

WORLD VISION UK  
**APPOINTMENT  
OF TRUSTEES**



## CONTEXT

World Vision UK is part of the World Vision Partnership, the world's largest international children's charity, working in close to 100 countries. Every day we bring real hope to millions of children in the world's hardest places as a sign of God's unconditional love.

World Vision UK is now seeking three new Trustees to join a strong Board and Senior Leadership Team in bringing prayerful wisdom, strategic guidance, and skilled service. We have a strong Christian faith identity and seek to live out our values in all aspects of our work.

Tim Pilkington was appointed as CEO in early 2015. Tim was formerly Vice President at Shell International before joining World Vision UK as Director of Finance & Risk in 2013. The Board and Leadership Team have a very positive working relationship and share huge ambitions to continue developing our excellence and expanding our impact for children around the world.

To ensure succession and enhance the equipping of the Board for the season ahead, World Vision UK are seeking the appointment of:

**A LEADER WITH DIGITAL EXPERTISE**, this Trustee will provide a strategic view of how World Vision's internal and external operations can thrive within a digital, audience-focused context. We are moving from a transactional modus operandi, "product led", to dynamic, "cause led" and adaptable digital relationships with our supporters who are offered and also shape a journey of deeper engagement with us. We seek to develop further into a more agile and integrated operation where digital and technology are central to our core strategy rather than isolated specialisms. We seek to improve how we intentionally market ourselves and launch impactful multi-channel justice campaigns. We also want to be quick to analyse data about how people find us and how they interact with the information and opportunities we offer. As a Board we also consider significant investment cases for transformative digital programs. To this end, we seek a leader whose senior level leadership of the digital transformation of various organisations lends itself to taking a high-level strategic governance role over World Vision UK's continued evolution.





**AN HR AND ORGANISATIONAL DEVELOPMENT LEADER**, this Trustee will give strategic governance oversight to the many operational HR and broader OD issues facing World Vision UK. We seek a leader who will share our determination to live out our Christian faith through professional excellence and a corporate aspiration to effectively deliver our mission. We were delighted to have climbed The Sunday Times list from 52nd to the 9th Best Not-for-Profit Organisation to work for last year, but still see many areas where we would like to continue to improve. We believe our people work best as they are invited into an ambitious and meaningful mission, with a values-led culture, a diverse workforce with the right people in the right roles, mature performance management, an impact oriented organisation, fair rewards and remuneration, and a promise to strategically equip and develop them as professionals. We seek the wisdom of an HR and OD professional who can speak into every dimension of how we fulfill our values, mission, and ambition to be one of the best places to work in the UK.

**A LEADER IN INTERNATIONAL DEVELOPMENT**, this Trustee will ensure we remain grounded as a Board in the realities of the huge challenges and opportunities of World Vision's long-term development programmes, response to emergencies, and advocacy. Our work makes a transformative difference for millions of people across the world and also for our supporters in the UK as they connect with our aims. Our increasing success in voluntary income fundraising and institutional funding relationships, call us to huge stewardship responsibilities as a Board, deciding how to maximise our engagement with the most vulnerable children and their communities in the world's hardest places. We seek a leader with authority, wisdom and discernment garnered from years of working for justice at grassroots, national, regional and international level.





Nine-month old Lalin, gets weighed at Krang Lova Health Centre, in Cambodia.

The World Vision UK Board is a professional and effective governing body, and also a highly relational group. Our governance involves a cross-disciplinary engagement across the breadth of World Vision UK's work, spanning emergency response, fundraising and operational response, influencing government policy, marketing a clear brand in a competitive UK charity landscape, running a highly effective organisation, working with a strong international network to see long-term sustainable change in the prospects of those living in the developing world, and reporting on our work overseas. We uphold the integrity of a very strong brand, known for high impact global delivery of child protection, child health and emergency response.

Trustees make a real difference to World Vision UK's work through bringing strategic clarity, professional expertise, and excellent governance. Board Members speak of the rewarding nature of this means of service. Likewise, World Vision UK's team recognise the offering of Board Members' time and work hard to maximize the stewardship of the Board's involvement.

Please do consider whether this opportunity might well exercise your experience, gifts and your commitment to help every child live free from fear.

