



CREATING COMMUNITY,  
RESTORING LIFE AFTER VIOLENCE

## ROOM TO HEAL DIRECTOR RECRUITMENT PACK

<b>Contract:</b>	<b>Permanent</b>
<b>Salary:</b>	<b>£45,000 - 50,000 per annum</b>
<b>Hours:</b>	<b>Full-time, 37.5 hours per week (with option of 4 days on 30 hours) \</b>
<b>Location:</b>	<b>Hybrid working from home and office in London, N16 2-3 days/per week</b>
<b>Deadline:</b>	<b>6th March 2023 - midnight - 23:59 hours</b>
<b>Interviews</b>	<b>Weeks of 13th (first interviews) and 20th March (second interviews)</b>



At our weekly social at Culpeper garden

## Recruitment of new Director (with training and lead in support)

### Introduction to Room to Heal

Room to Heal is an established therapeutic community in London. We support refugees and people seeking asylum, many of whom are torture survivors, through an integrated programme of therapeutic and casework assistance, in the context of a community of survivors. Our approach recognises the political context of our community members' multiple and ongoing experiences of trauma and marginalisation including in their home country, on their journey to, and within, the UK. We offer long term and holistic support.

Our experience and academic research shows relational group therapy and community work is an effective way to address trauma. Our most recent anonymous annual members' survey showed that:

- 96% of respondents reported that their mental health had improved
- 100% of respondents' ability to cope with anxiety and depression had improved
- 84% of respondents were more able to manage flashbacks, sleeplessness and panic attacks
- 100% of respondents felt supported
- 100% of respondents felt listened to
- 92% of respondents felt less isolated and lonely
- 96% of respondents felt more able to access advice, information and support through our casework support on housing, education, benefits, etc.

Room to Heal's group resilience model is respectful of different cultural approaches to mental health and it challenges the patient-expert model, putting refugees at the heart of their healing journey.

We are a small team of committed and hard working individuals who work collaboratively in a supportive and friendly environment.



Some of team on an awayday in 2021

## We are looking for a new Director who:

- Understands the experiences of our members in order to sustain Room to Heal's therapeutic community and ensure the safety and appropriateness of all of our services
- Has awareness and interest in psychotherapy and group work
- Makes strategic decisions that centre the experience of refugees and people seeking asylum alongside maintaining the sustainability of the organisation
- Has the drive, care and vision to create new opportunities to support refugees and people seeking asylum and to learn and share experiences through external networks and partnerships in the UK and internationally
- Is able to speak with authenticity and challenge injustices knowing directly what the impact is due to own lived experience
- Can lead by consensus and collaboration and has a strong belief in the therapeutic benefits of community.

We strongly encourage applications from those with some lived experience of the issues that our community members are experiencing including:

- Experience of a hostile UK immigration system - this could be direct experience or that of a close family member - having insecure immigration status at some point or being a refugee - please note that you will need to have the right to work in the UK
- Experience of trauma and having had the opportunity to reflect and work through the impact of this - our community members have experienced sexual violence, war, torture, long and dangerous journeys to the UK, being trafficked across international borders and other exploitation and traumatic experiences
- Having personal experience of accessing therapeutic support
- Experience of racism living in the UK
- Experience of discrimination, injustice and persecution due to religion, race, nationality, political opinion, sexuality, gender, or other social group
- Experience of being brought up in another country and learning to live in the UK

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## What can Room to Heal offer?

A supportive environment to learn the role and an extended period of co-directing with the existing Director (the current Director will leave by end of 2023).

External training and support - an opportunity to be mentored externally.

Supportive team and external professional support from clinical supervisors and other professionals.

Being part of a supportive community of people from across the world.

Staff wellbeing focus, with monthly team sharing spaces, external clinical / non-clinical

supervision and regular line-management supervision sessions.

Opportunities to reflect on and apply your lived experience together with Room to Heal staff so as to benefit the Room to Heal community.

An organisation committed to anti-racist behaviours and that provides ongoing training on understanding the impact of race and intersectional identities in the context of our work, in externally facilitated quarterly staff development sessions during 2023.

