

BROOKE APPOINTMENT OF TREASURER AND TRUSTEES



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)

Paul Elphick (Treasurer), Michael Seton (Trustee), Consultant Veterinary Surgeon and Ian Kerr (Trustee), a co-founder of ActionAid and fundraising consultant, who have all served the board with distinction, will be stepping down in 2019. I have been invited by colleagues to start the process of recruiting their successors.

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 serving on a diversely talented, engaged and united Board and believe you have the skills, experiences and attributes to do so, 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.



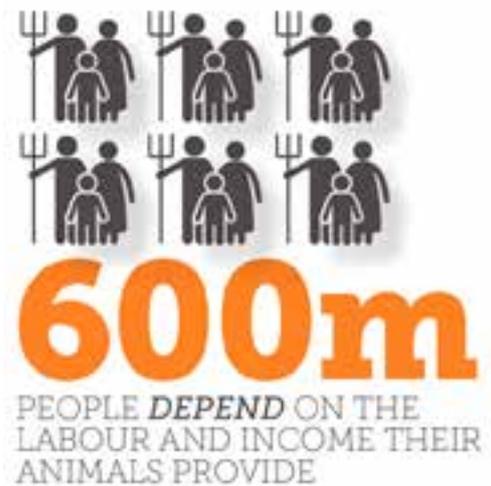
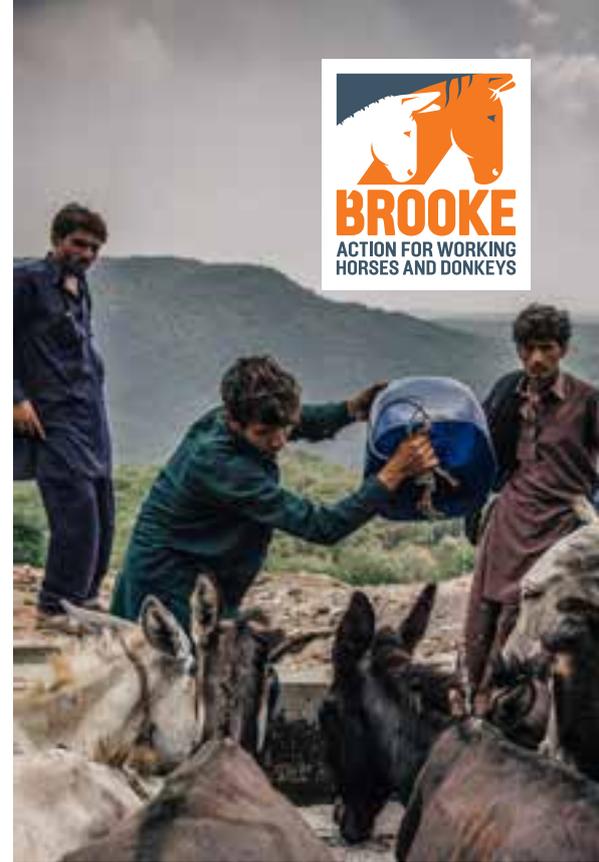
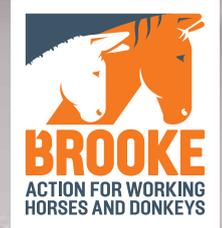
 The numbers of working equine animals **are increasing** in Pakistan, South Asia, Africa & Latin America.

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) and SDG 2 (Zero Hunger) 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:

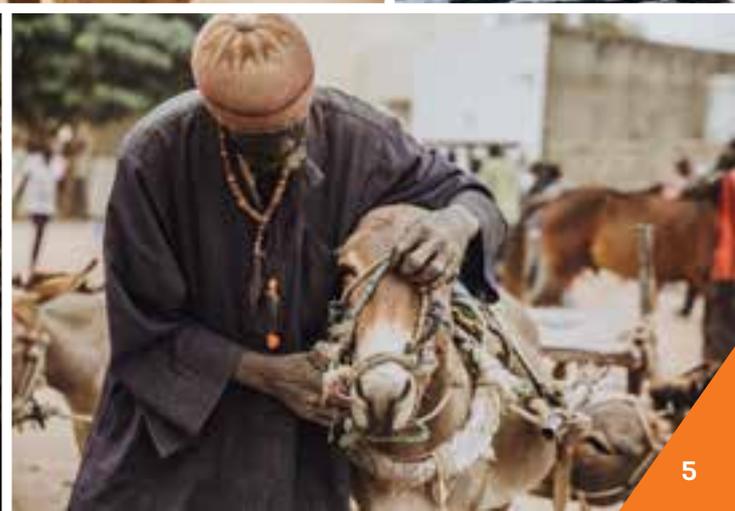
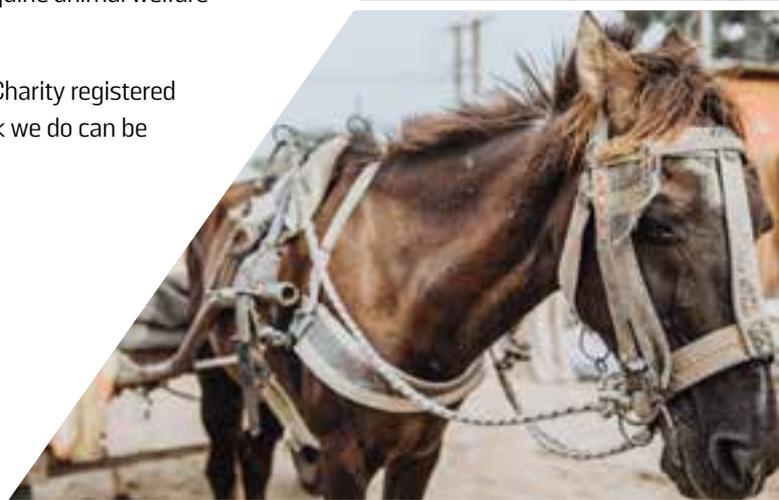
www.thebrooke.org/about-us

