

# **BROOKE** **APPOINTMENT** **OF CHAIR**

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## Greetings

Many thanks for your interest in serving on the Board of Brooke.

By way of introduction, we are an international animal welfare organisation dedicated to improving the lives of working horses, donkeys and mules. Working equines are the engines that power the developing world as they transport people, produce, food, water and building materials – it is estimated 100 million working equines support around 600 million people. However, millions of these animals suffer due to the scale of their workloads and inadequate care and services. Our charitable activities, therefore, not only improve the lives of animals, they also enhance the livelihoods of owners their families and communities.

We adopt an international development approach to ensure our impact is sustainable. We are active contributors to the existing international animal welfare sector with substantial Brooke teams in seven countries where we are able to learn and develop our approach with projects on the ground. We are growing our partnerships with the international development community across Africa, South Asia and Central America to achieve our strategic goals of increasing our global reach achieving sustainable change for the benefit of working equids.

Our five year Global Strategy, which was launched in 2016, has seen us working to more tightly link our work with the livelihoods of owners and their families. In doing so, we are proud to be playing our part in addressing several of the UN's Sustainable Development Goals (SDGs) including SDG 1 (No Poverty) and SDG 2 (Zero Hunger).

Sir Evelyn Webb-Carter, who has led the Board with distinction, will be retiring in 2020. I have been invited by colleagues to start the process of recruiting his successor to serve initially as Vice Chair/Chair Designate.

It gives me pleasure to share what follows and hope you enjoy learning about us. You'll see that this comes at a time of record income, firm foundations and exciting potential.

If you find yourself inspired by our work, are interested in leading a diversely talented, engaged and united Board and believe you have the skills, experiences and attributes to lead us, we would love to hear from you.

With best wishes,

**Sarah Arnold, Chair of the Appointment Panel**

## Context

Horses, donkeys and mules are the engines that power the world's poorest communities. 100 million of them labour on country roads, tracks, fields, farms, factories, exploitative industries and city centres, supporting the survival of an estimated 600 million people in the developing world.

This is an exciting time to be joining Brooke:

**Growing impact and sustainability:** In 2016, Brooke launched a bold five-year Global Strategy which aims to reach more animals, increase impact and ensure that the interventions we make are sustainable and enduring. This has been achieved by moving away from the direct provision of aid in the form of free treatment. Instead, in step with good practice in the international development sector, we have developed a new Theory of Change that focuses on creating thriving equine communities and strengthening animal health systems to improve equine welfare. We are adopting a "One Welfare" approach which considers the livelihoods, resilience, behaviour change and compassion of people, combined with strengthening the services available to support animal health while understanding the context and environment within which we work. We have a comprehensive programme of monitoring our work through data collection and periodic external evaluation, with learning shared across countries to improve our effectiveness.

In addition to our direct impact on animals, our more holistic approach is proving effective as positive animal welfare messages spread from owner to owner, community to community, region to region, and country to country. Our indirect impact ripples out like waves in the sea. Our experience of thinking globally but acting locally, enables us to maximise our impact on the millions of working equine animals that experience unnecessary suffering. In 2017/18 Brooke's interventions delivered directly to communities reached 1.3 million equines based on our standard data collection methodology and worked with 770,000 owners in 13,584 communities. Our indirect impact is more difficult to measure, but we have countless stories of how Brooke has made lasting change, which is supported by external evaluations undertaken by independent consultants.

### HIGHEST POPULATIONS OF WORKING EQUINE ANIMALS:



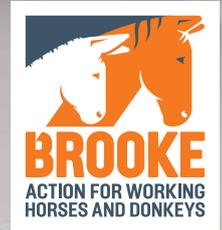
The numbers of working equine animals **are increasing** in *Pakistan, South Asia, Africa & Latin America.*

**Strengthening the link with owners' livelihoods:** the Global Strategy also more tightly links our work with the livelihoods of owners and their families. We believe it is vital to consider the human dimension and involve communities in the design of our programmes, so we can understand the different challenges and ensure our intervention brings about lasting positive changes. This enables us to play our part in addressing several of the UN's Sustainable Development Goals (SDGs) including SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 5 (Gender Equality) and SDG 6 (Water) and, in turn, opens up new possibilities for profile, partnership and funding especially with international institutions where we enjoy specialised consultative status.

