



Director
Room to Heal

Candidate Pack
January 2018

From the Chair

Thank you for your interest in this key role.

Room to Heal is a small charity with an established model of work, a great team and the potential to impact the lives of increasing numbers of refugees and asylum seekers who have experienced torture and human rights abuses.

In 2017 we celebrated ten years of work. We are proud of what we have achieved - a proven model of community based therapeutic work which has been refined over the decade to reflect our understanding of our members' needs and which is increasingly recognised as effective in the sector.

In recent years, Mark Fish, the Founder and current Director, and Chloe Davies the Deputy Director have worked closely together to lead the organisation, as well as facilitating therapeutic work. However we have reached a crossroads in our development. Mark is moving increasingly into international work providing training and consultancy to human rights organisations working with torture survivors and Chloe will be focusing on fundraising, outreach and evaluation.

There is broad recognition across staff, volunteers and trustees that this offers an ideal opportunity to reconfigure the management and leadership of the organisation and employ a Managing Director who can provide strategic oversight of all aspects of the organisation.

At this juncture we are also exploring ways in which we can increase our impact by sharing our learning and the effective and unique model of community care we have developed over the last decade. The Director will play a key part in shaping this next phase of our work.

This transition period is clearly a crucial phase in Room to Heal's development. We are looking for someone who can work effectively with trustees, Mark, Chloe and the wider team to successfully manage this period of organisational change, and to bring fresh ideas and energy to the development of the organisation.

During 2018 Mark will be acting as Community Advisor for one day a week to support staff, members and the new Director, through the transition period. Chloe will also be available for additional support where appropriate, for example when Mark is away doing international work. The progressive shift in Mark and Chloe's work focus is intended to support the new Director in the early stages of their work by enabling them to move into their role without a loss of continuity for Room to Heal members and the staff and volunteer team.

The role requires a proven track record in team leadership, strong communication skills, cross cultural awareness, charity governance and day-to-day management skills. Understanding of the therapeutic aspects of Room to Heal's work would be an advantage but is not essential. The ability to move with ease from the strategic to the operational will be essential, as will skills in internal and external stakeholder management.

Room to Heal needs to be more externally focussed in the next stage of development; we are looking for someone who understands collaborative working and can help us build our relationships with partners in the interests of improving our work, using resources effectively and extending our impact.

If you are interested please do take a look at this pack, see our website at www.roomtoheal.org and take the opportunity to speak with us.

Thank you for your interest.

Penny Farrar
Trustee and Chairperson, Room to Heal

About Room to Heal

Room to Heal supports refugees and asylum seekers who have experienced torture and human rights abuses.

At the heart of our work lies the cultivation of a healing community through which our members re-establish trust, address the trauma they have experienced and come out of isolation.

Alongside therapeutic support, we offer practical casework assistance and a range of creative and social activities, enabling people to rebuild meaningful lives in exile

At Room to Heal, we offer support and refuge to people who have had to flee persecution, torture and indefinite detention. We help people rebuild their lives and integrate into society. In the longer term we give a voice to the voiceless, and work towards creating a world where Human Rights are respected and torture is a thing of the past.

"I was a dead soul in a living body, Room to Heal gave me back hope in life."

We assist and we advocate. We do this because we believe in a world where human rights are respected, where those who are persecuted for their beliefs are supported, and their plight publicised.

As a small, grass-roots charity we have grown organically over the past decade in response to the people we help. We offer long-term support, responsive to each individual's need, situation and aspiration – we stand by our beneficiaries as they rebuild their lives and integrate in a meaningful way.

Our community-based approach emphasises human connection. We offer people a place of belonging, helping them withstand the many challenges they face. Our community, based in Islington, is made up of people from 30 countries, of all ages and religions, united by a common belief in humanity and respect for human rights.

The model of assistance and advocacy that we have developed has been recognised by the United Nations who are inviting us to train others in the field. We are now exploring possibilities for replicating our work throughout the UK and overseas.