For more information on our work, please see:

**OUR LATEST IMPACT REPORT:**  
[worldvision.org.uk/our-work/impact](http://worldvision.org.uk/our-work/impact)

**OUR 2016 ANNUAL REPORT:**  
[worldvision.org.uk/who-we-are/annual-report](http://worldvision.org.uk/who-we-are/annual-report)

## OUR VALUES

World Vision has six core values that guide and determine our actions, and each value is a challenge that we seek to live and work to every day.

### **We are Christian**

We follow the teachings of Jesus who calls us to love our neighbours, care for children and challenge injustice.

### **We are committed to the poor**

We are called to serve the neediest people of the earth, to relieve their suffering and to promote the transformation of their well-being.

### **We value people**

We believe that every person is created equal and entitled to freedom, justice, peace and opportunity. We celebrate the richness of diversity in human personality, culture and contribution.

### **We are stewards**

We take great care of the resources entrusted to us by others, whether this is money, time or trust, and we are open and transparent in our reporting.

### **We are partners**

We work together with all those who care, recognising that more is achieved through cooperation than competition.

### **We are responsive**

We respond to need whenever and wherever we can. We shall never rest while children suffer in situations that can be changed.



## RESPONSIBILITIES OF BOARD MEMBERS

World Vision UK (WVUK) is a limited liability company that is registered as a UK charity. "Board Members" are both the Directors under Company law and the Trustees under Charity law. Membership of the Charity (which is distinct from membership of the Board) only comprises the Trustees and in this capacity specific legal processes such as changing the charity's Articles of Association can be undertaken.

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 an exhaustive list, 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 to monitor performance.
- To appoint and oversee the Chief Executive Officer (CEO).
- To attend and contribute responsibly to Board Meetings and appropriate Board Committee Meetings<sup>1</sup>,
- 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 WVUK and the WV Partnership.
- To take appropriate opportunities for advocacy and representation of WVUK in accordance with the Trustees' Public Representation and Media Policy.
- To seek to maintain interest in and to be informed about the activities of WVUK and the work of the WV Partnership in the developing world, irrespective of a Board Member's particular area of expertise.
- To serve and influence the WV Partnership, as opportunities arise.

<sup>1</sup> Board Members should aim to attend every meeting. However there will inevitably be occasions on which their attendance is unavoidable. If a Member finds that over a period they are unable to attend at least two Board meetings a year, they should discuss this with the Board Chair as this is likely to impair their effectiveness as a Board Member.



## SPECIFICATIONS FOR BOARD MEMBERS

- Board Members are asked for a time commitment of circa 15 days per year and to prioritise WVUK over other trustee roles. Principal commitments are attendance at Board Meetings (four a year, of which one is a two day meeting including a spiritual retreat with the Senior Leadership Team, and one is half a day spent meeting staff from across the organisation), the organisation's annual Day of Prayer and membership of one or two Board Committees (each meeting for half a day two to four times per year) plus reading for each meeting (around ½ day) and travel time.
- Board Members will have a heart for the poor and enthusiasm to serve WVUK 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 Senior 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 WVUK 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 WV Partnership's Core Documents (i.e. the Mission Statement, Vision Statement, Core Values, Covenant of Partnership, and Statement of Faith (read in the context of the Partnership's statement on Guiding Beliefs) and WVUK's Code of Conduct.

## TERMS OF APPOINTMENT

- 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.
- To inspire and inform Board Members, a field trip (generally taking around 1 week including travel) to World Vision's work in the developing world should be undertaken, preferably in the second year of service, and an additional field visit and/or attendance at a WV Partnership Triennial Council meeting are encouraged in the remaining two terms 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 WVUK as explained in the Board Expenses Policy.
- Board and Committee meetings are held in either Milton Keynes or London.





## HOW TO APPLY

World Vision UK is working with Macaulay Search to conduct the appointment process.

Please discuss your interest in this appointment with Ewen McAlpine, [ewen.mcalpine@macaulaysearch.com](mailto:ewen.mcalpine@macaulaysearch.com). The application deadline for statements of interest is the 11th of October 2017.