Role Summary

The role of a Brooke Trustee is to provide strategic leadership and advice in line with the Charity's strategic plan and objectives. To use your knowledge, skills and experience to ensure that the Brooke achieves its charitable objectives.

You will also be an ambassador for the Brooke in the public arena, with the ability to effectively represent the Brooke in your sphere of influence.

For more details please see the Appendix section below.



Person Profiles

As Paul Elphick, Ian Kerr and Michael Seton step down and following an audit of board skills we are looking to appoint a treasurer and two trustees with expertise in the following specialist areas:

- **Finance:** Financial leadership ideally in an organisation of a similar size and complexity to serve as our treasurer.
- **Fundraising:** experience of fundraising leadership in an organisation of equivalent size and complexity and ideally with expertise across all fundraising disciplines including individuals, foundations, corporates, major donors and institutional funding.
- **Digital:** experience of leadership where digital technologies or digital marketing are central to an organisation's strategy.
- **Veterinary:** experience and practice in equine health domestically or internationally.

In addition to these specific areas of professional experience we seek individuals who also have the following experiences, qualities and skills:

- A track record of successful organisational and strategic leadership and the good judgement that goes with that.
- A strong understanding and acceptance of the legal duties, liabilities and responsibilities of Trustees and clear on the difference between governance functions and management functions.
- Ability to speak one's mind, challenge constructively and the confidence to engage and contribute in areas outside your specialism.
- Excellent communication and interpersonal skills, able to both empower and challenge supportively.
- Ability to work well as part of a diverse team of Trustees and in support of the Executive Team.
- An ability and willingness to represent Brooke in an ambassadorial capacity.
- A passion for the welfare of working animals and the poor communities they serve.

THE MONEY & TIME

THAT HAVING A WORKING
EQUINE ANIMAL BRINGS
ARE USED FOR:

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





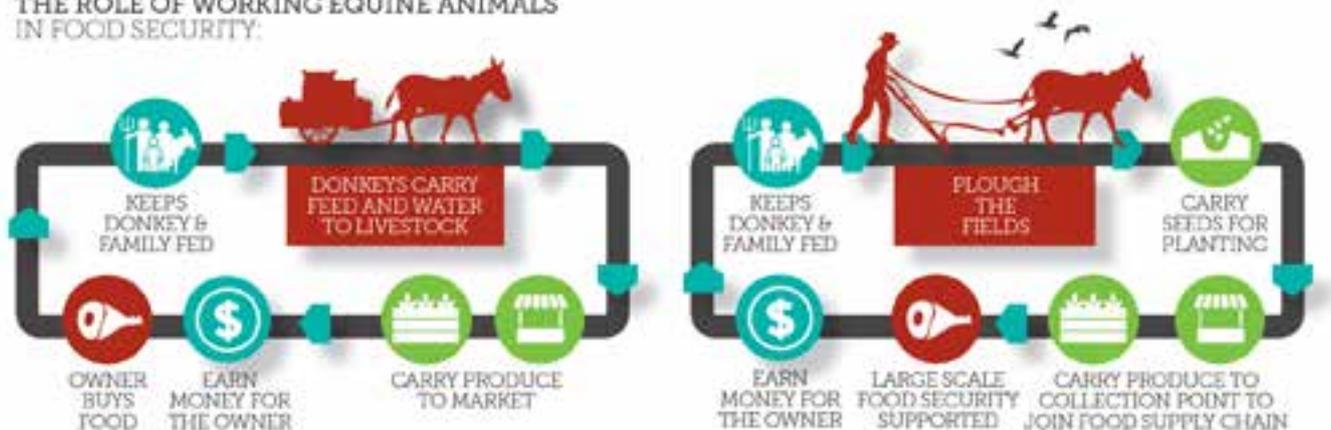
Time commitment

The total time commitment required of a trustee is currently likely to equate to approximately 10 – 12 days per annum. This will include:

- Preparing for and participating in the four Board meetings
- Serving on one other committee which includes finance, commercial, remuneration committees.
- Being prepared to visit one of the Brooke's international operations or partnership projects once every two years and/or participate in Board meetings (held in country and in the UK) if a Director of Brooke India or Brooke Pakistan and Brooke East Africa (Kenya)
- Supporting directors in certain projects, initiatives or areas in which they have specialist skills, knowledge or experience.

