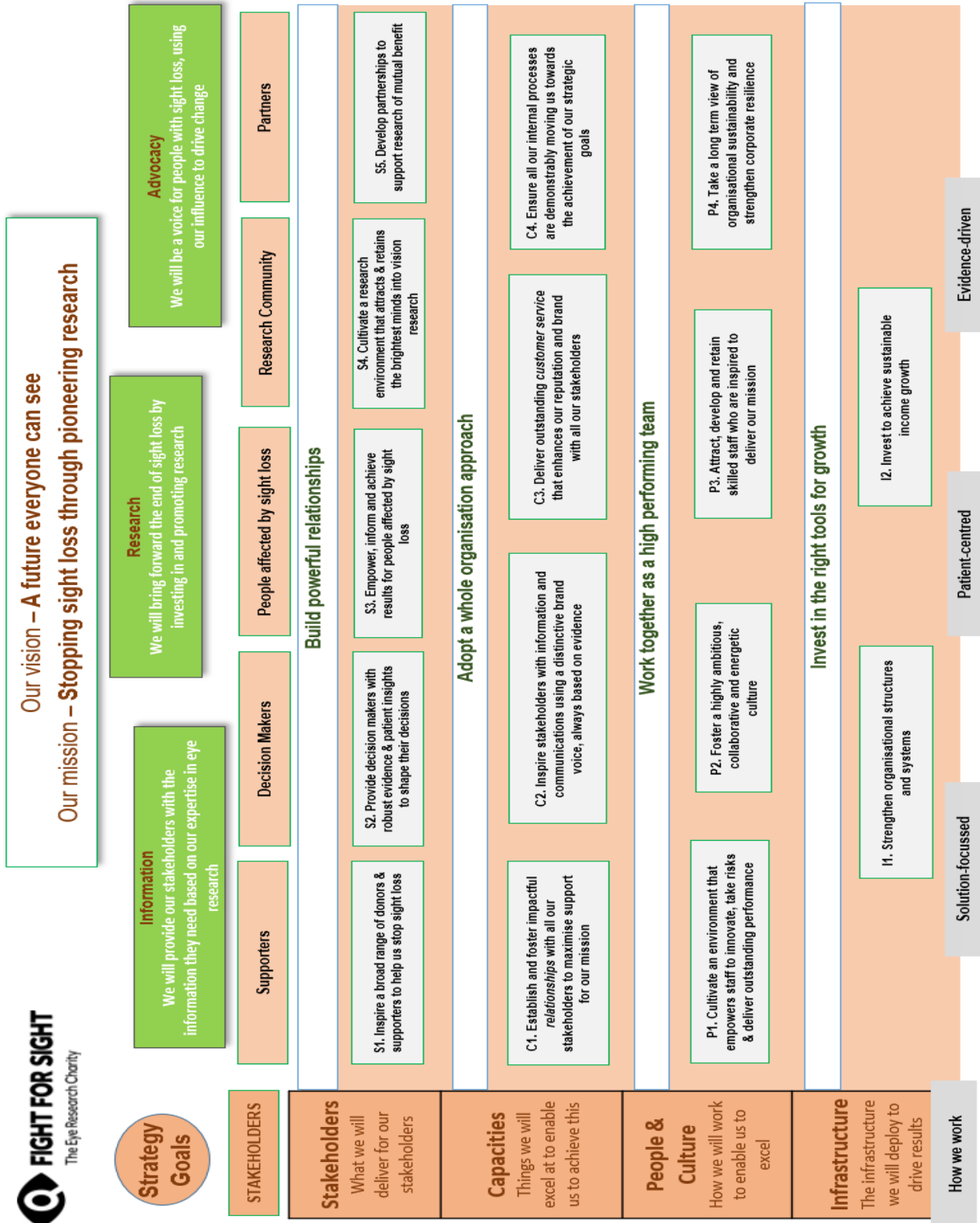
Our research, which is subject to the most rigorous peer review system, is organised and distributed across four main programme areas:

- Age-related macular degeneration
- Glaucoma
- Inherited eye diseases
- Sight loss linked to other diseases (Multi-morbidities)

Our work receives no statutory funding; we fundraise for every penny we invest in research. This investment is a direct result of the generosity of our amazing supporters, many of whom have first-hand experience of sight loss and are determined to be involved in the fight against sight loss. As a result they donate, they fundraise and they help raise our profile in their communities.



