

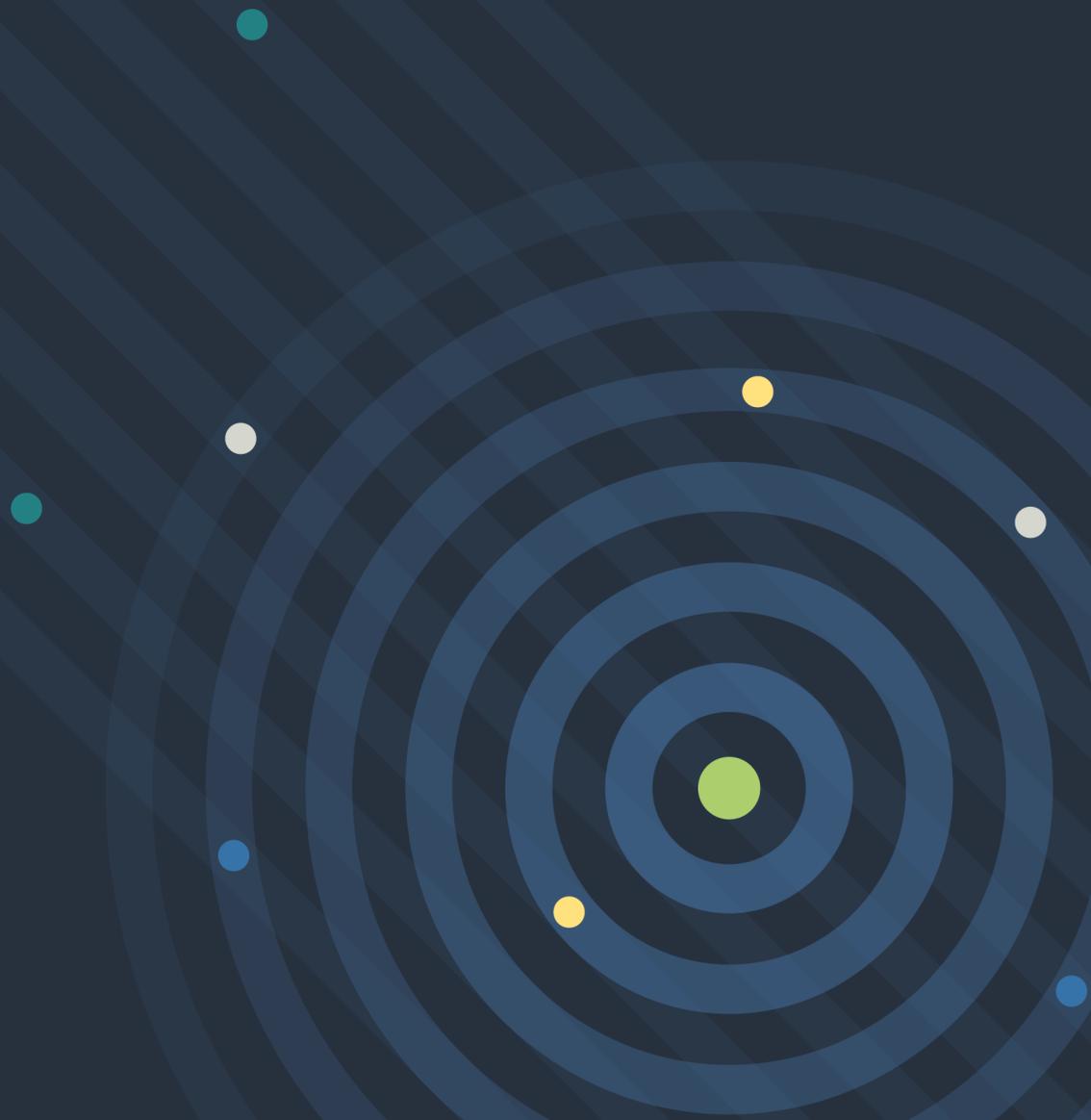
Attenti

Executive Recruitment Services

RSPCA

Trustees

Appointment Brief



Introduction

Welcome

We're delighted that you are considering making an application to join our Board as a co-opted Trustee. It's a wonderful chance to play your part in an organisation that holds a very special place in the heart of all those concerned with animal welfare, both across England and Wales and beyond.