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## How to apply

To apply for this role, please send the following to Elli via email with 'Director Application' in the title to [elli.free@roomtoheal.org](mailto:elli.free@roomtoheal.org):

1. **A current and detailed Curriculum Vitae (CV);**
2. **A statement of why you are interested in the role.** Please write about the qualities detailed in the person specification (see below) and explain how your experience, abilities, skills and motivations will enable you to meet these requirements. It is important that you write about how you meet the 'Essential' criteria detailed in the first part of the person specification in your statement. Please limit the statement to 2 pages. We recognise there is a lot in the person specification. Please don't be put off if you don't meet all of the person specifications, you don't need to be expert in all of this right from the start, there will be support and training offered as well as a long handover period.
3. **Complete our monitoring form in a separate attachment** (you do not have to do this and will not affect your application, however, it is useful for Room to Heal to collect this information).

We regret that late applications will not be considered, but do get in touch before the deadline if there are reasons why you can't meet this deadline.

You can find all the links and more about us by visiting our [website](#).

If you want to have an informal chat about this role, please email or call Elli (current Director) on Tuesday to Friday [elli.free@roomtoheal.org](mailto:elli.free@roomtoheal.org), telephone number **07515 461745**

We are proud to be a member of the Experts by Experience Employment Network ([www.ebeemployment.org.uk](http://www.ebeemployment.org.uk)), which aims to create a charitable sector that is led by people with lived experience of the asylum and immigration system. As part of this network, we challenge the one-size-fits-all approach in our employment practices, and respect personal circumstances and needs of people with lived experience. Please feel free to use information and resources at <https://www.ebeemployment.org.uk/ebe> which may help in preparing your job application.

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## Recruitment timetable and process

Closing date for applications **6th March 2023 at 23.59, midnight.**

### **There will be two rounds of interviews.**

The first round of interviews will be the week of 13th March. These interviews will be with Elli Free, current Director, Emeka Forbes, Trustee and one other staff member. We will send you the interview questions the day before the interview.

After this we will make a decision to shortlist further for a second round of interviews the week beginning 20th March - this will include a meeting with community members and a second interview with staff and trustees.

We will hold all these interviews in person, in London at our office at Mildmay Community Centre, Woodville Road, London, N16 8NA.

Travel expenses will be reimbursed.

Please let us know if you require any adjustments to the interview process for you to participate and we will do our best to accommodate these.

All applicants will receive a response from us to confirm whether or not they have been selected for an interview. We aim to give at least half a week's notice ahead of the interview date.

All applicants who attend an interview will be offered feedback. It is not possible for us to give individual feedback if you have not been selected for an interview.

Thank you very much for your interest in this role. We look forward to hearing from you.



## JOB DESCRIPTION

### The role

<b>Job Title:</b>	Director
<b>Responsible to:</b>	The Chair of the Board of Trustees
<b>Salary:</b>	£45,000 - 50,000 per annum (full time salary)
<b>Hours:</b>	7.5 hours per day (typically 9.30am – 5.30 pm with a half hour for lunch), 5 days a week, however, we will also consider 4 days per week, salary pro-rata'd.
<b>Reports to:</b>	Chair of Trustees
<b>Reports:</b>	following a period of induction, the Director role will have direct line management responsibility for the Community Manager, Fundraising Manager, Finance Manager and some volunteers and sessional workers
<b>Contract:</b>	Permanent, pending 6 month review
<b>Start-date:</b>	Spring 2023
<b>Pension and benefits:</b>	automatic enrolment pension scheme, 4% employer contributions and 4% employee contributions.
<b>Holidays:</b>	25 days plus bank holidays
<b>Probationary period:</b>	6 months

**Disclosure and Barring:** due to the nature of our work, you will be required to have an Enhanced check with the Disclosure and Barring Service (DBS) for which Room to Heal will cover the cost.

## **Purpose and summary of role**

To provide clear, coherent and effective strategic direction and leadership across all functions and activities.