**Profile and Income Growth:** Awareness of our work has been growing. Boosted by a successful rebrand and our first integrated fundraising and communications campaign, prompted awareness now exceeds 20% among the general public and 28% across our target audience. In 2017/18 our total income was over £21.4m, the highest income in our 85 year history.

**High Performing and Commercially Minded Executive Team:** the team is led by Petra Ingram whose early career was with Gillette in a mix of operational and strategic roles before joining Sightsavers as Finance Director. Petra became CEO of Brooke in 2009. Petra is supported by a team of four outstanding Directors. These include the Director of Finance and IS, Shailesh Patel, who joined after 20 years in senior finance roles at GSK, Director of Strategy and Performance, Clare Twelvetrees, formerly interim CEO of Cherie Blair Foundation, Director of Fundraising and Communications, Jasvir Kaur, formerly Director of Fundraising at Freedom from Torture and Nigel Wilson, Director of Programmes, with considerable experience within international development and formally CEO of Vision Aid Overseas . It is a high performing, commercially minded group who have established robust systems and processes for the management of the organisation.

**Excellent and diversely talented Board:** the Board comprises of a diverse group of talents that include established business people, leaders in functional disciplines and technical experts. In a recent round of Board appointments in 2016 we were delighted to appoint to the Board, Graeme Cooke, Deputy Chief Veterinary Officer at DEFRA, Sarah Arnold, a solicitor in Private Practice and in line with the strategy to internationalise three of the most highly regarded names in Majority World animal welfare and development, Professor Chiekh Ly, a consultant to both the African Union and the FAO, Dr Belinda Bennett Chief International Program Officer, Christian Children's Fund of Canada, based in India and Ed Rege, formerly Director of Animal Resources at the International Livestock Research Institute, now founder of Emerge Africa. Most recently, Brooke has further strengthened the Board with the appointment of Gaynor Miller, Head of Internal Audit and Risk Management at Christian Aid.



## Our Global Network

Brooke employs around 500 staff world-wide, including veterinary surgeons, community animal health workers and development specialists. Our networks include Brooke teams in India, Pakistan, Egypt, East Africa, Ethiopia, West Africa and Central America, and significant partner operations in Afghanistan, Nepal, and Guatemala. Additionally, Brooke Netherlands and Brooke USA raise awareness about working equine animal welfare and raise vital funds for Brooke's programmes.

Brooke's international office is based in the UK and Brooke is a Charity registered in England and Wales. More information on Brooke and the work we do can be found here:

[www.thebrooke.org/about-us](http://www.thebrooke.org/about-us)

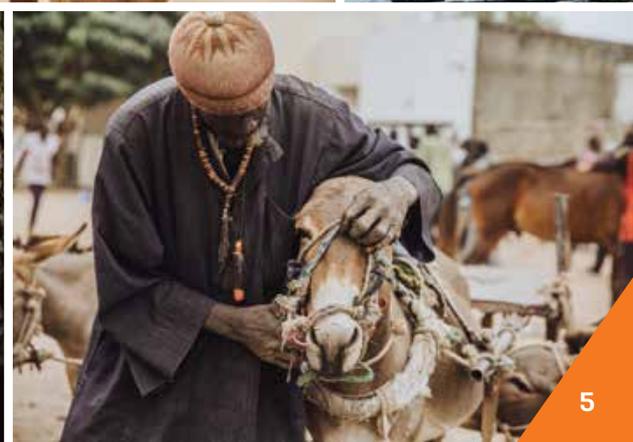
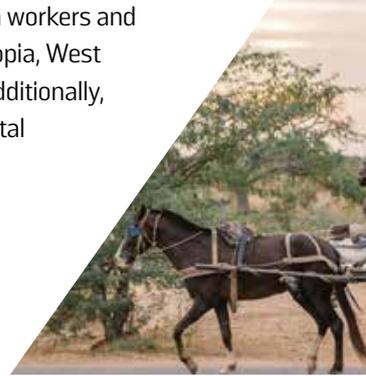
## Role Summary

