



# Recruitment Pack

Trustee

August 2017

## Trustee Recruitment Pack 2017

Migrants Resource Centre is a company registered in England and Wales limited by guarantee (no 1911662). Registered as a charity (no 291789). Exempted by the OISC (no N200100125). Registered office: Berol House, 25 Ashley Road, London, N17 9LJ

## Migrants Resource Centre

Migrants Resource Centre has worked for over 30 years to help migrants, refugees, and asylum seekers overcome the barriers that prevent them from fully participating in British society. In this time, we have helped tens of thousands of people secure protection in the UK, regularise their immigration status, learn English, and find work. We have helped people who are stateless and have other nationality issues secure more certain future.

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The migrant and refugee crisis in Europe has created an unprecedented level of need among migrants, focussing public attention on the issue and encouraging generosity and support. At the same time, the environment for those concerned about migration and refugee protection issues is extremely challenging.

To help meet this challenge, MRC recently merged with Asylum Aid, a leading asylum rights advocate with a demonstrable track record of securing protection from persecution for individual refugees and of achieving significant structural improvements to the UK asylum process.

Our service users are migrants, refugees and asylum seekers from a wide range of backgrounds and cultures. We offer a range of free services to support them on their journey towards integration into British society. By supporting them to develop their skills and understand their rights and responsibilities, we enable them to fully participate in and contribute to that society.

We provide a safe place in which users can learn, to meet with others, to speak out for a better world and to move on feeling stronger. We also play a strong part in initiating and participating in campaigns, networks and partnerships to improve the lives of migrants, asylum seekers and refugees.

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Migrants Resource Centre exerts a significant influence on a broad range of immigration & asylum law, policy and practice issues. This is, in large part, because everything we say in our policy and campaign work is grounded in our experience of delivering high quality legal and support services and in the findings generated by our original research.

Migrants Resource Centre aims to be the leading policy voice on issues of migration and integration in the UK. Our goal is to build the case for a fair and balanced approach to migration that works for everyone – including migrants, refugees, asylum seekers, and long settled communities, as well as business and the economy.

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At MRC, our roots are in the migrant communities that we serve. Our services are delivered by a wide range of skilled and dedicated volunteers who come from all over the world. And most of our staff are themselves migrants or the children of migrants. Many started as service users or volunteers before joining the staff, and therefore have a unique understanding of the challenges our clients face. We are proud to see ourselves as a migrant-led organisation. But we also see ourselves as an integral part of the British communities in which we live.

We are looking for additional Trustees to help guide and support the delivery of our vision and to help keep the Trust on a stable and sustainable financial footing. If you are interested in this challenge, and have knowledge, skill and experience to contribute to our future developments, we'd welcome hearing from you.



**Migrants Resource Centre**

Berol House  
25 Ashley Road  
London N17 9LJ

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E: [info@migrants.org.uk](mailto:info@migrants.org.uk)

[www.migrantsresourcecentre.org.uk](http://www.migrantsresourcecentre.org.uk)

Dear Applicant

Thank you so much for your interest in becoming a Trustee of Migrants Resource Centre. MRC is a remarkable organisation with a strong history of supporting migrants, refugees, and asylum seekers to build prosperous new lives in Britain.

It is an exciting time to consider getting involved in MRC. Following the merger with Asylum Aid last year, we have agreed an ambitious new five-year strategy that reflects the urgency of immigration issues in the UK today, as well as our growing role in the migration and refugee sector.

We have ambitious plans to strengthen and expand many of our existing services, to forge new partnerships, and to become a stronger campaigning voice in support of an immigration system that works for all in Britain.

In the coming year, we plan to conduct an exciting branding exercise that will reflect our new vision and strategy, preparing us for the years to come.

Following the merger, I agreed to step down to make way for a new Chair who will lead the organisation in the delivery of its new strategy. So, we are currently looking to attract an **experienced Chair** with a strong commitment to the work of MRC and to good governance.

We are also looking to recruit new Trustees who have experience and skills in **individual and major donor fundraising**.

To support our growing policy work on immigration, we are looking to recruit Trustees with **public policy experience across the political spectrum**. We are also looking for individuals with experience of **the impact of immigration policy on business**.

