



RECRUITMENT PACK

TRUSTEES



WELCOME

Thank you for your interest in joining World Vision UK's Board.

Founded on a prayer 70 years ago, World Vision helps all children, regardless of religion, race, ethnicity or gender in some of the world's most dangerous places. Inspired by our Christian faith, we work alongside children and families so that they can overcome poverty and experience the fullness of life.

The need for our work at this time is greater than ever. The Covid pandemic has exposed the global inequalities that the most vulnerable children and their families experience. This is why our focus will and must remain on the greatest threats to children. Together, Covid, conflict, and climate change threaten global security and ability to build community resilience. They are dramatically impacting childhoods and girls' and boys' dreams for the future. Yet our unwavering promise, motivated by our Christian faith, to reach the most vulnerable remains exactly the same.

This is an exciting and important time for World Vision UK and a significant time of transformation. We know that too few people know about us, and that the public are often confused about why they should particularly support World Vision. Our biggest challenge over the past decade has been attracting new supporters at sustainable costs. We seek to transform audience perceptions of World Vision as an organisation that delivers hope and a future for all children and have moved from a transactional "product-led" approach, to becoming far more cause- and values-led.

We are now seeking two values-driven leaders in their field with deep experience in income generation and/or brand and communications/digital marketing to bring their expertise and guidance to help strengthen the Board. All trustees will be creative and strategic individuals who can bring their whole selves to the Board and enable us to deliver our strategic vision.

We're looking for a trustee with senior level brand and communications experience to provide high-level strategic insight into our brand narrative and integrated communications strategy. Ideally with experience from the charity sector you will have gained senior level public campaigning experience, and have led high performing brand or communications functions. You will bring an eye for sector trends and a strong and ready network of communications and brand leaders that could be engaged to provide support to the executive team.

We are also looking for a trustee with income generation experience. We are operating in a highly competitive and sophisticated fundraising market and are one year into a new diversification strategy which is showing promise but is coming up against some serious external headwinds. You will bring a broad mix of fundraising channel experiences, a diverse professional network, and will be confident with digital fundraising to help support the income generation team to achieve their goals.

World Vision has six core values that guide and determine our actions, and you will practise these along with a strong commitment to the goals and mission of World Vision. In particular, you will be a committed Christian.

We are actively committed to increasing the diversity of the Board and welcome applications from all sectors and backgrounds. If, having considered this brief, you believe you can support us to transform the lives of the world's most vulnerable children in our lifetime, giving them hope and the future they deserve, we would love to hear from you.

Douglas Millican

Chair

ABOUT US

WORLD VISION UK

World Vision UK was **established in 1982** with the objective of mobilising the financial, practical and prayerful resources of individuals, churches, institutions and government in support of our global mission. Since then, we have grown significantly:

- 195 employees in the 2021/22 financial year
- £69.8m income in the 2021/22 financial year
- 67,860 regular giving supporters

Within the UK, as well as raising income and working with our National Offices and the communities they are working with, to design, implement and monitor programmes, we raise awareness of the issues facing children, and give them a platform to speak out on the issues they care about. We offer the public unique opportunities to engage with global issues at a local level, and to help create change through giving, campaigning and praying. And we connect with government to influence the policy changes that will improve life for the children we serve.

OUR STRATEGY

Our calling is to stand with the world's most vulnerable children, shining God's light into the world's hardest places. By inspiring people in the UK to join us – in giving, in prayer and in campaigning for change – we seek to enable children to experience life in all its fullness, now and in the future.

Our mission has never seemed so urgent. The Covid pandemic has had a double impact: affecting children's wellbeing and interrupting our own operations despite impressive efforts to adapt. Ongoing conflict and the mounting impacts of climate change add layers of adversity, exacerbating the growing hunger crisis and hitting the most vulnerable hard.

Today, Covid, climate change and conflict are the biggest causes of child vulnerability. The Covid pandemic has disrupted children's lives all around the world in multiple ways, climate change is perhaps the biggest risk, with nearly half of the world's children living in countries that are at an 'extremely high-risk' from its impact. Conflict and climate change are both key drivers of children being displaced from their homes and all that they know. Sadly, today, half of the world's refugees are now children.

Combined, these three factors are leading to children facing increased hunger and malnutrition, more displacement, declining safety, increasing use of harmful coping mechanisms (such as child marriage and child labour) and falling levels of health and education. Additionally, parents and carers of children are less able to earn a living to provide for their children.

