



## **Executive Director of Fundraising and Communications**

Candidate Information Pack  
March 2021

## Introduction from our Chief Executive

Thank you for your interest in the post of Executive Director of Fundraising and Communications with the Refugee Council. It is a new role on our senior management team that is critically important as we finalise a new three year strategy with a clear ambition to significantly raise our profile and grow our fundraising income.

The Refugee Council is celebrating its 70<sup>th</sup> anniversary as the oldest and most established organisation working with those who come to the UK seeking protection. We are the largest single service provider working with children and adults seeking asylum and granted refugee status. Our transformative services provide us with a strong evidence base to speak out as a leading and influential advocate of asylum and refugee reform.

Our work depends on successful fundraising and we need to build on recent achievements to further grow our supporter base, increase our network of high net worth donors and reach out to more trusts, foundations and corporates with a compelling case for support. At the same time we want to achieve a step change in our communications across all platforms so we can achieve a real uplift in our external profile to benefit all our income generation activity.

We are seeking a dynamic and growth-oriented fundraising leader with a truly impressive track record of inspiring teams to bring in higher levels of income. We are also looking for somebody who has combined this with a real flair and ability to oversee powerful communications that drives donor acquisition and extends influence to achieve real change for an organisation's beneficiaries.

You will be both passionate and creative with a strong desire to make a big impact. An emotionally intelligent and motivational leader you will have demonstrable experience building high performing and creative teams. You will not be afraid to experiment and strive for innovation across all areas of our fundraising and communications. Critically, you will promote collaborative and integrated working with colleagues from across the organisation in our services directorate and our advocacy directorate.

It is vital that the successful candidate has a genuine passion for the rights of asylum seekers and refugees, and can demonstrate a clear understanding of the ongoing political, financial and practical challenges that the Refugee Council faces.

The Refugee Council is at an exciting juncture with me joining as CEO at the end of last year and a new Executive Director of Services coming into post. A renewed leadership team will be taking the organisation forward on an exciting new stage in its development and at time when the need to speak up for the refugee cause has never been more important.

If you relish the challenge we are facing, are excited about what you can achieve in the role and want to make a real difference to the lives of refugees and asylum seekers then we'd love to hear from you.

**Enver Solomon**  
**Chief Executive Officer**

# About the Refugee Council

## Who are we?

The Refugee Council has been supporting refugees and asylum seekers since 1951. We want the UK to be a welcoming place of safety for people who seek refuge here from persecution and human rights abuses abroad. Our mission is to be an influential and effective advocate of refugee protection rights, supporting refugees to lead safe, dignified and fulfilling lives, in line with the UK's international refugee and human rights commitments and obligations.

We deliver a range of expert and holistic services for individuals and families at all stages of the asylum determination and refugee protection system in the UK. These include people resettled in the UK, unaccompanied children and young people, people granted refugee protection who are moving on to live independently, people who are destitute or homeless, and people whose mental wellbeing has been affected by their experience of persecution, trauma and forced exile.

We work in partnership with peer NGOs, Local Authorities and Government Departments from a variety of locations across England, and have a demonstrably positive impact on the lives and prospects of the people we help. We employ over 200 staff, supported by around 200 volunteers, providing services to over 10,000 clients per year.

## Our history

The charity was founded in 1951 in response to the UN Convention for Refugees, which was created after World War II to ensure refugees were able to find safety in other countries. Since then, the Refugee Council has provided practical and emotional support to refugees from across the world to help them rebuild their lives and play a full part in society. After World War II, millions of people were displaced across Europe and the rest of the world.

It became apparent that an international agreement was needed to govern the treatment of refugees in Europe. 147 countries signed the Refugee Convention and the 1967 Protocol, which extended the Convention's remit to the rest of the world. The Refugee Council's work is anchored to the tenets of the 1951 Refugee Convention. The right to claim asylum is an international human right and the Refugee Council believes that all those who come to the UK seeking protection should be treated equally with others in society.

Today the Refugee Council is the leading charity working with refugee and asylum seekers in the UK. We provide the widest range of services for asylum seekers and refugees. For as long as we are needed, we will strive to ensure that refugees can find protection and are given the opportunity to rebuild their lives in safety and dignity, just as we have done since 1951.