Our strategy map



THE ROLE

Context

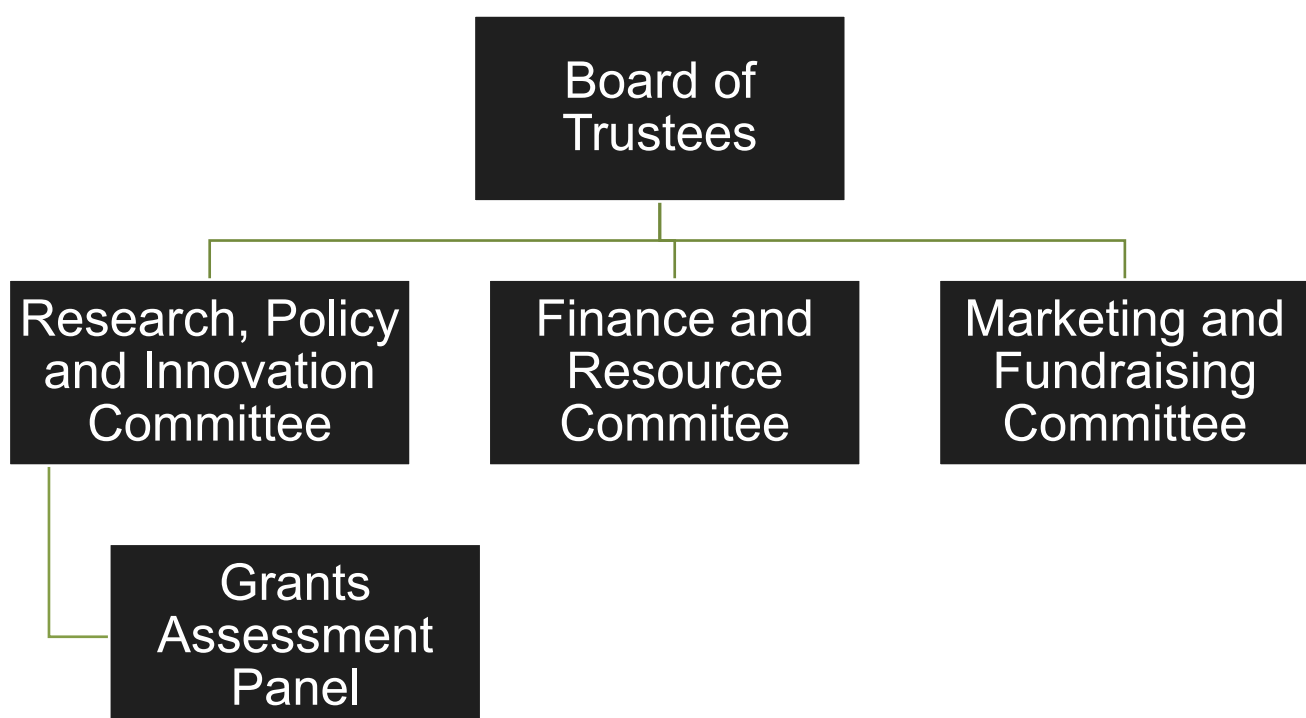
Our current chair, Nigel Pantling, retires in March 2020, which means that we are now looking for an outstanding candidate to take over from him. With a strong commitment to Fight for Sight's vision, this person will act as a passionate ambassador for the charity, will oversee the remainder of our current strategy period and be part of creating the next one. The incoming Chair will join an ambitious organisation at an exciting moment in its history. We are ambitious about raising the charity's profile and its impact through funding ground-breaking research.

We are seeking someone with very strong networking skills, willing to use their connections and influence to advance the organisation's mission and to support fundraising efforts. The Chair will lead a committed and diverse Board of Trustees, ensuring proper governance of the charity.

In partnership with our Chief Executive, Sherine Krause, the Chair will have the opportunity to shape and develop Fight for Sight at a formative time, helping us advance our work and taking us to the next level.

Committee Structure

Our board of Trustees delegates responsibility for its activities to the following committees that each meet quarterly in advance of our board meetings. In addition, there is a nominations committee which meets on an ad hoc basis.



Trustee Board

Fight for Sight is governed by a Board of Trustees who meet at least four times a year to agree the strategy and monitor performance against all the key areas of activity for the charity including grant-making, fundraising, investments, reserves, and risk management policies and performance. Certain Trustees also sit on sub-committees of the Board. The Chair may also attend any committee.

Our current committee members are:

Steve Blackman

Member of Marketing and Fundraising Committee

I am the Commercial Director of digital agency group Draw, and I bring 25 years' experience of leading commercial and communications activities. I have worked both client and agency side and have owned and managed successful companies including Flint London, which co-ran the non-accredited media centre for the London 2012 Olympic and Paralympic Games. I am also a school governor and a Trustee of the Barfil Charitable Trust. I joined the Fight for Sight Board in 2017.