The Treasurer role will require a further 8 – 10 days and serve as Chair of the Finance Committee – see appendix 2 below for details of duties.

THE ROLE OF WORKING EQUINE ANIMALS IN FOOD SECURITY:





Term of Appointment

Trustees are appointed for a term of 4 years with an expectation of a second term and scope for a further term of one year to meet specific organisational needs, as defined and agreed by the Board and where it is felt that a suitable and timely external appointment might not be possible.

The roles are unpaid but reasonable expenses are reimbursed.

How to apply

Applications should be sent by email to Sam Stephens at 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 will be arranged in advance of the panel interview with the Finance Director (Shailesh Patel), Fundraising Director (Jasvir Kaur) or Nigel Smith (Programmes Director) as appropriate. The purpose of this conversation will be to brief the selected candidates about our work.

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.

Main Tasks

Each Trustee should:

Strategy

- Take part in formulating and regularly reviewing the Brooke's strategic aims and objectives
- Contribute where appropriate specific skills, knowledge and experience in support of the Brooke's international operations and UK fundraising, financial and administrative activities.

Policy

- Be adequately informed about the work of the Brooke
- Play an active part in ensuring that the Board of Trustees exercises its responsibilities and fulfils its functions · In any discussion or communication with third parties, adhere to the Trustee Board's decision and the Brooke's policies and safeguard the good name and values of the Brooke.

Practice

- Regularly attend and adequately prepare for meetings of the Trustee Board and any Committees and Away Days · Periodically visit the Brooke's international operations
- Participate in seminars offered for the benefit of Trustees and undertake training
- As appropriate, promote awareness of the Brooke to third parties
- Perform such other tasks as may be requested from time to time by the Board of Trustees, the Chair or the Chief Executive
- Respect and observe in practice the distinction between the duties of Trustees and those of senior staff

Trustee Job Description

- Maintain good relations and communications with other Trustees, acting together at all times
- Maintain good relations and communications with senior staff
- Declare an interest in any matter in which s/he or any individual or organisation with which s/he is "connected" stands to gain an advantage and take no part in the decision made by the Board of Trustees on that matter
- Adhere to the Code of Conduct for Trustees of the Brooke and act with reasonable skill and care

Appendix 2. Honorary Treasurer

Overall Purpose

The key purpose of the Treasurer's role is to advise, guide and reassure the Board on all aspects of the charity's financial viability, management and reporting.

Despite the additional responsibility the treasurer will have in overseeing the financial matters of the charity, all trustees continue to be jointly and severally responsible, and therefore liable, for the financial management of the charity.

Principal Duties

In addition to the principal duties detailed in the trustee role description the Honorary Treasurer has the following responsibilities:

Act as Chairman of the Finance Committee.

Assure the Board that the financial resources of the charity meet its present and future needs.

Keep the Board informed about its financial duties and responsibilities in line with good governance, legal and regulatory requirements.

Provide support and advice as required by the Director of Resources on the presentation of budgets, accounts, management accounts and financial statements to the Finance Committee and Board of Trustees.

Together with the Finance Director, work to ensure that proper accounts and records are kept, ensuring financial resources are spent and invested in line with the charity's policies, good governance, legal and regulatory requirements.

Together with the Finance Director, work on the development and implementation of financial reserves and investment policies, ensuring that these policies accurately reflect the Board's attitude to risk and investment preferences.

Provide Board level liaison with the external auditors on specific issues such as the auditors' Management Letter and the related Board Representations.

Main Tasks

Take part in key discussions with the charity's internal and external auditors, where appropriate for example the initial audit planning meeting and the final audit wrap up meeting to discuss any points arising during the course of the audit and the issues raised in the Management Letter. The Treasurer should be involved in the selection of external auditors when the need arises.

Guide and advise fellow Trustees in the Board's formal approval of the annual report and audited accounts

Provide assurance to the Board on the financial viability of the charity after liaising with the charity's auditors as appropriate.

Provide assurance to the Board on the effectiveness and appropriateness of the range of financial controls and systems in place, including those associated with the management of financial risk.

Advise the Board on the financial implications of the charity's strategic plan and liaise with the Resources Director to ensure there is a financial strategy prepared in support of the charity's strategic plan.

Liaise with the Resources Director to ensure that the charity's annual accounts are compliant with the current Charities SORP.

In line with the authority delegated by the Board acting as a counter signatory on transactions which exceed the CEO's financial authority level.

Ensure that the ethical investment policies are adhered to.

Monitor the charity's investment activity and ensure its consistency with the charity's policies and legal responsibilities.