



Trustees

CANDIDATE INFORMATION PACK FOR THE ELECTION
OF THE NEW BOARD



Welcome from our CEO and Chair



Welcome, we're delighted that you are considering being a candidate in the election of our new Board of Trustees. This is a really exciting time for the RSPCA as the membership has just approved the most significant reforms in our governance for more than forty years. This election is a direct result of these reforms. The RSPCA Council is being restructured as a new, smaller Board and we will also be creating a new Branch Affairs Committee which will provide greater leadership to the Branch network and help promote its sustainability.

This is 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 nearly 200 years ago by William Wilberforce, one of our founders.

Today, we are a very significant national organisation, and our numbers are impressive: a staff of nearly 1,700, 160 affiliated branches across England and Wales, turnover of around £140m and assets of more than £200m. We have ambitious plans for all aspects of our work, including the development of the next phase of our strategy.

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 as we establish the new Board of Trustees, we very much look forward to hearing from you.

Paul Draycott, Chair
Chris Sherwood, Chief Executive.

“The RSPCA as a charity will, by all lawful means, prevent cruelty, promote kindness to and alleviate suffering of all animals”

About us

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) Society for the Prevention of Cruelty to Animals (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 animals.

We are the only animal welfare charity which provides a uniformed Inspectorate to investigate and rescue all species of animals in England and Wales. We offer a full range of animal welfare services: our Inspectorate rescue and investigation service; our prosecution service, enforcing the UK's animal 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 International department; we also have commercial interests developing income streams that the charity is dependant on to fund its work.

We have a network of separate RSPCA branches, that provide 80 percent of the animal welfare work to support our Inspectorate. Part of the RSPCA family, our branches are separate and varied charities, many of which 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 percent. This does not mean that we are any less

active or less engaged; rather, we have developed effective methods of using non-statutory animal welfare warning notices, as 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 Chief Executive and Chair of the Board of Trustees, we are continually reviewing the way we do things. Our vision is ambitious and progressive and our programme of change is exemplified by the governance reforms we have just introduced. This election is critical to how we shape the Society's future. A number of our current Trustees, including the Chair and Vice-Chair among others, will not be eligible to stand in this election due to the new term limits that apply.

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 read our *Trustees' Annual Report 2018* by clicking [here](#).



Our aims



Working for the welfare of pet animals

We work to **improve the welfare of pets** by:

- ensuring that every pet is cared for properly and has a good home
- ending cruelty to pet animals
- raising standards for pet animals worldwide
- stopping pet overpopulation.

Campaigning for farm animals

We aim to **improve the lives and reduce the suffering of farm animals** by:

- aiming to have all farmed animals in the UK kept to RSPCA higher welfare standards
- improving farm animal welfare legislation and ensuring it is enforced
- encouraging consumers to replace meat, eggs and dairy products with those from higher welfare production systems
- ensuring animal products are properly labelled so consumers can make higher welfare choices
- stopping the live export of farm animals for slaughter from the UK.

Improving the welfare of wild animals

We aim to **improve the welfare of wild animals** by:

- stopping the use of wild animals in circuses
- making it socially unacceptable to hunt and kill any wild animals in the name of sport
- ensuring any use of performing animals in the UK follows appropriate guidelines
- stopping the keeping of exotic animals as pets in unsuitable conditions
- stopping the ivory trade.

Working for animals used in research

We aim to **reduce the suffering of animals used in research** by:

- challenging the necessity and justification for using animals
- working to end substantial suffering in experiments
- raising the welfare standards of laboratory animals worldwide
- ensuring UK standards are improved as the new European law is implemented.

Vision, Values and Focus



Our Vision:

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

Our Values:

Compassionate – we care deeply about the lives of animals, we have empathy for people, we act with kindness and consideration at all times.

Inspirational – we are life changing, we inspire by taking the lead, we speak up when others don't, we take brave decisions, we change animals' lives for the better.

Committed – we never give up, we have energy and determination, we rescue animals from cruelty and neglect, giving them new opportunities, and supporting others in doing so.

Expert – we have expert knowledge, we act on the basis of evidence, we back up our decisions and actions with science, data and experience.

Integrity – we are honest and trustworthy, we act with integrity, we do what's right.

Our Focus

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.

Advocacy aim – we will ensure that legislation and policies protect and enhance animal welfare domestically and internationally.

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.

Organisational aim (amended from original strategy) – we will drive a financially sustainable, digitally-enabled organisation with the right systems, processes and governance in place.