Our response to the scale and urgency of these challenges has been to adopt an ambitious growth strategy to enhance our capability to respond – Project Bubka.

THE BUBKA AMBITION

World Vision UK has committed to a multi-year programme of transformation. It's a radical, holistic, transformation programme comprising interdependent plans with the goal of generating substantial income growth with a focus on more flexible funding and impact.

We will deliver this by achieving the following:

- Returning our supporter numbers to a path of growth. By growing our supporter numbers, we strengthen our ability to generate funds and support for the activities, programmes and ministry we provide.
- Building and growing sustainable and diversified institutional funding, deepening our relationships with public sector institutions while exploring new income streams, such as commercial contracts.
- Innovating and partnering for greater impact and income, including by establishing a new Strategic Partnerships directorate. We want more children to live life in all its fullness and we therefore want to grow our partnerships with others who can make change and fund activities to help transform their lives.
- Significant proportional reduction in costs with new ways of doing business.

We will deliver this through these activities:

- A digital transformation plan – that will include substantial process re-engineering and deliver continual rapid and cost-effective operational gains to improve our agility and effectiveness.
- A people plan that will ensure we have the capacity, capability and culture to deliver our transformation.

Our radical transformation will take time and money – so it is underpinned with a financial plan that will enable us to make the necessary strategic investments. We're excited about our plans, and we're encouraged with progress so far.

OUR CURRENT BOARD

DOUGLAS MILLICAN (CHAIR)

Douglas was appointed Chair of the World Vision UK Board in March 2022. He joined the Board in March 2017 and was Vice Chair from March 2019. Douglas is a member of the Finance, Audit and Risk Committee, and the Board Development Committee.

Douglas is the Chief Executive of Scottish Water, a position he has held since 2012, having previously been Finance and Regulation Director for over ten years. Douglas has been a member of St Paul's & St George's Church, Edinburgh for over 30 years and is a former Chair of the church Vestry.

FOLA KOMOLAFE MBE DL (VICE CHAIR)

Fola joined the Board of World Vision UK in March 2019 and was appointed Vice Chair in March 2022. She is also Chair of the Board Development Committee.

Fola directs two companies following her retirement from Mazars, where she was a UK Partner and Global Lead for International Development. She provided leadership with international donor agencies who required consultancy, audit and assurance support. Prior to this Fola was Managing Director of Indisys Business Solutions, directing award-winning development projects in 14 countries located in Africa and South Asia for the Open University. She was appointed a Deputy Lieutenant for Buckinghamshire in 2015 and in June 2016 she was awarded an MBE for services to business and community.

JUDE ADDO

Jude joined the Board of World Vision UK in September 2021.

Jude is the Managing Principal of JA Group & Co, an investment and advisory firm in London, having previously served in senior coverage roles at J.P. Morgan and Standard Chartered. He's also a venture capitalist with Cornerstone Partners, an angel syndicate he co-founded to back unrepresented founders. Jude's board experience spans finance, insurance, fintech, and charitable organisations.

SERENA BROWN

Serena joined the Board of World Vision UK in March 2016 and is a member of the Finance, Audit and Risk Committee.

Serena is an experienced ESG leader and joined ERM, a sustainability consultancy, in 2023 as a Consulting Partner and before that was Head of Global Corporate Citizenship at KPMG leading the firm's commitment to communities, the environment and human rights. A Fellow of the Institute of Chartered Accountants, Serena has led audit and advisory engagements for listed financial services companies in the UK, Australia, Hong Kong and Laos and held leadership roles in the not-for-profit sector as Chief Executive of Trade Aid in Tanzania and Country Director for Tearfund in South Sudan and Kenya.

SIMON BURNE

Simon joined the Board of World Vision UK in March 2016 and is a member of the Finance, Audit and Risk Committee.

Simon is a retired fundraising and marketing specialist. Recent roles included Fundraising Director at Kidney Research UK and a Sue Ryder Hospice and consultancy work with MHA. Prior to that Simon was Director of Fundraising at The Children's Society, NCH and Acorns Children's Hospice. He's also been a Senior Consultant with THINK Consulting Solutions and involved in voluntary sector management and marketing for over 26 years.

ANDREW DARFOOR

Andrew joined the Board of World Vision UK in 2021 and was appointed Chair of the Finance, Audit and Risk Committee in March 2022.