## Our Strategy

The Refugee Council has been changing refugees' lives for the better since 1951, the year the UN Refugee Convention was first signed. From the Hungarians who fled their country in the 1950s, up to the Syrians arriving in the UK today, the Refugee Council has been welcoming refugees to the UK for over six decades, transforming the lives of over a million individuals, holding successive governments to account and speaking out for refugee rights.

Today, when more people are displaced by violence and conflict than at any time since 1945, when public and political opinion on refugees is increasingly polarised and when the UK asylum system routinely fails many who seek our protection, the need for the Refugee Council is greater than ever.

In the face of these challenges, our duty is clear: to expand our transformative services and make them available to many more people seeking protection; to mobilise greater public and civil society support for refugees; to promote refugee voices and boost the profile of refugee-led organisations across the country; and to ensure that the UK does not shirk its refugee protection obligations.

We will discharge that duty by changing for the better the way that all refugees are treated in the UK. This means sharpening our cutting edge as campaigners – galvanising public support, challenging government policy, promoting refugee voices – and helping many more people – young and old, women and men, people seeking protection and those with refugee status – overcome the daily obstacles and struggles they face as they grapple with the deeply flawed asylum system in the UK.

We are currently developing our new strategy for 2021-2024. Find out more about our current strategy [here](#).



## Our vision, mission and values

Today, more people are displaced by violence and conflict than at any time since 1945. Public and political opinion on refugees is increasingly polarised. And the UK asylum system routinely fails many who seek our protection. Thus, the need for the Refugee Council is greater than ever.

### **Our Vision**

The UK will be a country that respects the dignity of everyone who seeks protection, regardless of the outcome of their claims for asylum, and ensure that those granted asylum are supported to live safe and fulfilling lives.

### **Our Mission**

To be a tenacious, resourceful and effective champion of refugee rights, transforming refugees' lives, holding governments to account and changing public attitudes for the better.

### **Our Values**

- Empathy and respect drive everything we do, both inside and outside the organisation
- We focus on the humanity and dignity of the people we help, not their nationality or immigration status
- We believe that co-operation and collaboration are essential to achieving meaningful change
- We are resolute and creative in the promotion and defence of refugee rights
- We believe that transparency and openness are the keys to accountability

[Click here](#) for our recent Impact Report

[Click here](#) for our 2019-2020 Annual Report

## Our Services

Our key services cover:

- Resettlement
- Integration
- Mental Health
- Children and Young People

Our services are based across England with a large hub in the South Yorkshire and Humberside region. We work with a range of volunteers in all projects who add value, skills, capacity, and diversity. Our commitment to volunteers is recognised through the Investing in Volunteers Award.

In the year 2019/20 we were incredibly proud to have reached 10,780 people through the following services:

- **Integration:** We tackled the disproportionate level of homelessness and destitution among newly recognised refugees – before moving on to enable people to settle in their new communities through study and gaining employment. Last year we reached 4,343 with specialist casework support on topics including access to welfare, housing, health and employment.
- **Mental Health:** We addressed complex psychological issues such as post-traumatic stress disorder, anxiety and depression acknowledging people's unique experiential and cultural backgrounds. Last year we helped 831 people, including 207 children.
- **Children:** As the UK's designated referral point for all unaccompanied children, for the last 25 years we have supported young people to navigate the asylum and mainstream child protection processes and re-start childhoods interrupted by war, persecution and abuse. Last year we supported 3,775 young people who arrived alone in the UK in search of safety.
- **Resettlement:** The largest provider of resettlement services in England, last year we supported 1,831 newly resettled refugees to settle into their new communities in the UK. We welcomed them, took them to their new homes, and helped them adapt to life in the UK including advising on accessing mainstream services.

This frontline work feeds directly into our respected and influential programme of national-level advocacy and public campaigning, which draws on the insight and evidence gained to call for change to Government policy and practice that will have a profound impact on the lives of all refugees.