Thomas Bjorn

Member of Research, Policy & Innovation Committee and Nominations Committee

I am an internationally experienced life sciences lawyer and expert in providing legal advice to the pharmaceutical, biotech and food manufacturing industries. I have worked in private legal practice and in-house in England, Switzerland and Denmark and as a lecturer at the University of Copenhagen. I joined the London City firm Royds LLP as a Solicitor in 2013. I joined the board at Fight for Sight in 2015.

Professor M Francesca Cordeiro

Member of Research, Policy & Innovation Committee

I have been a Trustee for Fight for Sight for over three years. I am a clinician-scientist, Professor of Ophthalmology at Imperial College London, UCL Professor of Glaucoma and Retinal Neurodegeneration, Consultant Ophthalmologist/Research Lead and Director of the ICORG Clinical Trials Unit at the Western Eye Hospital London. I am passionate about eye research and have been developing novel and translational treatments and diagnostics in retinal neurodegenerative diseases, including glaucoma, AMD, Alzheimer's, Parkinson's and diabetes, for over 25 years, with a target of saving sight and reducing disability. I have been fortunate in receiving a number of international awards for this work, most recently the 2019 Duke Elder Award from the Royal College of Ophthalmologists, but recognise that there should be much more funding for eye research, which is why I joined Fight for Sight, to promote and support this cause.

Simon Craddock

Member of Research, Policy & Innovation Committee and Marketing & Fundraising Committee

I became a trustee of Fight For Sight in 2016. My career in public relations and marketing started in 1989 and has given me the experience of working in marketing communications in over 85 countries. Over the last 30 years I have worked for consulting firms, for start-ups and for large corporates; including five years as communications director for Motorola Solutions. I am currently the chief marketing officer of a private equity backed manufacturing company based on England's south coast. I am a Fellow of the Chartered Institute of Marketing, the Royal Geographic Society and the Anglo-Zulu War Historical Society. I am also a registered South Africa Specialist certified by the South African tourist board. I have a long-standing interest in ocular health through the experiences of both my and my wife's extended family and have benefitted personally from scientific expertise with respect to my own sight and wellbeing. When approached three years ago, I was pleased to join Fight For Sight and happy to bring my experience to bear in order to benefit the organisation and help it to attain its goals.

Jonathan Grant

Member of Research, Policy & Innovation Committee and Nominations Committee

I am the Vice President/Vice Principal (Service) at King's College London and Professor of Public Policy at the Policy Institute at King's. Prior to joining King's, I was President of RAND Europe between June 2006 and October 2012 (and worked at RAND between 2002 to 2014), where I oversaw the doubling of the organisation's activity in Europe and the establishment of the Cambridge Centre for Health Services Research, a joint venture with the University of Cambridge. Between 1997 and 2002 I was Head of Policy at the Wellcome Trust. I joined the Board of Fight for Sight in 2016 and is chair of the Research, Policy and Innovation Committee. I joined Fight for Sight because of my research interests in biomedical and health research policy and in particular the creation and assessment of research impact, for which I have an international reputation.

Ginny Greenwood

Member of Marketing & Fundraising Committee and Nominations Committee

I have spent my working life in the charity sector focussing on income generation, marketing and communications - the areas I have been supporting Fight for Sight with since I joined the Board in 2015. I have been fortunate to work on many diverse projects delivering significant impact. I am particularly proud of leading the multi-million-pound redevelopment of the UK's most prominent residential therapeutic school for traumatised children and of being asked by Boris Johnson to found and lead the Mayor's Music Fund, which in five years I grew to become one of the largest music education charities in the UK. I am an avid traveller and doting grandmother and would love to be able to enjoy both into old age, but with a family history of AMD this not a given. I am therefore committed to supporting Fight for Sight in funding research into AMD and the many other eye diseases that affect people of all ages.

Alina Kessel

Member of Marketing & Fundraising Committee

I've spent the last 20+ years in communications, leading advertising agencies and helping global clients build their brands. Having lived and worked in the Ukraine, US, Australia, and Germany, I now consider the UK my home. The bulk of my career has been with WPP, where I now lead the global Procter & Gamble business across advertising, media, PR, design, research, and digital. My proud achievements? Two fantastic sons and a husband who has managed to stay with me for 25 years. Being the first non-German (and first female) Chief Executive of German agencies and learning the language in the process. And, leading teams which transformed the business and won creative awards for our clients. I joined Fight for Sight two years ago for a simple reason; the outstanding work this charity is doing to enable pioneering research deserves to be more visible and better funded, and I hoped I could help.