The impact of our work is also recognised by our funders. Comic Relief named us 'Charity Champions' and Lloyds Foundation praised our 'outstanding impact.'

Who do we work with?

We work with more than 100 members per year, from over 30 different countries, primarily from the Middle East, Africa, and Eastern Europe, without prejudice to their immigration status. Our membership also includes survivors of trafficking who have experienced prolonged abuse and often rape, as well as those subject to persecution for belonging to a 'particular social group.' This includes, for example, LGBTQI people who have been forced to flee their home countries after being attacked by state authorities and/or vigilante groups.

Our aims and objectives

1) To enable people to heal from their traumatic experiences through:

Reduced anxiety, depression and post-traumatic symptoms; Increased ability to articulate traumatic history; Development of trust and belonging; Increased sense of wellbeing, hope and meaning in life.

2) To assist people in dealing with material challenges through:

Increased knowledge of and ability to access legal, welfare, housing, health services; Increased confidence in navigating asylum process; Greater access to education, voluntary work and employment training.

3) To enable local communities, policy makers, service providers and the general public to respond more appropriately to the needs of refugees and asylum seekers:

Local communities, policy makers, mainstream service providers and the general public demonstrate greater understanding of the needs of survivors of torture and organised violence; Policy and practice are better suited to meeting the needs of survivors of torture and organised violence.

Our activities

Room to Heal's main activities centre around trauma-focused therapeutic groups, and practical casework support. We provide short-term, trauma-focused therapy for people prior to their entry into the therapeutic support groups. Our two weekly mixed-gender groups provide a mutually supportive and open space, and form an important component of our community approach. We also run intensive therapeutic retreats and a range of creative, social, physical and nature-based activities.

With the recognition that no therapeutic rehabilitation can be complete without resolving members' practical challenges, our casework team works with individuals to help them solve and tackle their own material difficulties. Our casework team works to secure our members high-quality legal representation, safe housing, and access to vital medical services and benefits.

Caseworkers work to ensure 100% of our members avoid repeat detention, a highly traumatic experience for people who have been tortured, as well as being able to survive on a day to day level and obtain their Leave to Remain.

Our Members' Community Forum continues to empower members to meaningfully influence the development of our work and organisation, and we are continuing to look at other ways to build user involvement e.g. by including members on interview panels and developing a 'speak out' programme encouraging our members to engage in advocacy and public awareness raising.

Our staff

Our staff team all work part-time, typically 2-3 days per week.

Mark Fish is Room to Heal's Founder and current Director. He is a Counsellor and Psychotherapist with postgraduate qualifications in refugee healthcare and an MSc Violence, Conflict and Development. He has 20 years' therapeutic experience in group therapy, mediation, clinical supervision and professional development. Mark worked as Country Representative for Quaker Peace and Social Witness in the conflict zone in Northern Uganda (2002-04) and subsequently as a volunteer group facilitator at The Medical Foundation (now called Freedom from Torture). He is currently Senior Counsellor and Psychotherapist at the Helen Bamber Foundation.

Chloe Davies currently works as Deputy Director and as a Psychotherapist at Room to Heal. She previously worked at legal charity Reprieve, coordinating rehabilitation projects for former prisoners from Guantanamo Bay and Death Row. She has an MSc in Violence, Conflict and Development from the School of Oriental and African Studies and holds a Masters in Integrative Psychotherapy from the Minster Centre.

Roro Ratih Ambarwati (Rae) is our Senior Community Support Worker, and has co-facilitated the support groups since 2009. Rae has qualifications in psychology and therapeutic group-work, and has worked at Room to Heal since its beginning.

Kirstin Hubert is a Psychotherapist at Room to Heal, currently co-facilitating a mixed group with Theresa Ryan-Enright. She is a psychodrama psychotherapist and has worked in private and public healthcare for 15 years, including within a therapeutic community.