Income generation aim – we will continue to invest in fundraising to attract new supporters, diversify and rationalise our income streams, and create a more effective operating model.

People and culture aim – 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.

2019 – an ambitious animal welfare agenda



Our 2019 goals are all aimed at continuing to modernise and transform how we work so we can undertake even more animal welfare work. They encompass the following areas of concern.

- Developing a new veterinary strategy (costs, working practices, procurement, third-party relationships), with implementation across 2019/20.
- Completing the roll out of Wilberforce (the new platform for tasking our response to incidents reported by the public) by November 2019 with a full decommission of the legacy platform (Mice and Tails).
- Reviewing and updating the RSPCA policy booklet.
- Signing up two supermarket retailers to our chicken campaign, which aims to replace lower welfare breeds with higher welfare breeds.
- Developing a proactive programme of influencing activity and stakeholder engagement to promote legislative change in England and Wales.
- Redesigning our Paws for Change programme, which partners disadvantaged young people with hard-to-rehome dogs in our care, and rollout to four centres.
- Undertaking a formal review of our five-year strategy and beginning work on a new updated five-year strategic plan.
- Consulting members on a range of governance reforms with planned adoption at the 2019 Annual General Meeting.

- Developing a new income generation strategy to attract new supporters, diversify and rationalise our income streams, and create a more effective operating model.
- Creating a new people strategy and framework.
- Continue plans to ensure that we match our animal welfare services to areas of highest need, including a strategic plan for supporting and strengthening our branches.

We are currently developing our Corporate Plan for 2020 and will shortly be opening a conversation with our stakeholders over our future strategy.

Roles and requirements for Trustees at the RSPCA

Trustee role description

Overall purpose:

The RSPCA's Board 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:

1. 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.
2. To provide clear strategic direction and set overall policy, ensuring that appropriate targets are agreed and achieved.
3. To be collectively responsible for the effective and efficient administration of the charity and the achievement of its objects.
4. To be collectively responsible for the protection of the charity's reputation.
5. To attend meetings of the Board of Trustees, having previously studied relevant papers and to debate and collectively determine outcomes, advised by senior executives.
6. To at all times adhere to the Trustee Code of Conduct.

Responsible to:

The RSPCA's beneficiaries, its donors and other supporters, the RSPCA membership and the regulatory bodies.

Trustee person specification

As a member of the Board you will be responsible for the RSPCA's financial sustainability and the strategic oversight of all aspects of the RSPCA's activities including development of its future direction and strategic priorities. You will work with the CEO to shape the RSPCA's future effectiveness in delivering its charitable objects and animal welfare objectives, its culture, organisational structure, leadership and professional capability.

The RSPCA is a large and complex charity, delivering prevention of cruelty (to all species) and providing enforcement of animal welfare legislation: via its uniformed Inspectorate and its supporting network of independent RSPCA branches; via a wide range of animal welfare services; and via its animal welfare specialists and scientists.

The RSPCA has an important history that makes it a world leader in animal welfare. You will be personally resilient with proven leadership capability and the ability to analyse and respond to complex technical and moral issues. You will be articulate with the ability to create simplicity from complexity, to be decisive, to think creatively and offer clear opinions and advice. You will bring a range of diverse skills and experiences to the Board and you will be an influencer within and outside the RSPCA with the ability to understand organisational finances, governance and the ultimate vision for the future of animal welfare on a global level.

You will develop close professional relationships, becoming a trusted confidante on all strategic matters. You will be proactive in offering expertise and guidance and unafraid to offer your opinions and appropriately challenge behaviours giving reason for concern. You will be an effective and empathetic communicator, who speaks plainly and delivers on commitments. You will be emotionally intelligent and capable of building lasting relationships with diverse and demanding personalities and viewpoints. The ability to build relationships and to collaborate will be key to creating shared purpose and a strong vision for the future of animal welfare globally.

You will be committed to good practice and will remain highly competent, knowledgeable and relevant by continuing to develop personally and professionally by maintaining professional networks, participating in professional organisations and continuing personal development.

You will have a strong sense of personal values and ethics and a track record of demonstrating and leading on values-driven behaviours and culture. You will have experience of stakeholder engagement and a track record of positively influencing others.