Barbara Merry

Member of Marketing & Fundraising Committee and Nominations Committee

I have been on the Board of Trustees of Fight for Sight and Chair of the FRC since 2015. I am a chartered accountant but I have spent the majority of my career in the Lloyds insurance market. I stepped down as CEO of Hardy Underwriting Group in 2014, since which time I have become a non-executive director in the insurance industry as well as my trustee role with Fight for Sight, I am an active business angel investor and give extensive time to networking and mentoring groups which support the career development of young women in the insurance sector. My interest in Fight for Sight is very personal: I have sight issues myself and have both family and friends who have suffered partial sight loss and blindness. I would so like to see more of the enormous generosity extended towards sight-oriented charities diverted to research into prevention and improvement, rather than as now, to support those already subject to sight loss.

Sylvester Oppong

Member of Finance & Resources Committee and Marketing & Fundraising Committee

I became a member of the Board of Trustee of Fight for Sight in 2019. I trained as a chartered accountant before moving into investment banking and have nearly 20 years' experience. I started my investment banking career at Goldman Sachs International, advising clients on UK and international mergers & acquisitions (M&A) and then spent a number of years at Hawkpoint Partners, a mid-market corporate finance adviser. I am currently a Senior Partner at Smith Square Partners, an independent corporate finance business, where I advise clients on M&A, refinancing and capital raising transactions. I have personally seen the often devastating impact that sight loss can have on an individual and their loved ones. I joined Fight for Sight therefore to assist the charity in its commitment to finding treatments that might eventually eradicate sight loss for all.

Professor Roy Quinlan BSc PhD

Member of Research, Policy & Innovation Committee

I am a Professor of Biomedical Sciences at the University of Durham. My research interests are the biological processes that cause human disease – because whether it is eye lens cataract, corneal dystrophy or macular degeneration, the underlying biological processes such as cell division, maintaining cellular equilibrium and dealing with physical, chemical or environmental stresses when cells are young or when they are old are common to all and contribute to the development of disease. Eye Research has championed many medical breakthroughs (e.g. transplantation, cancer treatment and gene therapy) demonstrating that its impact reaches far beyond just ophthalmology. Lens cataract was also the first ever disease identified to be inherited in humans – arguably one of the greatest contributions to biology and clinical science. My own work concerns the link between form and function, for which the eye lens is a super paradigm. I have been associated with the charity for over 25 years – first as a researcher supported by the Charity, but most recently as a trustee since 2015. I give my time, experience and knowledge back to our charity to help it continue to support eye research in the UK and encourage the next generation of interdisciplinary clinical and academic researchers in this currently very challenging funding environment.

Professor David Spalton FRCS FRCP FRCOphth

Member of Research, Policy & Innovation Committee and Marketing & Fundraising Committee

I joined the Board of Fight for Sight about seven years ago because I wanted to promote eye research. I trained at Moorfields then became a consultant at St Thomas' Hospital where I established a special interest in patients with complex cataract problems and did a lot of research on the design of the intraocular lens which has led to better lens designs and my appointment as a Professor of Kings College London. In 1984 I wrote a textbook 'The Atlas of Clinical Ophthalmology' which won the prize for the best year for the first and third editions, a unique feat in medical publishing and has gone on to be translated into 10 languages. I served as President both of the United Kingdom and Ireland Society of Cataract and Refractive Surgeons and the European Society of Cataract and Refractive Surgeons. I have retired now from clinical practice but ophthalmology still takes up the majority of my time and I look back on my career with enormous pleasure - if I was doing it again I would do it again. Otherwise outside work I enjoy gardening and fly fishing.

Louisa Vincent

Member of Finance & Resources Committee

I joined Fight for Sight as a trustee and member of the Finance & Resources Committee in 2015, having had around 25 years of business development and relationship management in the funds management and pension sectors in the UK and Australia. Most recently I spent 11 years as a managing director with Lazard Asset Management in London where I had overall responsibility for its institutional clients across the UK, Benelux, Nordics and the Gulf, before leaving in 2018 to build a portfolio of independent NED roles. I chair Fight for Sight's Data Protection Committee and am an active member of the Speakers for Schools network. In 2018, I did a tandem skydive from 13,500 feet to raise funds for Fight for Sight, which is close to my heart as both diabetic retinopathy and macular degeneration are risks in my family. I lived and worked for 20 years in

Australia and I have an MBA from the Australian Graduate School of Management. I transferred back to the UK in 2004 and now live in Buckinghamshire with my husband, two daughters and an assortment of horses, dogs and cats.