As a migrant-led organisation, we are especially keen to attract Trustees with **lived experience as a migrant, refugee, or asylum seeker in the UK**. And we are committed to developing the **racial and ethnic diversity of the Board**

Being a Trustee will require commitment and dedication, but in return you will have the opportunity to experience things that you simply may not find anywhere else, meet people who excite your interests, be involved in lively debate and interesting discussion, and hopefully have fun and achieve a sense of real satisfaction.

If you feel you have something to offer to us, we would like to hear from you by 30<sup>th</sup> September 2017.

With kind regards,

**Helen Rice**

Chair of Trustees

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## Trustee Role Description

As a Trustee, you will provide MRC with leadership and ensure it is governed appropriately. Trustees have a responsibility as individually and collectively to:

### Leadership and ethos:

- Set, maintain, uphold and regularly review the vision, mission and values
- Lead and direct the charity in fulfilling charitable objects and strategic aims

### Governance:

- Attend trustee & committee meetings and read all relevant papers in advance
- Evaluate the performance of the trustee board
- Declare any conflict of interest while carrying out the duties of a trustee

### Constitutional & Legal:

- Ensure that MRC complies with the Memorandum and Articles of Association
- Ensure that legal, insurance and procedural employment requirements are met

### Financial:

- Agree the annual budget, and regularly review income and expenditure
- Ensure compliance with appropriate financial procedures and regulations
- Appoint appropriately experienced independent auditors

### Strategic Development:

- Actively contribute in developing a firm strategic direction for the organisation
- Monitor and review performance in meeting the objectives and priorities

### Representation:

- Promote the work of the charity to external parties
- Safeguard and promote the values and reputation of the charity

### Personnel:

- Undertake appeals relating to the HR procedures
- Promote and adhere to the Equal Opportunities Policy

## Person Specification

Trustees should demonstrate:

- Strong and visible passion and commitment to the charity, its strategic objectives and cause
- Strong communication and interpersonal skills
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Good understanding of charity finance issues.

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*As a migrant-led organisation, we strongly encourage applications from people with lived experience as a migrant, refugee, or asylum seeker in the UK.*

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## Fundraising Trustee

MRC is seeking to recruit a Trustee with particular experience of individual and major donor fundraising to support the development of this aspect of our strategy. In addition to the attributes required of all Trustees, the Fundraising Trustee should also demonstrate:

- Extensive experience in individual and major donor fundraising either at board/senior management level or as a significant donor yourself
- Ability to provide oversight, advice, challenge and support for our income generation from the public and high net worth individuals
- Ability to serve on the Fundraising Committee, ensuring compliance with fundraising & data protection regulations.

## Policy Trustee

MRC is seeking to recruit a Trustee with experience of public policy and connections across the political spectrum, particularly in the current Government. In addition to the attributes required of all Trustees, the Policy Trustee should also demonstrate:

- Extensive experience in public policy with connections across the political spectrum, or
- Ability to support the Policy & Campaigns team to develop effective strategies

## Business Trustee

MRC is seeking to recruit a Trustee with experience of the role of immigration in business, including sectors such as finance, healthcare, agriculture, construction or hospitality. In addition to the attributes required of all Trustees, the Business Trustee should also demonstrate:

- Knowledge of the impact of immigration policy on business
- Ability to support the Policy & Campaigns team to build alliances with businesses and representative bodies

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## Chair Role Description

The role of Chair goes above and beyond that of an ordinary trustee. Besides fulfilling the role and requirements of a trustee, the Chair has a responsibility to:

### Efficiency & Effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Monitor that decisions taken at meetings are implemented
- Ensure that trustees are fully engaged and that decisions are taken in the best, long-term interests of the Charity
- Ensure that constructive relationships exist with and between the Trustees
- Work closely with the Chief Executive to give direction to Board policy-making.

### Strategic Leadership & Governance

- Build a strong, effective and constructive working relationship with the CEO, whilst respecting the boundaries which exist between the two roles
- Lead the Board in supporting and challenging the Chief Executive and holding them to account for the charity's mission and vision
- Ensure that all trustees fulfil their duties and responsibilities
- Ensure that the Board functions as a unit and works closely with the senior management of the charity to achieve agreed objectives
- Have good, independent judgement and the ability to think creatively in the context of the organisation and external environment
- Balance tact and diplomacy with willingness to challenge and constructively criticise.

### Representation

- Be prepared to act as an ambassador for the cause and spokesperson for the organisation, including representing the charity at external functions, meetings and events
- Help to maintain close relationships with key stakeholders and influencers.