You will be able to demonstrate a successful track record in one or more of the following areas:

Key skills and experience:

- Practical voluntary or professional frontline animal welfare expertise (for example running a successful RSPCA branch).
- Running a charity, commercial business or private enterprise, public sector service, or senior management experience including significant experience of recruitment, financial skills, qualifications and experience, for example in senior financial management or responsible voluntary roles, demonstrating business acumen and appreciation of risk.
- Driving organisational change.
- Negotiation skills, building and sustaining relationships and developing and maintaining successful collaborations and partnerships.

You may also be able to demonstrate skills and experience in the following desirable areas:

- Income generation and strategic fundraising.
- Legal qualifications (especially charity law).
- Animal welfare science and animal welfare ethics or veterinary medicine.
- Public policy, education, advocacy and campaigning.
- Strategic communications and marketing.

- Risk management and/or operating within a regulatory framework.
- Digital communications and innovation.
- Estate and asset management.

Personal attributes

First and foremost you must be committed to the vision, mission and values of the RSPCA, and creating a sustainably successful future for the organisation. You will be able to demonstrate your personal passion for animal welfare, providing compelling leadership to the RSPCA and all its stakeholders.

The personal attributes that individuals bring to the Board are as important as their ideas and experience. These qualities enable Board members to use their skills and knowledge to function well as part of a team and make an active contribution to effective governance. All those elected (or otherwise appointed) to the Board should fulfil their duties in line with the seven principles of public life (the Nolan principles) and act in a way that exemplifies and reinforces the Society's culture and values.

They should also be mindful of equality legislation, recognising and supporting diversity and inclusion. They should understand the impact that effective governance has on improving the outcomes that the Society can achieve for animal welfare and public benefit, abiding at all times by the RSPCA Trustee Code of Conduct.

In addition, Board members should be:

- **Committed** – devoting the required time and energy to the role and ambitious to achieve the best possible outcomes for animals and the public benefit. Prepared to give time, skills and knowledge to develop themselves and others in order to create highly-effective governance.
- **Confident** – exercising an independent mind, able to lead and contribute to courageous conversations, to express their opinion and to play an active role on the Board.
- **Challenging** – providing appropriate challenge to the status quo, not taking information or data at face value and always driving for improvement.
- **Collaborative** – prepared to listen to and work in partnership with others and understanding the importance of building strong working relationships within the Board and with the executive leadership, staff, branches, volunteers and local communities.
- **Critical** – understanding the value of critical friendship which enables both challenge and support, and self-reflective, pursuing learning and development opportunities to improve their own and whole Board effectiveness.
- **Curious** – possessing an enquiring mind and an analytical approach and understanding the value of meaningful questioning.

- **Dynamic** – able to challenge conventional wisdom and be open-minded about new approaches to problem-solving; recognising the value of innovation and creative thinking to organisational development and success.
- **Thoughtful** – in both senses: treating others with respect and compassion; considering information carefully and being able to juggle multiple competing factors in order to reach a decision.

Eligibility criteria under RSPCA rules

You need to have at least three years prior membership of the Society.

You will not be eligible for election if you have:

- been employed by the Society/an RSPCA branch in the last three years
- received any payment in the last three years (apart from reimbursed expenses) as a voluntary worker for work on behalf of a branch
- previously served nine continuous years on Council without a three-year break
- previously served as an Honorary Officer of the Council without a three-year break from Council.

Under the current rules, you will also need a proposer, a seconder and 10 supporters to endorse your nomination and their details will need to be provided on your nomination form. All 12 supporters must be current members of the Society who joined no later than 14 May 2019.

If you have difficulty making contact with members to support your nomination, then please contact Tracy Reed for assistance.

If you currently serve as a branch committee member of an RSPCA branch, you would need to resign from the branch committee if elected to the Society's Board of Trustees.



Election timetable

Nomination forms in the prescribed style to be obtainable from the returning officer from:
FRIDAY, 5 JULY 2019.

Completed nomination forms must be returned to the independent scrutineer no later than 3pm on: **WEDNESDAY, 14 AUGUST 2019.**

Voting papers will be sent to all members of the Society entitled to vote on: **WEDNESDAY, 25 SEPTEMBER 2019.**

Voting papers to be returned to the independent scrutineer not later than 3pm on: **TUESDAY, 22 OCTOBER 2019.**

Announcement of names of successful candidates on the Society's website not later than:
FRIDAY, 25 OCTOBER 2019.

Finally, if you are thinking of standing as a candidate in the election and would like to speak with us informally about your nomination, please email us with your contact details at elections@rspca.org.uk and we will contact you.