Theresa Ryan-Enright is a Group Therapist at Room to Heal, co-facilitating a mixed group with Kirstin Hubert. She has a Masters in Clinical and Community Psychology and has worked with survivors of human rights abuse in Melbourne, Australia and in London with the Helen Bamber Foundation. Alongside her role at Room to Heal, she facilitates support groups and a mindfulness group in the NHS, and with the charity Mind.

Iman Nafi is our Casework Coordinator. She works with Suzie to address the practical problems faced by our members. She previously worked at the Council for At-Risk Academics and has a MA in Middle Eastern History from SOAS. She is also currently working as a Community Navigator at CDAT (Complex Depression, Anxiety and Trauma Service).

Suzie Grayburn is a caseworker and works alongside Iman to support the members with the practical issues that they face on a day-to-day basis. She has volunteered for a number of years with asylum seekers and refugees in a range of organisations including Student Action for Refugees and Islington Law Centre.

Anna Giulia Perego is our Clinical Administrator. She is responsible for processing referrals and the many administrative tasks which help to keep Room to Heal running smoothly. Anna has volunteered with several organisations that support and act in solidarity with asylum seekers and refugees, and has been involved with various initiatives promoting the rights of those being held in immigration detention.

Martha Orbach is our Community Gardening Coordinator. Her facilitation of our weekly gardening group at the Culpeper Community Garden provides a tranquil healing space for our members.

Imogen Butler is our Finance Officer. She has worked with a number of small businesses in organising and structuring their finances. She also has a degree in Swahili and Development Studies from the School of Oriental and African Studies and an AAT Level 2 Bookkeeping qualification.

Our volunteers

Alongside our staff, eight committed volunteers also help us deliver our services every week. We currently have two garden volunteers who assist us with the preparation of our Friday community meal at Culpeper Garden in Angel, two cooking volunteers who cook our Tuesday community lunch every week, and two general volunteers who assist us with communications, research and media. We have two other volunteers who help us with our IT and our database. All our volunteers have a wide range of skills, such as PR and communications, experience in law firms, technical support, art therapy, music and more.

Our board

We have an exceptional board of committed trustees, with relevant and diverse expertise, ranging from management to immigration law, to governance and international development.

Penny Farrar (Chair of Trustees and Director): Penny is a management consultant with a diverse background in community development. She is a former Board member of Foundation House in Australia and has been involved with Room to Heal since its inception in 2007. Penny brings expertise in governance, programme planning and management and stakeholder engagement to Room to Heal.

Sarah Hughes (Trustee and Director): Sarah is a linguist and anthropologist. She was Director of the International Rescue Committee UK 2005-2009, head of the Africa Division at Christian Aid from 2002-2005 and before that head of their Eastern and Central Africa team from 1998-2002. She is currently Director of the Notre Dame refugee centre.

Michelle Knorr (Trustee and Director): Michelle became a Trustee in November 2009 and is a practicing barrister at Doughty Street Chambers. Michelle's main legal practice areas are immigration, asylum and human rights law. Michelle brings a deep knowledge of asylum and refugee experiences together with knowledge of best practice in charity governance and experience of working with international development NGOs to her work as a Trustee.

Rhodri Jamieson-Ball (Trustee and Director): Rhodri joined the Board of Trustees in August 2010 and brings a strong knowledge of the local community in which much of Room to Heal's work is based. He is the Director of Tea Learning. He is very involved in local Islington activities and is a former Lib Dem Councillor. Rhodri also has a strong interest in good governance, and assists us in developing more efficient governance structures and processes. Rhodri also has a wider interest in international development economics.

Rebecca Stuart (Treasurer and Director) is a Deputy Finance Manager at Royal Brompton & Harefield NHS FT. She has worked in accounting since 2009, predominantly within the NHS, as well as in private practice and the charity sector.

Emily Haisley, PhD (Trustee and Director) is a specialist in behavioural economics which examines the psychology of financial decision making. She is a Director at BlackRock where she applies psychology to help manage investment risk.