To maintain overall sustainability and ensure that Room to Heal provides safe and effective support to refugees and people seeking asylum who are survivors of torture and serious human rights abuses.

To sustain and nurture the community-focused ethos at the heart of Room to Heal.

### **The overall role is:**

- To develop and implement strategic priorities, goals and objectives to achieve Room to Heal's (RtH) vision;
- To maintain an effective and safe community in London with delegated responsibilities to the Community Manager;
- To ensure the overall financial sustainability of the charity through development of the fundraising strategy and oversight of its implementation in close collaboration with the Finance Manager and Fundraising Manager;
- To work with the Chair and Board to ensure appropriate governance and legal compliance;
- To continue to raise the profile of RtH and its work, establishing relationships with a wide range of stakeholders including the media, public, private and voluntary partners.

The detailed job description is provided below.

### **Vision and Strategy**

- In collaboration with Trustees and staff, to lead the development and implementation of RtH's long-term strategic plans and objectives to ensure that RtH has a leading presence in the field and is able to generate sufficient funding for growth and sustainability;
- To ensure the centrality of the community ethos remains at the heart of our organisation, both in the way that we work as a team, in our work with our members and in our communications with external audiences;
- To identify any obstacles to achieving plans and objectives, and to develop methods of minimising any associated risks or loss;
- To explore the potential for strategic partnerships with other charities and organisations.

### **Human Resources, Staff Management and Leadership**

- To provide effective leadership across all areas of RtH's work;
- To provide line management for the Community Manager, Finance Manager and Fundraising Manager and all sessional contracts including Clinical and Non Clinical Supervisors, IT Manager, and professionals providing pro bono support;
- To lead RtH's recruitment, development and performance management processes, ensuring

that we attract and retain high quality staff and volunteers;

- To build on the established culture of community and collaboration such that RtH maintains its unique identity and ethos;
- To ensure that RtH provides appropriate entitlements to staff and volunteers and adheres to employment legislation (including our London Living Wage status);
- To ensure appropriate attention and support given to staff wellbeing including in ongoing supervision, monthly sharing spaces, staff development and at least annual wellbeing days;
- To foster a development culture where individuals can fulfill their potential, so that RtH operates as a high performing and engaged team;
- To help facilitate a culture of openness and authentic communication within the team;
- To ensure clear lines of accountability and responsibility across the team which foster and maintain effective working relationships for the organisation;
- To ensure that RtH is appropriately resourced.

### **Community involvement**

- To sustain and nurture the community-focused ethos at the heart of the organisation;
- To participate in the day-to-day life of the community, recognising the importance of building relationships with staff, volunteers and members alike (i.e. regularly attending both community and staff forums). There is an expectation that all staff get involved equally in community tasks such as washing up, helping with food prep etc.

### **Performance, programme development and service delivery**

- To ensure work is delivered to consistently high standards;
- To oversee the coordination of RtH's day to day work, with delegated activities given to the Community Manager, and attending weekly team meetings;
- To ensure that all services and activities are effectively monitored and evaluated on a regular basis; considering overall effectiveness, best use of resources, and contribution to meeting RtH's overall objectives, in addition monitoring specific funders' evaluation criteria and reporting on the impact of RtH's work to relevant stakeholders (community, team, board, external partners and funders);
- Using feedback and outcomes data from members to improve and develop RtH service offering, and improve outcomes for members;
- To ensure that there are effective financial controls in place, working closely with the Community Manager and Finance Manager;
- To ensure adherence to legal requirements and compliance to other relevant bodies including the Charity Commission and Companies House;
- To closely monitor performance and financial results in RtH, against plans and budgets;
- To keep abreast of developments in relevant fields and ensure that RtH continues to develop and deliver a programme of activities and services which recognises external trends;
- To be active in identifying new opportunities, ensuring that they are appropriately researched and cost-evaluated, and explore revenue options to realise them;
- Ensure we meet external standards that RtH are signed up to including, British Association for Counselling and Psychotherapists (BACP) standards for therapists, International Rehabilitation Council for Torture Victims (IRCT) standards for working with torture survivors, Fundraising Regulator standards etc.