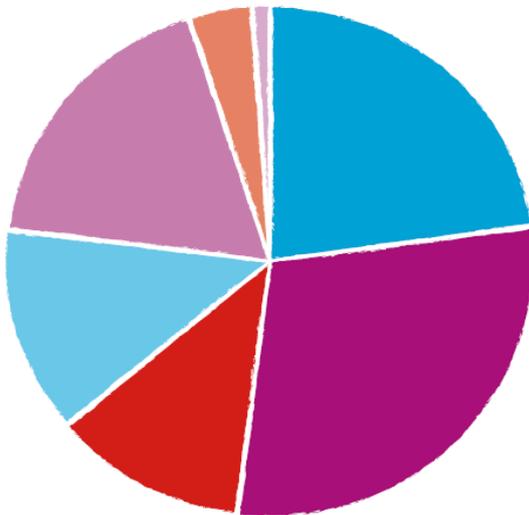
### **Supporting refugees and people seeking asylum who are experiencing hardship and isolation due to the Covid-19 outbreak.**

Since lockdown began, the Refugee Council has seen a three-fold increase in destitution referrals, and a 20% increase in specialist mental health referrals. The Scottish Refugee Council's helpline saw a 140% increase in calls.

The Refugee Council and its partner charities, the Scottish Refugee Council, the Welsh Refugee Council and Bryson Care in Northern Ireland, have been awarded a grant of £1.5m by the National Emergencies Trust to provide support for refugees and people seeking asylum until March 2021.

# Finances

Thanks to the continuing generosity of our donors we raised £10,244,000

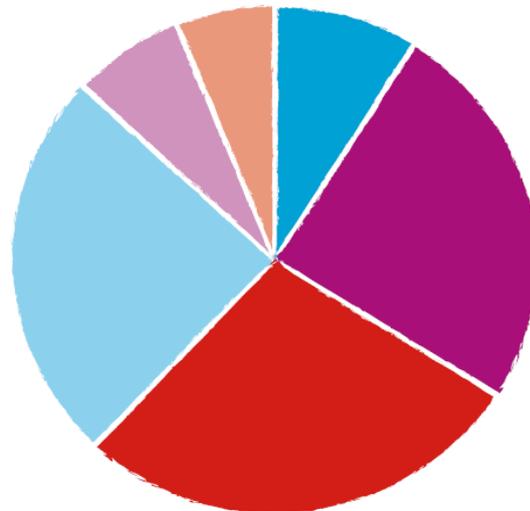


**Last year, 35% of our funding was from individuals, trusts, foundations and companies**

- 23%** Central government grants
- 29%** Local government grants
- 12%** European community grants
- 13%** Grants and donations from trusts, foundations and companies
- 18%** Donations and gifts from individuals
- 4%** Legacies
- 1%** Training

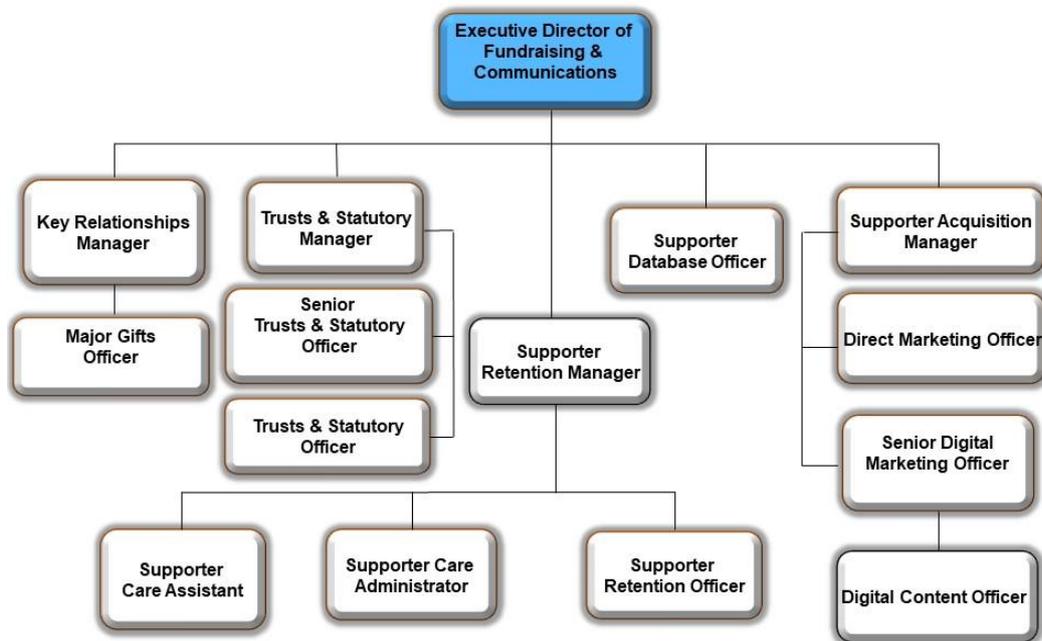
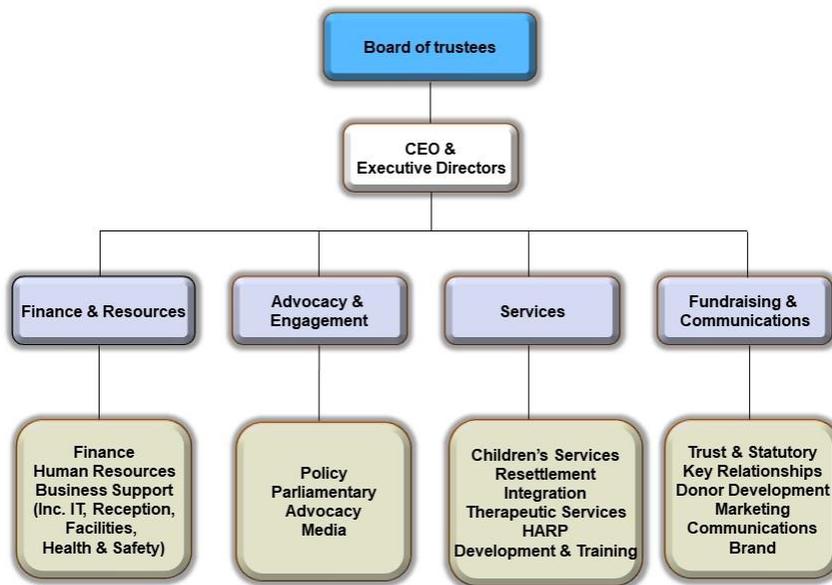
**91% of our funding\* is spent on our charitable work**