Your application should comprise:

- a mandatory covering note of not more than two pages outlining your motivation and relevant experience for the role
- a full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held and relevant achievements.

Shortlisted candidates will receive further information about World Vision UK to add to their preparation for interview. Interview Discussions will take place in mid-October in London.

Thank you for your interest in the work of World Vision UK. Please do not hesitate to get in touch if you have any questions regarding this appointment process.

## OUR BOARD OF TRUSTEES:

As charity trustees, our non-executive directors receive no remuneration for their services, nor do they have any interest in the company's contracts. The Board, which meets quarterly, is ultimately responsible for strategic decisions, having regard to advice from the Chief Executive and senior management. Trustees normally serve for a maximum of nine years and are subject to re-election every three years.



### BOARD CHAIR – ANNA LASZLO

Anna Laszlo has extensive experience of international development from her previous career with the UK Government's Department for International Development. Roles with the Department included: Head of the joint FCO/DFID Sudan Unit; Principal Private Secretary to the Secretary of State for International Development and Head of Office in Mozambique. She now works as an independent coach and facilitator. Anna is a committed Christian. She has been a member of Christ Church, Cheltenham, for the last ten years, and currently serves on the Church Council.

Anna joined the Board of World Vision UK in May 2008 and was appointed Chair of the Board in March 2015. Anna is also a member of the Organisational Effectiveness and Remuneration Committee, Policy and Programmes Committee and Board Development Committee.



### VICE CHAIR – LINDA EMERY

Linda Emery is a senior HR leader with extensive experience in Talent Management, Recruitment and Diversity. She is currently Head of Student Recruitment at KPMG and recent roles have included Global Head of Talent Attraction, Diversity & Inclusion Director and Talent Director for BP and Unilever. She has also provided Human Resources consultancy to Save the Children.

Linda joined the Board of World Vision UK in February 2011 and was appointed Vice Chair of the Board in March 2015. Linda is also Chair of the Organisational Effectiveness and Remuneration Committee and a member of the Finance, Audit and Risk Committee.

Linda is an active member of St Mary's Church of England Horsham, where she sings in the choir and serves as Stewardship coordinator.



### SERENA BROWN

Serena Brown leads KPMG's Sustainable Development Goal work, within KPMG International's Global Corporate Citizenship strategy. Serena is a Fellow of the Institute of Chartered Accountants, previously leading audit and advisory engagements for listed financial services companies in the UK, Australia, Hong Kong and Laos. She has also held leadership roles in the not-for-profit sector as Chief Executive of Trade Aid operating in Tanzania and then Country Director for Tearfund based in South Sudan and Kenya.

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





### SIMON BURNE

Simon Burne is a fundraising and marketing specialist. Recent roles have included Fundraising Director at Kidney Research UK and a Sue Ryder Hospice and consultancy work with MHA. Simon's previous roles include Director of Fundraising and Marketing at The Children's Society, Senior Consultant with THINK Consulting Solutions, Director of Marketing and Fundraising at NCH and Director of Fundraising and Communications at Acorns Children's Hospice. In addition, Simon has been involved in voluntary sector management, strategy and marketing for 26 years at Intermediate Technology, Relate and The Children's Society.

Simon is qualified in Business Studies and Development Economics and has worked in the UK and extensively in Africa and Asia. He was Chair of the Institute of Fundraising from 2002 to 2005 and has written and talked extensively on marketing, PR and fundraising issues.

Simon is an active Christian, an elder and lay preacher in the United Reformed Church, a Street Pastor and a volunteer in a homeless shelter.

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



### JENNIFER COLLINS

Jennifer Collins has held a variety of leadership and management roles in the charitable and public health sectors and in development consultancy in Asia and Africa. Currently, Jennifer is working as a Consultant for a number of development organisations and companies.

Jennifer's previous roles include Executive Director of SERVE Afghanistan, Executive Director of the United Mission to Nepal (both international Christian development organisations), International Director at Tearfund UK and Director of Therapy Services at Royal Free Hospital, London. Jennifer also acts as Trustee for a number of organisations, including the International Nepal Fellowship.

Jennifer joined the Board of World Vision UK in February 2011 and is the chair of the Policy and Programmes Committee and a member of the Organisational Effectiveness and Remuneration Committee and Board Development Committee.