Our Society is the world's oldest and largest animal welfare charity, and we're proud of having delivered our valuable work for nearly 200 unbroken years. We investigate nearly 150,000 cases of alleged animal cruelty every year, helping to prevent suffering, and improve the lives of many tens of thousands of animals. In recent years, we've also made meaningful progress in addressing the relationship between the abuse of humans and animals; a connection first identified by William Wilberforce, one of our founders.

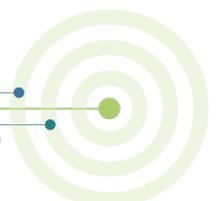
Today, we are a very significant national organisation, and our numbers are impressive: a staff of nearly 1700, 160 affiliated branches across England and Wales, turnover of around £140m and assets of over £200m.

We have ambitious plans for all aspects of our work including wide ranging changes to our governance arrangements. Together, we'll continue to work for a world in which animals are respected and treated with compassion; in which cruelty is prevented and suffering alleviated.

If you feel you have the enthusiasm, skills, time and commitment to join us, we very much look forward to hearing from you.

Paul Draycott
Chair

Chris Sherwood
Chief Executive



The RSPCA

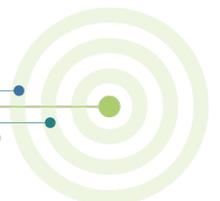
The Royal Society for the Prevention of Cruelty to Animals is the oldest animal welfare charity in the world, and the largest in the UK. Our founders include William Wilberforce and while he is more widely known for his part in the abolition of slavery, Wilberforce's involvement in the establishment of the (then) SPCA illustrates the strong connection in our founders' minds between all types of cruelty, and the common need to end them.

We undertake some of the most difficult and controversial work in animal welfare, but we believe that it is vital that someone stands up to be counted. We are a unique and highly complex operational charity. We rescue the most abused and vulnerable animals, working at the extreme end of suffering, neglect and abuse. Often, we are the only agency willing to intervene - and we are the last hope for many desperate little creatures. We are the only animal welfare charity which provides a uniformed Inspectorate to investigate and rescue all species of animals in the UK.

We offer the full range of animal welfare services: our inspectorate rescue and investigation service; our prosecution service, enforcing the UK's protection legislation, which would otherwise not be enforced; we investigate organised crime via our Special Operations Unit; in our Animal Centres, we care for, rehabilitate and find loving new homes for rescued animals; we offer ambulance and hospital services to animals; our Wildlife centres care for, rehabilitate and release; we run a farm animal assurance scheme (RSPCA Assured); our scientists support our Inspectorate, RSPCA Assured and all departments - they also provide expert opinion to key high level policy makers; we run a campaigning and lobbying function and an Overseas department; we also have commercial interests in our charity shops, RSPCA Enterprises and RSPCA Trading.

We are unique in our structure of separate RSPCA Branches, who provide 80% of the animal welfare work to support our Inspectorate. Part of the RSPCA family, our Branches are separate and varied charities, many of whom have set up and run their own animal centres, rescue operations and supporting charity shops. Our strategic aim is to decrease the need for our intervention, by influencing people to change the way they behave towards animals – thus reducing demand. Sometimes, the most effective approach to eliminating cruelty is not always obvious, or easy for people to understand, and we are committed to supporting our Inspectorate as it continues to make these challenging and complex decisions.

A good example is prosecutions. Still a major part of our work, used to prevent suffering both now and in the future, prosecutions have reduced by 50%. This does not mean that we are any less active or less engaged; rather, we have developed effective methods of using the Animal Welfare Act's animal welfare warning notices, as an alternative to prosecution and an incentive to owners to learn better care. Also, our increasing awareness of the complex connections between poverty, mental health difficulties and cruelty to animals is leading to more nuanced approaches in partnership with housing associations, environmental health officers, and other organisations.