- 9%** Fundraising
- 25%** Children's services
- 28%** Resettlement
- 25%** Integration (including crisis support, employment)
- 7%** Mental health and Destitution
- 6%** Advocacy & Engagement



The figures in the charts don't include rent on office space which we let to other charities. For our full accounts including further details and an explanation of these figures please visit [www.refugeecouncil.org.uk/about-us/annual-reports-and-accounts](http://www.refugeecouncil.org.uk/about-us/annual-reports-and-accounts).

# Organisation Structure



\*Media Manager based in Advocacy and Engagement team

This is a new post on the Senior Management Team and the incoming Executive Director will look to develop the Fundraising and Communications Team to help deliver agreed objectives.

## Job Description

**Job Title:** Executive Director of Fundraising and Communications

**Reports to:** Chief Executive Officer

### Purpose of the Post

To provide collective leadership to the Refugee Council, as both an Executive Director and a member of the Senior Management Team, and to take functional responsibility for leading the delivery of the Charity's fundraising and communications activities.

The Executive Director of Fundraising & Communications is responsible for growing Refugee Council's income, supporter base and public profile to fuel our ambitious plans to be a powerful champion of refugee rights, transforming refugees' lives, holding governments to account and changing public attitudes for the better.

The Executive Director will bring strategic vision, dynamism, an ethos of innovation and outstanding investment acumen to grow our fundraised income from diverse streams - including regular giving, major gifts, trusts and foundations, statutory sources and corporates - with a clear focus on longer term gains.

The Executive Director will bring the same approach to overseeing and driving our public communications to ensure we are at the front of the market in integrating donor acquisition, digital, media and other communications and campaigns, in alignment with the Refugee Council's strategic objectives. The role will also oversee our brand strategy and ensure its effective application across the organisation.

The Executive Director will provide powerful leadership of the Fundraising & Communications directorate setting ambitious goals and inspiring, motivating and coaching the teams to experiment and strive for outstanding supporter stewardship, delivering the highest possible returns and ensuring the organisations delivers dynamic high impact external communications.