Andrew currently serves as a board director of Cranfield School of Management (UK), Independent Non-Executive Director at Navigators Underwriting Agency Limited (a subsidiary of the Hartford Insurance Group) and Senior Advisor at Helios Investment Partners LLP.

Andrew was previously Group CEO for Alexander Forbes Group; Chairman of Lane, Clark and Peacock (LCP) specialising in UK pensions, investment and insurance consultancy; CEO, Sun Life Financial International and CEO, Old Mutual Bermuda. He is a graduate of Harvard Business School with a Master of Business Administration degree from Cranfield School of Management.

MARCUS FROST

Marcus joined World Vision International in February 2017 following a career in marketing and communications, working for global brands such as Ford Motor Company, Cable and Wireless, Motorola, Google and Lenovo. Marcus joined World Vision International's Executive Team in 2019 and is now World Vision International's Chief Marketing and Communications Officer. He has responsibility for fundraising, global product innovation, global brand, content-driven storytelling and public engagement.

Marcus joined the Board of World Vision UK in June 2018 and is a member of the Board Development Committee and is also a member of World Vision Singapore's Advisory Council.

MARCUS MANUEL

Marcus joined the Board of World Vision UK in March 2018 and is a member of the Finance, Audit and Risk Committee.

Marcus has worked in international development for 25 years, most recently as a Senior Research Associate at the Overseas Development Institute (ODI), a leading independent think tank on international development and humanitarian issues.

DAVID RICHARDS

David has been Rector of St Paul's and St George's (known as Ps and Gs) Scottish Episcopal Church in Edinburgh since 2000, having joined the Church as Associate Rector in 1996. He is a member of the UK Council for the Evangelical Alliance, the Scottish Executive for the Evangelical Alliance and Chair of Alpha Scotland. In 2019, David's church was the pilot for the launch of World Vision UK's Chosen child sponsorship experience, as over 200 children in northern Uganda chose Ps and Gs' members to be their sponsors.

David joined the Board of World Vision in September 2015. Alongside his usual Trustee duties, David is responsible for helping the organisation network through the Christian community, expressing our Christian identity in word and action and living out our faith with boldness and humility.

CATHERINE TAYLOR

Catherine joined the Board of World Vision UK in October 2020 and is a member of the Board Development Committee. Catherine was Chief Commercial and Legal Officer for Jack Nadel International Limited until 2022 following a career in local government in London as a solicitor for over 20 years. Catherine is passionate about seeing transformation in people's lives. She supports a ministry in Kenya and has served on the board of Directors for CAPE, a mental health charity in West London, since 2008.

MARK PARSONS

Mark Parsons leads on enterprise partnerships for the Commercial Banking Division of NatWest. In this role, Mark manages external corporate relationships that support NatWest's enterprise and climate goals. Previous roles in the bank include Head of Customer Experience in NatWest Business Banking where Mark had a responsibility to improve customer satisfaction for NatWest's one million small business customers. Prior to this, Mark was Head of Community Finance and Social Enterprise where he led the Bank's community finance strategy and oversaw the Bank's social lending charity, NatWest Social & Community Capital.

Mark began his career in politics as an international development policy specialist before moving on to public affairs roles at RBS and the London Stock Exchange. Mark currently serves on the Business in the Community (BITC) Small Business Taskforce, ensuring local businesses across the UK have access to knowledge and support they need to be more successful. Outside of the workplace, Mark is passionate about community involvement and volunteers as a youth leader and a home group leader. He is a member of his local Baptist Church in Bromley where he lives with his wife Yasmin and their five children.

Mark served on the Board from February 2012 to March 2021 and re-joined the Board in March 2022 for a fourth term of service and is a member of the Finance, Audit and Risk Committee and Board Development Committee.



DESCRIPTION OF THE ROLE

Job title: Trustee

Reports to: Chair of the Board of Trustees

PURPOSE OF THE BOARD

The governing body of World Vision UK is the Board of Trustees. The Board is responsible for the strategic direction of World Vision UK and meets together with the Executive Team to review progress and to ensure that the organisation is on track to meet its objectives.