## Person Specification

The ideal candidate would have the following experience or qualities:

- Prior experience as Chair is desirable, or significant experience as a trustee or non-executive director
- Experience of strategic planning at senior management and/or board level
- Entrepreneurial approach
- Policy experience
- Good communicator and a team player
- External profile in our circles, with good connections.

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## Our commitment to you

The role is unpaid but reasonable expenses relating to travel and accommodation during Trustee and other meetings are paid for by the Trust.

You will be given a thorough induction to the Trust and the role, including:

- An introduction to the charity's affairs and finances by the CEO
- A tour of the offices and introduction to heads of departments and other staff
- Ongoing and comprehensive support from the CEO and other senior managers as required.

## Your commitment to MRC

Being a Trustee requires a commitment of time for both formal and informal engagements. You will be required to attend 4 quarterly board meetings in London each year and at least 2 events per year. Board meetings are usually held on a weekday evening after business hours, and generally last under 3 hours. The meetings are often followed by an optional social dinner or drinks involving Trustees. These meeting dates are fixed well in advance.

Our Trustees also sit on Committees and ad-hoc working groups as required. There are currently four formal Trustee Committees: Finance & Audit, Human Resources, Communications, and Fundraising.

Trustees are also requested to take on additional advocacy roles relevant to their specific skills or knowledge area which will require additional commitment outside of the meeting cycle. This will be discussed and agreed with the Chair on an individual basis depending on the skills and expertise required. Trustees may also be expected to support and facilitate relationships and networking opportunities with organisations and fundraising contacts.

The MRC governing document states that the one third of Trustees who have been longest in office since their last election must retire or stand again for re-election at each AGM. No Trustee shall serve for more than six years without a 1-year break. No Trustee shall serve for more than twelve years.

## How to apply

Please send your CV and a cover letter detailing your experience, suitability for the role and why you would like to be involved with Migrants Resource Centre.

Expressions of interest should be submitted no later than **30<sup>th</sup> September 2017**.

Applications will be considered by the Board and selected applicants will be invited for an interview by the Chair and the Chief Executive.

Please send your application to:

**Wayne Myslik**  
**Chief Executive**  
**Migrants Resource Centre**  
**Berol House**  
**25 Ashley Road**  
**London N17 9LJ**

Or

[wayne.myslik@migrants.org.uk](mailto:wayne.myslik@migrants.org.uk)

For further information about Migrants Resource Centre, please visit: <http://www.migrantsresourcecentre.org.uk>

# Strategic Plan 2017-2022

## Our Vision

MRC has a vision of a British society that is inclusive and free of prejudice; that celebrates the diversity of its population; and that supports the rights of all people to enjoy freedom from persecution, danger and oppression.

## Our Mission

MRC's mission is to enable people of diverse origins to make the UK their home; and to enrich British society by building community through mutual respect and partnerships.

## Our Programmes

Migrants Resource Centre will structure its work around three broad strategic programmes, under which a range of specific projects will be implemented:

### A New Settlement: Laying the Foundations for a Balanced Immigration Policy

The overall aims of **A New Settlement** are to change public attitudes about migration and to ensure that UK adopts a positive immigration system that respects human rights, meets Britain's social and economic needs, and strengthens the ability of diverse communities to work together.

### A Common Place: Supporting Migrant Integration & Community Development

The overall aims of **A Common Place** are to support migrants and refugees to integrate into British society and to strengthen the ability of diverse communities to work together.

### A Safe Space: Securing Protection for Vulnerable Asylum Seekers, Refugees, & Stateless Persons

The overall aims of **A Safe Space** are to secure protection for vulnerable asylum seekers and refugees and to ensure a fair and efficient asylum system for all who need it.

## About Migrants Resource Centre

Migrants Resource Centre has worked for over 30 years to help migrants, refugees, and asylum seekers overcome the barriers that prevent them from fully participating in British society. In this time, we have helped tens of thousands of people secure protection in the UK, regularise their immigration status, learn English, and find work.

At MRC, our roots are in the migrant communities that we serve. Our services are delivered by a wide range of skilled and dedicated volunteers who come from all over the world. And most of our staff are themselves migrants or the children of migrants. Many started as service users or volunteers before joining the staff, and therefore understand the challenges our clients face. We are proud to see ourselves as a migrant-led organisation. But we also see ourselves as an integral part of the British communities in which we live. While our first mandate is to support migrants to integrate into British society, we know that integration must be a two-way process. And for this reason, we reach out to use our skills and time to support all members of the community in need, whether they are migrants or not. And we work closely with organisations representing other members of the community to address shared challenges.