Lucy Bracken (Trustee and Director) joined the Board of Trustees in 2016. Lucy is an osteopath, specialising in the treatment of chronic pain, and works with survivors of torture at The Helen Bamber Foundation. She also runs a clinic for older people in Chelsea. She has a history of running her own business and, prior to that, she worked as a fraud investigator in the City. Lucy currently Chairs Migrant Help, a charity supporting asylum seekers across the UK, and has also chaired Age UK East London for 6 years, supporting a reorganisation to enable it to be a very vibrant charity providing care and support for over 5,000 older people in East London. Lucy has worked with the founders of Room to Heal for many years and has great admiration for the mission of the charity.

Our partners

Our projects are currently housed with Mildmay Community Centre - where our office is based and our therapy groups and therapeutic activities take place - and with Culpeper Community Garden, where our Friday community meal is served and our social gardening group meets. We are also currently running a series of photography workshops in partnership with Eyes Wide Open every fortnight, with the goal of our members creating an exhibition and displaying their work.

We work closely with a range of partner organisations to meet the needs of our members, including law firms, refugee support charities, medical providers, hosting organisations, and education and employment providers.

Our resources

Room to Heal has enjoyed the support of a wider range of trusts and foundations and a growing number of donors. Our budget is currently approx. £250k per annum. Some of our current donors include:

- Comic Relief
- Henry Smith
- The United Nations Voluntary Fund for Victims of Torture
- The Evan Cornish Foundation
- Alan and Babette Sainsbury Charitable Fund
- Sutasoma Trust
- AB Charitable Trust
- The Arsenal Foundation

The role

Job Title: Director

Responsible to: The Chair of the Board of Trustees

Salary: £42-46,000 per annum, pro rata 4 days

Contract: Permanent, pending 3 month review with trustees

Start-date: mid-March to April 2018

Purpose

To provide clear, coherent and effective leadership across all functions and activities. To increase overall sustainability and ensure that Room to Heal provides effective support to survivors of torture and organised violence. To sustain and nurture the community-focused ethos at the heart of the organisation.

The Role

- To develop and implement strategic priorities, goals and objectives to achieve Room to Heal's (RtH) vision;
- To ensure the overall financial sustainability of the charity through development of the fundraising strategy and oversight of its implementation;
- 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.

Vision and Strategy

- In collaboration with Trustees and staff, to lead the development and implementation of Room to Heal's long-term strategic plans and objectives to ensure that Room to Heal 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 Room to Heal's work;
- To provide line management for staff;
- To lead Room to Heal's recruitment, development and performance management processes, ensuring that we attract and retain high quality staff;
- To build on the established culture of community and collaboration such that Room to Heal maintains its unique identity and ethos;
- To ensure that Room to Heal provides appropriate entitlements to staff;
- To foster a development culture where individuals can fulfil their potential, so that Room to Heal operates as a high performing and engaged 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 Room to Heal is appropriately resourced.

Community involvement

- To sustain and nurture the community-focused ethos at the heart of the organisation;
- To help facilitate a culture of openness and authentic communication within the team;
- 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).

Performance and Delivery

- To ensure work is delivered to consistently high standards;
- To ensure that there are effective quality, performance and financial controls in place;
- 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 Room to Heal, against plans and budgets.

Revenue Generation and Financial Management

- To work closely with the Fundraiser to ensure that Room to Heal 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 Room to Heal's funding streams;
- To ensure that Room to Heal meets its funders' requirements on monitoring, reviewing, and reporting of funds used;
- To oversee the preparation of the annual budget 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;
- To ensure the annual accounts are prepared for the annual audit.

Programme Development and Service Provision

- To keep abreast of developments in relevant fields and ensure that Room to Heal continues to develop and deliver a programme of activities and services which recognises external trends;
- To ensure that all services and activities are monitored and evaluated on a regular basis; considering overall effectiveness, best use of resources, and contribution to meeting Room to Heal's overall objectives, in addition to specific funders' evaluation criteria;
- To be active in identifying new opportunities, ensuring that they are appropriately researched and cost-evaluated, and explore revenue options to realise them.