### **Revenue Generation and Financial Management**



- To work closely with the Fundraising Manager and Finance Manager to ensure that RtH has an ambitious and effective fundraising strategy and that high quality bids are submitted, monitoring success on an on-going basis, and reporting any shortfalls promptly to the Trustees;
- To lead the diversification of RtH's funding streams in collaboration with the Fundraising Manager in order to increase financial resilience of RtH;
- To lead on funding bids for strategic new work and applications to the United Nations Voluntary Fund for the Victims of Torture (UNVFVT);
- To ensure that RtH meets its funders' requirements on monitoring, reviewing, and reporting of funds in collaboration with the Fundraising Manager and Finance Manager;
- To oversee the preparation of the annual budget, and in-year changes and review of this with the Finance Manager; for the agreement of the Board of Trustees;
- To oversee the maintenance of financial records and ensure regular management accounts are produced in order to monitor and control expenditure and cash flow, delegated to the Finance Manager;
- To ensure the annual accounts and annual report are prepared for the annual audit working closely with the Finance Manager and Fundraising Manager;
- To ensure financial procedures are up to date and fit for purpose and financial administration is carried out in line with procedures including weekly petty cash withdrawals, depositing cheques, expenditure on behalf of members, contra grants, payroll and approval of payments.

### **Safeguarding**

- To be the Designated Safeguarding Lead and the first point of contact for all staff and volunteers to go to for advice if they have a safeguarding concern. The Community Manager is delegated this role on days that they work and any high risk situations are reported to the Director;
- The Safeguarding Lead is responsible for ensuring that the safeguarding policies (adult and children) are followed and kept up to date and an audit is completed every 2 years. The Audit will include a review of how the policy is working and checking that everyone has read and understands the policy.

### **Health and Safety**

- Overall responsibility for ensuring the health and safety of RtH staff, volunteers, members and supporters and minimize the risks arising from what we do. This involves ensuring risk assessments are carried out for new pieces of work and existing risk assessments are adhered to, delegating where appropriate to the Community Manager and Health and Safety lead. In particular ensuring our services are Covid-secure and food is prepared using our Level 5 food and hygiene procedures.

### **Governance**

- To ensure that RtH complies in all its roles and activities with all relevant legislation, including that applicable to Charity Commission and to Companies House;
- To develop and implement equality and diversity and related policies;
- To report quarterly to the Trustees on RtH's activities and financial position, and to lead the

preparation of any additional reports, reviews, and position papers as required by the Trustees;

- To regularly refresh Rtl's risk register;
- To work with the Board to recruit Trustees as required;
- To liaise regularly with the Chair of RtH;
- To organise and attend evening meetings of the Board of Trustees once per quarter and quarterly finance sub committee meetings.

### **Growth of Partnerships**

- To build and foster a culture of collaboration with existing and new partners to increase the services we offer and the sustainability and effectiveness of our work.

### **Policy, Campaigns and Communications**

- Leading on the development of an external policy and communications strategy that is aligned to our fundraising strategy and working with the board of trustees to do this;
- To oversee all communications and outreach activities at RtH, identifying opportunities and ensuring a consistent voice;
- To raise the profile of RtH through networking, speaking at major events, providing opinions/thought pieces to the media, presence on social media etc;
- Managing external communications including writing and publishing social media copy, images etc;
- Engage in policy and campaigning initiatives that are aligned with our strategic policy aims - currently ending immigration detention, challenging the hostile environment and enabling people seeking asylum the right to work;
- To support RtH in challenging racism and other forms of prejudice and oppression.
- Ensuring RtH members are able to participate safely in policy, campaigns and external communications activities;
- Managing a part-time digital communications/fundraising role or delegated to Fundraising Manager;
- Overseeing the maintenance of the RtH website.

### **IT, GDPR and OFFICE MANAGEMENT**

- Oversee the management of the organisation's operating systems including IT, database, GDPR and office management.