- Lead the Refugee Council's fundraising strategy to grow our restricted and unrestricted income, with a focus on income generation opportunities that ensure our income targets are delivered while also optimising long-term sustainability.
- Lead Refugee Council's external facing communications, marketing and brand development strategies to strengthen our public profile, brand recognition and overall awareness of our work.
- Lead Refugee Council's digital content creation ensuring it is powerful, dynamic and enhances the organisation's external presence.
- Work with the Executive Director of Advocacy and Engagement to integrate our donor acquisition, campaigns and communications, and policy and advocacy priorities and activity to maximise the impact of our external work for both income generation and influencing purposes.
- Lead the development of a compelling multi-year case for support for the Refugee Council that embraces the organisation's work to improve the lives of refugees and asylum seekers at both the individual level (via our services) and at the systemic level (via our advocacy influencing work) and our ambitions to deliver greater impact on both of these levels.
- Drive a culture in the Fundraising & Communications directorate that embraces ambition, change, innovation, stretch targets, best practice/ market insight and future-thinking and embed a fundraising culture across the wider organisation.

- Ensure the development and scaling of Refugee Council's supporter acquisition programme to expand the size and value of our committed giving base with special attention to building the next generation of regular givers and developing the best possible supporter journeys and supporter care systems to optimise the long-term value and security of this vital income pipeline.
- Oversee supporter engagement and stewardship across fundraising, communications and campaigns, to ensure harmony of messaging and maximise our impact.
- Ensure CRM systems are in place to manage all fundraising and public communications and which comply with GDPR.
- Lead on marketing the Refugee Council's services to drive income generation working with the Executive Director of Services.
- Develop the organisation's brand and content so that it fully reflects Refugee Council's values and strategy, and ensure that it is embedded across the organisation's online and off line presence
- Lead on reputation management for Refugee Council particularly in relation to media and communications with our supporters.
- Lead the management of risks across our restricted and unrestricted income streams.
- Ensure grants are managed in compliance with internal policies and procedures and donor regulations.
- Work with the Executive Director of Finance and Resources to oversee regular financial analysis of returns on our investments and use this to recalibrate our fundraising strategy and investments accordingly.
- Develop the annual operating plan and budget for the Fundraising & Communications directorate in alignment with Refugee Council's overall strategy and our annual resource allocation and planning processes.
- Champion an ethical approach to fundraising including setting expectations with and otherwise ensuring due diligence in the commissioning of external agencies and suppliers.
- Ensure all our fundraising policies and activity comply with UK law and best practice, including in relation to data protection.
- Contribute as a member of the Senior Management Team (SMT) to strategy-setting and corporate management of the organisation, including risk management, and the support of its governance bodies, including relevant committees of the Board.
- Be accountable through the Chief Executive to the Board for planning, setting and monitoring Key Performance Indicators (KPIs) for the work of the Fundraising & Communications Directorate.
- Ensure a culture of empowerment and support for staff, including volunteers, in the Fundraising & Communications Directorate via collaborative leadership, line management, coaching, appraisal and professional development.
- Live the Refugee Council's values and lead in their implementation.
- Undertake any other projects and duties as may be required for time to time.

## Person Specification

### Experience

#### Essential

- Extensive senior level fundraising leadership and management experience in a national and/or medium-sized charity
- To be an established communications professional with strong experience of leading communications teams in fast-paced and high-profile environments ideally for a charity supporting vulnerable and marginalised beneficiaries

- Experience of advising, engaging and negotiating with senior internal and external stakeholders
- Track record of inspiring teams to deliver impressive rates of fundraising growth and leading shrewd investment decisions across an income portfolio
- Demonstrable experience of using audience insight and data to drive change and improvement.
- Experience of growing individual and committed giving and/or major and middle value donor programmes
- Experience of working with traditional and digital media to promote influencing campaigns, support fundraising activity and drive supporter engagement
- Experience of driving digital transformation and the integration of digital methods across different fundraising streams and communications channels
- Experience of brand development and management
- Experience of reputation and crisis management
- Experience of putting creative communications and storytelling into practice using dynamic and innovative digital content
- Senior experience of contributing to organisational strategic and operational planning and resource allocation and financial control processes
- Substantial budgetary experience as a non-financial manager
- Experience of leading change across complex business areas