Growth of Partnerships and Profile

- To oversee all communications and outreach activities at Room to Heal, identifying opportunities and ensuring a consistent voice;
- To raise the profile of Room to Heal through networking, speaking at major events, providing opinions/thought pieces to the media, presence on social media etc;

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

Governance

- To ensure that Room to Heal complies in all its roles and activities with all relevant legislation, including that applicable to Charities and to Companies;
- To develop and implement equality and diversity and related policies;
- To report quarterly to the Trustees on Room to Heal '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 Room to Heal's risk register;
- To work with the Board to recruit Trustees as required;
- To liaise regularly with the Chair of Room to Heal;
- To attend evening meetings of the Board of Trustees once per quarter.

Person Specification

CATEGORY	JOB REQUIREMENTS: ESSENTIAL	JOB REQUIREMENTS: DESIRABLE
Qualifications & Training	Educated at least to degree level	Educated to Masters level and/or to a relevant professional standard
Experience	At least three years of successfully leading a charitable or not for profit organisation	Experience of working in the not for profit sector at senior management level
	A proven track record in strategic fundraising and the ability to generate diverse income streams	A proven track record in organisational leadership with an emphasis on leading change and organisational growth
Skills, Knowledge & Abilities	Ability to build and maintain lasting relations with a range of diverse stakeholder staff, volunteers, donors, community organisations, health and social care providers, and other agencies	<p>Knowledge and understanding of asylum and refugee issues</p> <p>Knowledge of mental health issues and therapeutic care – particularly in relation to refugees and torture.</p> <p>Demonstrable understanding of psychotherapy and the delivery of psychotherapeutic services</p>
	Demonstrable skills and experience in financial management	Significant understanding of the not for profit sector in the United Kingdom
	Strategic thinker with vision and the ability to translate ideas into practical action	
	Excellent written and oral communication skills. Post holder will be required to write reports, and represent the organisation externally	
Personal Attributes	IT literate with good level of numeracy.	
	The ability to influence and persuade.	
	Recognition of the importance and value of open, inclusive communication in the work-place	
	Self-awareness and empathy. Emotional resilience. A good sense of humour!	
	Ability to communicate with a wide range of people from all walks of life and social/economic backgrounds	
Understanding of the need for confidentiality and sensitivity when dealing with mental health issues of individuals		

	A willingness to collaborate and work in partnership both within the organisation and with other organisations and agencies	
	High levels of personal integrity and passion for social justice and inclusive societies	
	Ability to meet deadlines and prioritise pressured workload	
	Ability to work on own initiative (and as part of wider team) with flexibility and creativity to meet project objectives	
	A commitment to diversity and equal opportunities policies	
	Willingness for some flexible working with occasional meetings taking place in evenings.	

Terms and conditions of employment

Salary: This appointment is offered on a permanent and full-time basis with a salary of £42-46k

Pension: 2% matched pension contribution

Holiday: 28 days holiday per annum pro rata

Location: London, N16

Probationary period: 3 months

Hours: 8 hours per day (typically 9.30am – 6pm with an hour for lunch) 4 days each week.

How to apply

To apply for this role, please send to anna@roomtoheal.org:

1. A current and detailed CV;
2. A statement of why you are interested in the role. Please address the role requirements and demonstrate how your experience will enable you to meet these requirements. Please limit the statement to 2 pages;
3. Details of two referees who we may contact.

Please let us know if you are not able to attend the initial interview on the dates provided below.

If you have any further questions about the role please contact our Trustee Lucy Bracken at lucy@me.com

Recruitment timetable

Closing date for applications Sunday 28 Jan 12pm.

Preliminary interviews Monday 5 Feb.

Final interview with Mark Fish and Penny Farrar, the Chair, as well as a meeting with members Friday 9 Feb.