## PERSON SPECIFICATION - DIRECTOR

<b>QUALITIES REQUIRED: ESSENTIAL</b>	
<b>Work experience</b>	
1	Proven planning and project management experience.
2	Experienced manager of people and resources.
3	Experience of managing programmes for people seeking asylum.
<b>Lived experience</b>	
4	Experience of a hostile UK immigration system - this could be direct experience or that of a close family member - and could include having insecure immigration status at some point or being a refugee. In addition, we are looking for someone who has had the opportunity to reflect and work through the impact of this to help benefit others who are having similar experiences.
<b>Abilities and skills</b>	
5	Knowledge and understanding of issues facing people seeking asylum and refugees.
6	Knowledge of mental health issues and therapeutic care – particularly in relation to refugees and torture.
7	Demonstrable understanding of trauma, psychotherapy and the delivery of psychotherapeutic services.
8	Demonstrable skills in financial management and good level of numeracy.
9	Strategic thinker with vision and the ability to translate ideas into practical actions.
10	Significant understanding of non governmental organisations (NGOs) and of key NGO policies and procedures such as safeguarding, health & safety, data protection, charity governance.
11	Excellent written and oral communication skills - with the ability to communicate with a wide range of people from all walks of life and social/economic backgrounds.

12	Understanding of the need for confidentiality and sensitivity when dealing with mental health issues of individuals.
13	Ability to lead and drive change, continuous improvement and raising of standards in an environment that is constantly evolving
14	Organised, systematic approach with good attention to detail and ability to work under pressure, delegate effectively and manage competing priorities
15	Able to work on own initiative and as part of a team.
<b>Motivation</b>	
16	A genuine enthusiasm for relational and community approaches to working with refugees and people seeking asylum.
17	Passionate about embedding anti-racist behaviours within the organisation and ensuring our community of people with intersectional identities are recognised and appropriately supported.
18	Drive to ensure equal opportunities.
<b>Personable attributes</b>	
19	Hard-working, reliable, self-motivated, with a can-do approach and willingness to get stuck in with practical tasks.
20	Courage and resilience.
21	Empathic, compassionate, warm and approachable.
22	Self-aware and reflective.
23	Recognition of the importance and value of open, reflective and inclusive communication in the work-place and ability to uphold these in different spaces and generally in our working culture.
<b>QUALITIES REQUIRED: DESIRABLE</b>	
<b>Work experience</b>	
1.	Experience of successfully leading a charitable or non governmental organisation (NGO) or in a management position
2.	A proven track record in strategic fundraising and the ability to generate diverse income streams
3.	A proven track record in organisational leadership with an emphasis on leading change and organisational growth

4.	Experience of working in a community focused context.
6.	Excellent relationship management and client facing skills and experience.
7.	Track record of setting up and managing effective systems in order to meet the needs of an NGO and ensuring the efficient and smooth running of operations.
8.	Experience of drawing up, interpreting and working with contracts & funding agreements, preferably in charity context.
<b>Lived experience</b>	
1.	Experience of trauma and had the opportunity to reflect and work through the impact of this - our community members have experience sexual violence, war, torture, long and dangerous journeys to the UK, being trafficked across international borders and other exploitation and traumatic experiences.
2.	Having personal experience of accessing therapeutic support
3.	Experience of racism living in the UK
4.	Experience of discrimination, injustice and persecution due to religion, race, nationality, political opinion, sexuality, gender, or other social group
5.	Experience of being brought up in a different country and learning to live in the UK
<b>Abilities and skills</b>	
1.	Ability to harness and support emerging groups forming and create new connections and collaborations
2.	A good understanding of managing quality assurance systems and processes to monitor and evaluate outcomes and impact of programmes
3.	Good working knowledge of IT systems, databases and high level of IT literacy including Microsoft office and Google suite

<b>Circumstances</b>
Enhanced DBS check
Right to work in the UK
Live within a reasonable travelling distance of the London office as there will be an expectation to work from the office approximately 2-3 days per week with the option to work from home the rest of the week.

**We look forward to hearing from you!**