The Board of Trustees play a key role in the stewardship of our mission and in ensuring the Charity complies with its governing document and charity law.

The Chair and Trustees offer strategic guidance, expertise and advice to help ensure that the charity achieves the purpose for which it was set up. As Chair, you will bring strategic clarity to maximise the stewardship and effective use of our resources, ensuring that the Board is focused on fulfilling its strategic role rather than being drawn into more tactical issues.

You will bring strong relational ability and emotional intelligence, enabling you to draw the best out of the Trustees as well as developing good rapport with the Chief Executive.

You will be an ambassador for Brooke in the public arena, with the ability to effectively represent and raise the profile of Brooke amongst government, opinion leaders, funders and a wide range of partners within the international development sector. For more details please see the appendix section below.



## Experience

- Experience of providing leadership at a senior strategic level within organisations of similar scale and complexity.
- Experience of charity governance and working with or as part of a Board of Trustees.
- Significant experience of chairing meetings.
- Experience of external representation, delivering presentations and managing stakeholders.

## Knowledge and Skills

- Strong leadership skills, with the ability to motivate others and bring people together.
- Sound financial acumen and understanding of charity finance issues.
- A good understanding and attitude to charity governance and the non-executive nature of a Chair role.

## Personal qualities

- Strategic vision and good judgement.
- A disposition to listen and value others and the ability to foster and promote a collaborative team environment.
- Willingness and ability to devote the necessary time and effort to the proper discharge of the responsibilities of a trustee
- Strong interpersonal and relationship-building abilities including a willingness to represent Brooke in an ambassadorial capacity.
- A passion for the welfare of working animals and the poor communities they serve.

## Time commitment

In addition to the 10 to 12 days per year required of every trustee, the Chair will need to give a further 10 to 15 days a year to:

- Devote time to matters raised by the Chief Executive, other UK staff or trustee colleagues between Board meetings
- Between Board meetings, participate in meetings and events at the Brooke office or elsewhere in London with or at the request of the Chief Executive and other Brooke staff
- Visit Brooke affiliate and partner work on as regular basis as is necessary to keep abreast of developments and develop relationships with local trustees and other appropriate contacts

### THE MONEY & TIME

THAT HAVING A WORKING  
EQUINE ANIMAL BRINGS  
ARE USED FOR:

*buying medicine, food and  
schooling & spending more  
time with children.*





## Term of Appointment

It is anticipated that the individual appointed to become Sir Evelyn's successor as Chair would join in June 2019 as Vice-Chair and Chair Designate, whilst having the opportunity to become fully acquainted with the role, Board and organisation before Sir Evelyn stands down formally in 2020.

The Chair is appointed for a term of four years extendable by mutual agreement for one further term of four years. The role is unpaid but reasonable expenses are reimbursed.

## How to apply

Applications should be sent by email to Sam Stephens at [sam.stephens@macaulaysearch.com](mailto:sam.stephens@macaulaysearch.com)

The closing date for applications is Wednesday 20th February.

Your application should comprise:

- A full CV including a full employment history showing more significant Executive and Non-Executive positions, responsibilities held and relevant achievements;
- A covering note of not more than one and a half pages summarising your motivation and reasons for being interested in the Chair position at Brooke;
- Daytime, evening and/or mobile telephone numbers (to be used with discretion).