Jenny Williams

Member of Research, Policy & Innovation Committee and Marketing & Fundraising Committee

I joined the Fight for Sight Board in 2016. I had recently stepped down as CEO of the British Gambling Commission, after over a decade regulating lotteries and commercial gambling. I was also one of the founding board members of the (charitable) Fundraising Regulator. Before my appointment to set up and lead the Gambling Commission, I had had a range of senior civil service policy and management posts in various departments including Environment, Transport, Inland Revenue and the Lord Chancellor's Department. I had been a trustee of a homelessness and of an adult education charity. My father's struggles with macular degeneration made me acutely aware of the need for eye research and keen to use my governance, policy and regulatory experience to support Fight for Sight in finding ways to prevent or treat sight loss.

ROLE SUMMARY

We have recently reviewed our strategy and are developing a new business plan. We have a new Chief Executive and a new Senior Leadership Team with energy and ambition and exciting plans for 2020 and beyond. As an ambassador for Fight for Sight, the Chair will raise our profile, support income generation and ensure we deliver the highest quality medical research.

This is a critical moment for Fight for Sight and therefore we are seeking someone:

- Animated by Fight for Sight's vision and aim of stopping sight loss for everyone.
- With the drive, ambition and strategic skill to effectively chair the organisation and extend its reach.
- To work in partnership with the Chief Executive to achieve Fight for Sight's strategic ambitions, and to optimise the skills and expertise the Trustees bring.
- With the charisma, dynamism and public profile to engage and influence key decision-makers, influencers and funders.
- Ready to draw on broad personal networks to support the growth and reach of the charity.

Responsibilities of the Board Chair include the following:

- To provide leadership and direction to the Board of Trustees to enable it to fulfil its strategic responsibilities.
- To establish a strong working relationship with, and provide both support and challenge, to the Chief Executive.
- To facilitate the Board of Trustees in stimulating excellent, well rounded and carefully considered strategic decision-making.
- To bring insight to the decision-making process, ensuring that decisions are strategically aligned and taken in the best, long term interests of the charity.
- To monitor the financial health of the charity and ensure that robust financial control and accountability systems are in place.
- To ensure the Board delegates authority to its committees, and the Chief Executive, to enable the business of the organisation to be carried out effectively between meetings.
- To ensure the Board receives professional advice when it is needed.
- To review the composition and performance of the Board and its Trustees and to initiate action to remedy any deficiencies.
- To enable the Board of Trustees to regularly review major risks and associated opportunities

and satisfy itself that systems are in place to take advantage of opportunities and manage and mitigate the risks.

- To encourage positive change where appropriate and address and resolve any conflicts within the Board.
- To ensure the charity pursues objectives as defined in its governing document, and in doing so complies with charity law and other relevant legislation/regulations.

PERSON SPECIFICATION

The successful Chair will bring all or most of the following:

Knowledge and experience

- Track record of operating at a senior **strategic leadership** level within an organisation.
- **Experience of operating at board level** and ensuring effective governance.
- Knowledge of, or interest in **charity governance** and working with or part of a Board of Trustees.
- Experience of **external representation and influencing** stakeholders.

Skills and abilities

- **Trustee leadership** – skills and ability to foster a purposeful, collaborative team environment, giving a clear sense of strategic direction.
- **Exceptional communication skills** – represents and promotes the organisation and communicates effectively.
- **Working with stakeholders and partners** – the ability to build, maintain and develop critical relationships with key stakeholders, and operate effectively at all levels.
- Ability to **leverage networks** in order to support Fight for Sight's future development.

Personal style and behaviour

- **As a leader** – a strong leader with credibility and enthusiasm who leads by example.
- **As an ambassador** – has an open, engaging and enthusing style.
- **Working with others** – a personal and professional credibility that will command confidence at all levels. An ability to assess and interpret different stakeholder interests and requirements and balance them effectively.
- **Commitment** – has the time and energy needed to Chair the organisation in an appropriate way.

TERMS OF APPOINTMENT

The term of office is three years. Re-appointment for a second term will be subject to a review and approval by the Board. Time commitment can vary but the role of Chair requires approximately two days per month. There are four board meetings a year plus the potential to hold one or more strategy 'away days'. The Chair will also occasionally attend events and meetings as agreed on an ongoing basis. The Chair will also be expected to meet with the Chief Executive to discuss priorities, operational challenges, and the Board agenda etc. This is an unpaid, voluntary appointment, but expenses will be paid.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Fight for Sight on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments, using code **LAGAXA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on 27 September 2019.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



**FIGHT
FOR SIGHT**

The Eye Research Charity

fightforsight.org.uk

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