World Vision UK is a registered charity (registered in England and Wales) and is constituted as a company limited by guarantee (registered in England). As a company, it is required to have legal "members" who guarantee World Vision UK's liabilities (limited to £1 per member) and "company directors" who have responsibility for day-to-day management of the company. World Vision UK Trustees (or "Board members") are both WVUK members and directors under company law and charity trustees under charity law. Therefore, Board members are required to confirm they accept appointment as a charity trustee and as a company director and member on joining the Board.

As a member of the global World Vision Partnership, World Vision UK and the World Vision UK Board are subject to Partnership policy and standards, including a requirement to aim for equal gender representation on the Board (with a minimum requirement that neither gender should be less than one-third of Board membership).

ROLE DESCRIPTION

Board members are expected to perform a number of duties as part of their service to the organisation. The list below sets out the main accountabilities, although it should not be treated as exhaustive, as situations may arise in which Board members are called upon to perform additional tasks.

- To fulfil the statutory duties of trustees as set out by the Charity Commission.
- To approve strategy and policy and monitor performance.
- To appoint and oversee the Chief Executive Officer (CEO).
- To attend and contribute responsibly to Board meetings and appropriate Board Committee meetings .
- To be available, without charge, to provide advice, support and appropriate challenge to the CEO and management in both meetings and informal contexts.
- To seek to maintain good relations with all staff.
- To pray for the work and people of World Vision UK and the World Vision Partnership.
- To take appropriate opportunities for advocacy and representation of World Vision UK in accordance with the Trustees' Public Representation and Media Policy.
- To seek to maintain interest in and to be informed about the activities of World Vision UK and the work of the World Vision Partnership, irrespective of a Board member's particular area of expertise.
- To serve and influence the World Vision Partnership, as opportunities arise.

PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

We are looking for two trustees who bring significant expertise in either, or several, of the following: brand and communications; individual fundraising; legacy fundraising; institutional fundraising.

- A LEADER WITH BRAND AND COMMUNICATIONS EXPERTISE to provide a strategic view of how World Vision integrates its external engagement channels to ensure they're connecting meaningfully with agreed target audiences.
- AN EXPERIENCED FUNDRAISER with a background in marketing, and a solid track record in managing and growing large individual giving portfolios, to encourage and advise the work of our income generation team.

SKILLS AND ABILITIES

- Inspirational leader with the ability to build a compelling vision and align others behind it.
- Strategic in outlook with the ability to contribute towards the creation of our future strategy and business plans and assess competing objectives.
- An excellent communicator, who is able to be an ambassador for the aims of the work of the Board and the overall World Vision UK strategy and vision.
- Outstanding team-working, collaborative, interpersonal and relationship-building skills.
- Curious with a readiness to probe, challenge and enquire.
- The ability to uphold good governance by observing the duties and legal and regulatory governance standards expected of Trustees, and by setting and delivering charitable goals.

PERSONAL STYLE AND ATTRIBUTES

- Active Christian Faith.
- Strong commitment to the goals and mission of World Vision.
- Highly self-aware and understands personal impact; role models the right behaviours.
- World Vision UK's Board is seeking two female candidates to improve the gender balance of the Board.



TERMS OF APPOINTMENT

Board members are asked for a time commitment of circa. 15 days per year and to prioritise World Vision UK over other trustee roles. Principal commitments are:

- attendance at Board meetings (four full-day meetings a year),
- a day of spiritual retreat with the Strategic Leadership Team (preceding a full day Board meeting with an overnight stay),
- a half day spent meeting staff from across the organisation,
- the World Vision Partnership annual Day of Prayer
- reading for each meeting (around 0.5 days),
- and travel time.

In addition, Board members may be invited to join a Board Committee (each meeting for around three hours by video conference, four times per year, two/three weeks before each Board meeting).

- Board members will have a heart for the poor and enthusiasm to serve World Vision UK in this capacity.
- Board members will have a personal commitment to Christ, practice a personal devotional life of prayer and reflection on scripture, and actively participate in a worshipping community.
- Board members will be committed to seeking to work effectively and harmoniously with other Board members, the Strategic Leadership Team and other staff.
- Board members will take responsibility for their personal development needs in their role on the Board and will participate in personal appraisal.
- The Board endeavours to ensure that it has Board members with expertise relevant to the major activities of World Vision UK and that there is diversity in respect of gender, ethnic and denominational backgrounds.

On appointment, and annually thereafter, each Board member will affirm in writing his or her agreement to uphold the World Vision Partnership's Core Documents (i.e. the Mission Statement, Vision Statement, Core Values, Covenant of Partnership, and Statement of Faith and World Vision UK's Code of Conduct).