As we strive to make the Society the very best it can be, we are looking inwards as well as outwards. Led by our new Chief Executive and new Chair, we are continually reviewing the way we do things.

Our vision is ambitious and progressive and our programme of change is informed by the recommendations in an external report on our governance, commissioned by the Society in 2017. We are an organisation with a clear, defining mission and a staff that passionately shares our sense of purpose. We recognise that everything we achieve is underpinned by the passion, talent and sheer determination of our people, who are dedicated to preventing cruelty to animals. Our branches play a crucial role in both community animal welfare and supporting the work of the inspectors in the field.

We are working hard to foster a culture of empowerment, based on respect for different views and perspectives and rooted in a truly enabling environment. Our workforce is truly varied, and we are proud of the broad range of professional experts that pull together to deliver the Society's mission. From trustees, committee members, senior management, staff, volunteers and members, we want to ensure that everyone has the core competencies, proficiency and support to properly use the tools, methodologies and policies that enable accountability and devolved decision making. By providing an environment, culture and climate where our people can perform, you will play an integral role in the wider success of the organisation.

For more information and a copy of our 2017-2021 Strategy, please click [here](#). You could also scrutinise our [Trustees' Annual Report](#).

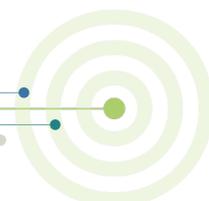
Our Vision, Mission and Priorities

Our vision

is a world where all animals are respected and treated with compassion.

Our mission

is by all lawful means to prevent cruelty, promote kindness to and alleviate suffering of all animals.

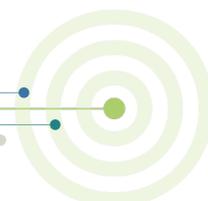


1. Welfare aim - We will ensure that animal rescue, rehabilitation and rehoming services are available at the right time and in the right places to protect animals in most need.
2. Advocacy aim - We will ensure that legislation and policies protect and enhance animal welfare domestically and internationally.
3. Prevention aim - we will prevent cruelty and promote kindness by building a better understanding of animal needs, supporting those that require our help and enforcing the law where appropriate.
4. Organisational aim (amended from original strategy) - we will drive a financially-sustainable, digitally-enabled organisation with the right systems, processes and governance in place
5. Income Generation - we will continue to invest in FR to attract new supporters, diversify and rationalise our income streams, and create a more effective operating model.
6. People - we will create a comprehensive people strategy to ensure we will have a highly motivated workforce with the right skills operating in a progressive, open and empowering culture.

Reshaping Governance

The RSPCA is part-way through a process of governance changes, which will be presented for approval to the RSPCA's membership at the 2019 AGM. Over the coming few months we will be making the case to our members to reduce the size of our Council from 25 to 12, and to introduce term limits of nine years with a three year gap before former trustees can re-stand for election to Council. The new board of 12 trustees will include nine who will be directly elected by our membership and three co-opted trustees (who do not have to be members of the RSPCA prior to appointment, but will join when appointed. They will be recruited to ensure the Council has the broad range of skills needed to govern effectively and professionally. The three trustees that we are seeking to recruit here will form the three co-opted members of the board.

Finally, we are introducing a new Branch Affairs Committee that will actively support the relationship between the national Society and our branches; it will represent the views of the RSPCA branches in the governance and management of the RSPCA and finally, will provide leadership to and promote the sustainability of the branch network.



Trustee Role Description

Overall purpose

The RSPCA's Council of Trustees is responsible for the overall governance and strategic direction of the charity and for the effective delivery of its charitable objects, through setting clear organisational objectives and goals and monitoring their achievement, in accordance with the RSPCA's governing documents and relevant regulatory guidelines.