#### Desirable

- Experience of working within a human rights or justice based organisation

## **Knowledge, skills and abilities**

#### Essential

- First rate knowledge of cutting edge digital fundraising and communications methods
- Excellent written and verbal communication skills including good presentation skills and the ability to present complex information to non-specialists
- Exceptional relationship building, relationship management and negotiation skills
- An effective influencer and negotiator who can manage multiple stakeholders
- Able to secure the confidence of senior stakeholders, both internal and external
- A demonstrable team player with a collaborative and open working style.
- Effective management style and the ability to both lead own teams and engage with other teams
- Excellent numerical and analytical skills – including ability to evaluate effective creative and copy
- Able to implement a brand and content strategy across a range of channels and media.
- Excellent IT skills with good working knowledge of CRM systems
- Able to act with agility and pace when prioritising, planning, implementing and evaluating
- Driven and proactive approach, able to find and create opportunities
- Good knowledge of evidence methodologies for strategic communications
- A passion for building a movement for action and understanding of how income generation and communications fits into a broader engagement journey
- Strong personal resilience in working under pressure
- An understanding of the key components of and challenges faced by individual giving, major donor and trusts and statutory teams
- An understanding of issues affecting charity fundraising and the current fundraising climate
- An understanding of how effective external communications and fundraising interact to achieve mutually beneficial results

- Good up to date knowledge of data protection and the impact it has within the role of fundraising.

Desirable

- Understanding of the refugee sector, of Government policy affecting refugees, and of the impact on our beneficiaries of the political and public discourse on immigration

## **Additional Information**

### **Health & Safety**

The post holder is responsible for:

- Ensuring the Fundraising and Communications Directorate adheres to all its legal obligations and responsibilities in respect of the health and safety of colleagues, volunteers, clients and others, whilst at work
- Understanding and applying the Refugee Council's Health & Safety Policy and procedures, including any changes arising from COVID-19
- Carrying out risk assessments of your own work and especially of your own work environment to ensure that you do not expose yourself or others to unnecessary risk.

### **Flexibility**

In order to ensure the effective running of the Fundraising and Communications Directorate, a degree of flexibility is required from the post holder, who may be required to undertake duties not specifically referred to above. Such duties will fall within the scope of the job, will be at the appropriate grade, and will be determined at the discretion of the Chief Executive. This job description will be subject to periodic review with the post-holder to ensure it accurately reflects the duties of the job.

### **Equal Opportunities Statement**

As part of its recruitment policy, the Refugee Council intends to ensure that no prospective or actual employee is discriminated against based on their race, sex, nationality, marital status, sexual orientation, employment status, class, disability, age, religious belief or political persuasion, or is disadvantaged by any condition or requirement which is not demonstrably justifiable.

### **Working at the Refugee Council**

A commitment to the values of the Refugee Council is required for all roles.

### **Personal Effectiveness**

With the support of their manager the post-holder will need to effectively manage their own workload and the setting of medium- and long-term plans and objectives.

### **Flexible Working**

The post holder must be able to operate flexibly in order to carry out all the responsibilities of the post, including working on an out-of-hours and/or remote basis at home, as required, and spending occasional nights away from home.

# Terms of appointment

## **Salary**

The salary for this role is circa £70,000 per annum on a full-time permanent basis.

## **Location**

This role is based at our head office in Stratford, London with the option for some homeworking. Occasional travel to national sites will be required with occasional overnight stays.

## **Pension**

Contribution scheme with Employer matching up to 5%, together with annual workplace pension advice.

## **Annual leave**

28 days plus bank holidays, rising to 30 days after 3 years' service and the option to purchase additional holidays.

## **Working hours**

We pride ourselves on facilitating flexible working where possible. This includes options to work from home, work part time or job share.

## **Additional benefits**

- Life assurance
- Season ticket, bike and training loans
- Two days paid voluntary work per year
- Free eye test
- Various training and development opportunities
- Employee assistance
- Enhanced parental leave

## 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 Enver Solomon, Chief Executive, [enver.solomon@refugeecouncil.org.uk](mailto:enver.solomon@refugeecouncil.org.uk).

To make an application please [click here](#)

*Please note we can only accept applications made via our online application form.*

If you have any queries on the online application process please contact our HR team at: [recruitment@refugeecouncil.org.uk](mailto:recruitment@refugeecouncil.org.uk)

<b>Closing date:</b>	9.00am, 12 April
<b>Group Presentation/ Staff Meetings:</b>	19 and 20 April
<b>Panel Interview</b>	21 April *morning
Interviews will be held across both days	22 April *afternoon

All meetings/interviews will be held over Zoom.

If you have a disability and would prefer to apply in a different format or would like us to make reasonable adjustments to enable you to apply or attend any interview, please let us know.