- Board members can serve for up to nine years, comprising two terms of three years each, and a third term of one, two or three years, depending on the needs of the Board at that time. (A fourth term of three years is possible after a 12 months' break).
- To inspire and inform Board members, a programme visit (generally taking around one week including travel) to World Vision's work overseas is encouraged in the second or third year of service.
- Board membership is not a remunerated position. However, expenses necessarily incurred in performing Board duties (e.g. travel, childcare, accommodation) will be borne by World Vision UK as explained in the Board Expenses Policy.
- Board meetings are held in either Milton Keynes or London. Committee meetings are generally held online.



FUTURE BOARD MEETING DATES:

World Vision UK Board and Committee Meeting Dates		
2022/2023 (FY23)	2023/2024 (FY24)	2024/2025 (FY25)
3 October 2022 (Monday) Day of Prayer and Board dinner Milton Keynes	2 October 2023 (Monday) Day of Prayer and Board dinner Milton Keynes	1 October 2024 (Tuesday) Day of Prayer and Board dinner Milton Keynes
4 October 2022 (Tuesday) Board Meetings with staff Milton Keynes	3 October 2023 (Tuesday) Board Meetings with staff Milton Keynes	2 October 2024 (Wednesday) Board Meetings with staff Milton Keynes
4 November 2022 (Friday) 09.00 FARCom 11.30 FARCom+ 13.30 BDC Online	10 November 2023 (Friday) 09.00 FARCom 11.30 FARCom+ 13.30 BDC Online	8 November 2024 (Friday) 09.00 FARCom 11.30 FARCom+ 13.30 BDC Online
25 November 2022 (Friday) Q1 Board Meeting NCVO Offices, London	24 November 2023 (Friday) Q1 Board Meeting London (location TBA)	22 November 2024 (Friday) Q1 Board Meeting London (location TBA)
3 February 2023 (Friday) 09.00 FARCom 11.30 FARCom+ 13.30 BDC Online	2 February 2024 (Friday) 09.00 FARCom 11.30 FARCom+ 13.30 BDC Online	7 Feb 2025 (Friday) 09.00 FARCom 11.30 FARCom+ 13.30 BDC Online
24 February 2023 (Friday) Q2 Board Meeting Milton Keynes	23 February 2024 (Friday) Q2 Board Meeting Milton Keynes	28 February 2025 (Friday) Q2 Board Meeting Milton Keynes
5 May 2023 (Friday) 09.00 FARCom 11.30 FARCom+ 13.30 BDC Online	3 May 2024 (Friday) 09.00 FARCom 11.30 FARCom+ 13.30 BDC Online	2 May 2025 (Friday) 09.00 FARCom 11.30 FARCom+ 13.30 BDC Online
11 and 12 May 2023 (Thurs/Friday) Board Retreat and Q3 Board meeting Chicheley Hall, Milton Keynes	23 and 24 May 2024 (Thurs/Friday) Board Retreat and Q3 Board meeting Location to be advised	22 and 23 May 2025 (Thurs/Friday) Board Retreat and Q3 Board meeting Location to be advised
7 July 2023 (Friday) FARCom and FARCom+ 25 August (Friday) BDC Online	5 July 2024 (Friday) FARCom and FARCom+ 23 August 2024 (Friday) BDC Online	4 July 2025 (Friday) FARCom and FARCom+ 22 August 2025 (Friday) BDC Online
8 September 2023 (Friday) Q4 Board meeting London (location TBA)	13 September 2024 (Friday) Q4 Board meeting London (location TBA)	12 September 2025 (Friday) Q4 Board meeting London (location TBA)
18 September 2023 (Monday) FARCom online meeting 5pm – 7pm (approval of insurance portfolio)	23 September 2024 (Monday) FARCom online meeting 5pm – 7pm (approval of insurance portfolio)	22 September 2025 (Monday) FARCom online meeting 5pm – 7pm (approval of insurance portfolio)

HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact juliet.brown@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/world-vision-trustees/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 5th May 2023
Preliminary interviews:	tbc
Agreement of the final shortlist:	tbc
Final panel interview event:	tbc



World Vision UK
World Vision House, Opal Drive
Fox Milne, Milton Keynes, MK15 0ZR

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