Main responsibilities and duties:

- To ensure the financial viability of the charity and the effective and efficient application of its resources to its charitable objects, to maximise benefit to the charity's beneficiaries.
- To provide clear strategic direction and set overall policy, ensuring that appropriate targets are agreed and achieved.
- To be collectively responsible for the effective and efficient administration of the charity and the achievement of its objects.
- To be collectively responsible for the protection of the charity's reputation.
- To attend meetings of the Council, having previously studied relevant papers and to debate and collectively determine outcomes, advised by senior executives.
- To at all times adhere to the Trustee Code of Conduct

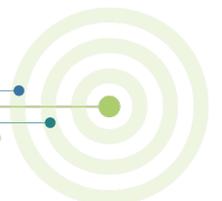
Trustee Person Specification

Within your supporting statement, you should be able to demonstrate and provide evidence of the criteria listed in Part One. These will be tested further throughout the process formally and informally, along with the criteria listed under Part Two:

The successful candidate will be able to give evidence of the following:

Part One

- Significant experience of operating at board level within large and complex organisations
- A demonstrable track record of driving organisational change
- A sophisticated understanding of good governance, board development and the respective roles of a Chair, Trustees/Non-Executives and the CEO

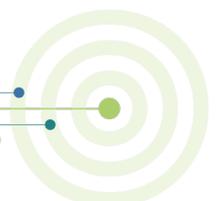




- Significant and successful corporate management experience gained within a large national charity or a large, complex commercial entity
- Significant financial literacy, commercial acumen and appreciation of risk
- Effective communication skills with the ability to listen, engage, support and challenge in a constructive manner
- Demonstrable experience of building and sustaining relationships and developing and maintaining successful collaborations and partnerships
- A genuine empathy with and compassion for animals and animal welfare

Part Two

- A high level of emotional intelligence and the ability to engage at all levels
- Personal integrity, a willingness to commit to democratic and collegiate decision-making and a commitment to protecting the Society's reputation, acting at all times in the best interests of the charity
- An ability to gain the respect of fellow trustees and senior staff and a willingness to respect and listen to colleagues with differing viewpoints
- Good strategic, independent judgement, and an ability to think logically, to absorb complex information and to weigh conflicting arguments
- A willingness to dedicate the time needed to oversee a large, complex operational charity
- A commitment to the NOLAN Principles of Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership

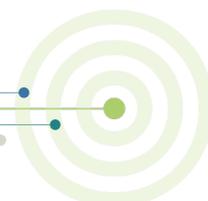


Timetable for Candidates

Sunday 10th Feb	Closing date for applicants
w/c 18th Feb	Preliminary conversations with David Fielding at Attenti
w/c 4th March	Informal meetings with Paul Draycott (Chair) and Chris Sherwood (CEO)
w/c 11th March	Interview with the selection committee
Wed 20th March	Preferred candidates invited to attend and meet members of the RSPCA council.
w/c 8th April	Appointments confirmed, and induction plan agreed
Wed 24th April	Co-opted Trustees attend their first formal RSPCA Council meeting

Terms and Conditions

- Successful candidates will be appointed by the agreement of the RSPCA Council for an initial period of one year, with an option for the Council to further extend up to a period of nine years. After one-year, co-opted members will also be eligible to stand for election via the directly elected route, provided that Council endorses this option.
- Successful candidates will also be eligible to join one of our Council sub-committees, subject to approval of Council.
- The time commitment for this role is approximately 1.5 days a month
- Expenses are reimbursed, and the role is unremunerated



How to Apply

If you are interested in applying for this role, please do so via the Attenti website:

www.attenti.co.uk/RSPCAtrustees

Please ensure you provide the following:

- A comprehensive CV including details of your achievements in each role
- A short supporting statement, addressing Part One of the Person Specification and outlining why you would like to join the RSPCA
- Details of two referees, one of whom should be with regards to your current or most recent Board level role and let us know whether you would be happy for us to contact them as part of the process. Referees will not, of course, be contacted without your prior consent.

Closing date for applications is Sunday 10th February 2019

Please ensure that you indicate in your application any dates when you will not be available, or where we might have difficulty in contacting you. All applications will be acknowledged. Attenti will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

Please let us know of any accessibility accommodations you may require.

For an informal and confidential discussion, after having read the appointment brief, please contact our advising consultants:

Jim Banks on 07787 004 768 Jim.Banks@attenti.co.uk or
David Fielding on 07810 507 235 David.Fielding@attenti.co.uk