### MARIE-EVE COULOMB

Marie-Eve joined the Board of World Vision UK in November 2013 as World Vision International's President's representative. Before joining World Vision International in 2013 as Regional Leader for European Markets, Marie-Eve was Chief Executive of World Vision France (2005-2013). She was also responsible for leading the creation of World Vision France in 2003, as Marketing and Donor Relations Manager.

Marie-Eve has worked in various marketing and communication leadership roles – for both non-profit and for-profit organisations – where she been responsible for growth strategies across a number of European markets as well as developing multicultural projects in Africa, Asia and Latin America.





### RICHARD IZARD

Richard Izard is Chief Executive of Organic leadership, a niche leadership development and executive coaching consultancy, and he has a passion for individual, team and organisational transformation.

Previously Richard has been Managing Director of a retail business and held board positions in sales, marketing, commercial and finance. His commercial experience spans sectors including banking, retail, music, film, fast moving consumer goods (FMCG) and engineering, and he is also a qualified accountant.

Richard joined the Board of World Vision UK in May 2011 and is . Chair of the Board Development Committee and a member of the Public Engagement Committee.



### DOUGLAS MILLICAN

Douglas is the Chief Executive of Scottish Water, a position he has held since 2013, 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.

Douglas joined the Board of World Vision UK in March 2017. He is Chair of the Finance, Audit and Risk Committee and a member of the Organisational Effectiveness and Remuneration Committee.



### MARK PARSONS

Mark Parsons is Head of Regional Engagement, SME Banking at Natwest and the Royal Bank of Scotland Group (RBS). He has held a number of public affairs roles including Head of Corporate Banking Public Affairs at RBS and Public Affairs Policy Advisor at the London Stock Exchange Plc. Prior to this, Mark was a Parliamentary Adviser to William Hague MP and Head of the Political Section at Conservative Central Office.

He has a background in International development policy having been an adviser to the Shadow Secretary of State for International Development between 1999-2001.

Mark joined the Board of World Vision UK in February 2012 and is a member of the Finance Audit and Risk Committee and Board Development Committee.





### DAVID RICHARDS

David has been Rector of St Paul's and St George's Scottish Episcopal Church in Edinburgh since 2000, having joined the Church as Associate Rector in 1996. He was made an Honorary Canon in 2014. Before moving to Edinburgh, David worked as a curate in Solihull in Birmingham.

David was on the Board of the London Institute for Contemporary Christianity for seven years and is currently a member of the UK Council for the Evangelical Alliance, the Scottish Executive for the Evangelical Alliance and Chair of Alpha Scotland.

David has many years' experience of supporting World Vision, including two visits to our work in Kenya with people affected by HIV and Aids and, following these trips, he and his church created a DVD to help UK churches explore issues of justice, poverty and HIV.

David joined the Board of World Vision in September 2015 and is a member of the Public Engagement Committee. Alongside his usual Trustee duties, David has additional responsibilities to help the organisation network through the Christian community; express its Christian identity in word and action and encourage prayer, spiritual discernment, thinking and behaviour by the Board.



### ANDY REED

Andy Reed OBE is the Director of Sajelmpact Limited, a Christian writer, commentator and speaker, a Council member of the Evangelical Alliance and a former MP for Loughborough. Andy helped develop and now directs the International Sports Management MBA at Loughborough University and is Professor of Sport Policy and Development at Liverpool John Moores University.

Andy has a special interest in sports and health policy, international development and wellbeing issues and holds a wide range of interests and board positions in each area.

Andy joined the Board of World Vision UK in February 2012 and is a member of the Policy and Programmes Committee and Public Engagement Committee.



### JULIAN THOMAS

Julian Thomas is a director of Oxford Strategic Marketing, a consultancy specialising in marketing strategy and capability development for global multinationals and social marketing in the public sector.

He has worked as a consultant across a large number of industries, in particular healthcare and pharmaceuticals. Previously he worked in marketing for Procter & Gamble.

Julian joined the Board of World Vision UK in May 2011 and serves as Chair of the Public Engagement Committee. He is also a member of the Policy and Programmes Committee.