## The Process

Macaulay Search has been engaged as advisor on these appointments. A selection of candidates will be invited to be interviewed on 15th or 20th March by the appointment panel ([Sarah Arnold](#), [Anant Shah](#) and [Paul Elphick](#)). An informal telephone conversation with the CEO for briefing purposes will be arranged in advance of the panel interview.

You can expect to hear from Macaulay Search if you have been invited for interview by 7th March.

## Appendix 1. Trustee Principal Duties

- Each Trustee should work with other Trustees and senior staff to:
- Establish, develop and promote the Brooke's vision, principles, strategic aims and objectives
- Ensure that policies, operations and priorities are in keeping with the aims of the Brooke
- Monitor and review the Brooke's performance against the strategic aims and ensure that all activities fall within the Charity's stated objects and that it is carrying out its purposes for the public benefit
- Monitor and assess performance for the Brooke's key activities, and the long term outcomes and impact of the Brooke's work
- Ensure that the Brooke functions within the legal, risk and regulatory framework of UK charity law and strives to achieve best practice in governance
- Ensure the effective and efficient administration of the Brooke and in particular the performance of the Chief Executive
- Ensure the financial stability of the Brooke and manage its resources responsibly
- Uphold the fiduciary duty invested in the position, undertaking duties in the best interests of the Brooke
- Monitor significant changes in the external environment and ensure an appropriate response.



## Appendix 2 Chair Job Description

### *Principal Duties*

In addition to the principal duties detailed in the trustee job description, the Chair has the following responsibilities:

- To lead the Trustee Board in the governance of the Brooke, ensuring that it has at all times an adequate range of appropriate skills and experience, that it displays good judgement and common sense, and that trustees act collectively
- With the Chief Executive and the Company Secretary, to ensure that the Brooke fully complies with its charitable objectives, English and Welsh charity law and company law
- To work with the Chief Executive to ensure that the Brooke implements the policies adopted to achieve its charitable objectives
- To ensure an effective relationship between the Board and the senior management team, defining clearly where Board and Executive functions interface.
- To oversee the relationship between the Board and the boards of Brooke affiliates, and to be willing to serve on those boards where appropriate.

### *Main Tasks*

- Chair meetings of the Board, general meetings of the company and meetings of any committees, sub-groups and working groups as required by the Board 2.2. Ensure trustees are fully aware of their responsibilities, duties and liabilities under English and Welsh charity law and company law and ensure they have the appropriate level of information, briefing and opportunity to see the Brooke's work to carry them out effectively.
- Encourage the Board to think strategically in order to set overall strategy and policies for the Brooke.
- Ensure that business is dealt with efficiently and that decisions are clearly arrived at and recorded and that their implementation is monitored.
- Meet with the Chief Executive at least quarterly, between Board meetings, to review progress and future plans and to identify policy, strategic or board level issues for future consideration

### *Chair's Job Description*

- Through the Chief Executive, ensure effective communication between the Board and the senior management team, so that each makes an appropriate and complementary contribution to the organisation
- Through the Chief Executive, ensure that every UK trustee has and is able to take up the opportunity to visit Brooke operations overseas
- In consultation with trustees and the Chief Executive, ensure that membership both of the Board, Committees and working groups and of the boards of Brooke affiliates provides each entity with an appropriate balance of skills and enables every trustee to make an effective contribution to the work of the Brooke
- Be able and willing to be nominated by the Board to the board of one or more Brooke operational and/or fundraising affiliates and, if so invited by the members of that organisation's board, serve as its Chair
- Support senior staff in crisis situations, whether arising in international operations or in the UK, for example in connection with natural or man-made disasters, staff sickness or discipline, press or media coverage
- Undertake a formal annual performance appraisal of the Chief Executive
- Delegate particular tasks to one or more trustees as and when appropriate
- Ensure the Board is kept informed at an appropriate level of detail at all times, between as well as at meetings, of matters relevant to the exercise of its responsibilities
- Monitor the interface between Board and Senior Management Team functions to ensure that each acts in accordance with sound governance principles.