## What We Do

MRC will support migrants, refugees and asylum seekers to settle, integrate, and build new lives in the UK. We will help migrants and their families to truly prosper by enabling them to:

- Overcome the barriers that hold them back
- Develop the skills they need to build positive new lives, and
- Transform their communities and society to work for all who live here



## Our Approach

Our experience has shown us that the barriers migrants most often face are:

- Access to knowledge and skills
- Access to economic opportunity
- Access to justice.

These are not unique challenges, for they are shared by many British citizens. Migrants' experience of these barriers is exacerbated, however, by the challenges of xenophobia and discrimination. Our strategy is to support migrants to integrate and build prosperous new lives in the UK by addressing each of these challenges.

Our approach is strongly influenced by evidence-based research and policy work from around the world, is grounded in our clients' experiences, and is structured around the indicators of migrant integration established by the Council of Europe. We will therefore develop programmes to tackle each area of challenge across a range of areas including health, housing, education, language, economic participation, social participation, and civic participation.

### Finding common ground

We know that shared challenges are best met with a shared approach. And many of the challenges faced by migrants are shared by poor and working class British citizens. Therefore, we work in partnership with a range of other organisations assisting the wider British public with the issues that hold them back. And, while we fight in the courts to protect migrants who experience discrimination, we are committed to putting an end to xenophobia and discrimination in British society. We believe that xenophobia is based in ignorance and fear. And it is best fought by communities getting to know each other and working together on shared challenges. For this reason, although our own services are designed specifically to support the needs of migrants, almost all are open to anyone in the community.

### Building alliances

MRC recognises that black & minority ethnic migrants experience multiple levels of discrimination due to the intersection of their race and immigration status. And black & minority ethnic Britons are directly affected by immigration, attitudes to migrants, and policies to control immigration or promote integration. Racism is often a driving factor in anti-migrant sentiment. And increasingly, legislation aimed at controlling immigration can fuel racism that affects long-settled black and minority ethnic British communities. For this reason, MRC believes that promoting race equality is a fundamental part of protecting the rights of migrants. We are committed to placing race equality at the heart of our principles and strategy and to ensuring our social and political analysis is grounded in an understanding of race and racism. We see race equality organisations as natural allies, and we will work to build our relationships with them.

MRC recognises that female migrants experience the compounded effects of discrimination due to their gender, race, and immigration status. MRC believes that promoting gender equality and the rights of women is a fundamental part of protecting the rights of migrants. We are committed to placing women's rights at the heart of our principles and strategy and to ensuring our social and political analysis is grounded in an understanding of women's subordination, gender and sexuality. We have a long history of assisting the most vulnerable female migrants, refugees, and asylum seekers and of supporting broader campaigns for women's rights. We have very strong relationships with a range of women's organisations, and we will continue to build on these partnerships.

### Defending rights

We will effectively meet the immediate needs of entire families with services provided by highly skilled attorneys, advisors, and counsellors. MRC is a specialist legal practitioner, advising, representing and litigating on behalf of migrants, refugees, and asylum seekers on a wide range of issues that affect them. We are committed to achieving the highest professional and quality standards in our legal work, recognising that effective representation is at the heart of a just, credible and efficient protection system, and we co-operate with peer legal practitioners to promote best practice and knowledge sharing. Thus, we are highly regarded for the rigour and effectiveness of our legal services.

### Developing skills for the future

We will help migrants to develop the skills they need to build prosperous new lives – for example by offering courses in English language, employability, and entrepreneurship. And we will engage in deep and long-term leadership

development - for example, helping refugee women to speak out for a gender sensitive asylum system.

### Catalysing community activism

Our model of community organising will provide regular opportunities for diverse communities, including migrant and non-migrant residents, to work together to find common ground – for example by facilitating community meetings, speaking out to the media, and thinking strategically about how to motivate change. And we will support communities to identify their own champions and leaders to take forward their campaigns for change.

### Advocating for change

We will build on our large and deep connection with Britain's migrant and refugee communities to be the leading policy voice on issues of migration and integration in the UK. Our goal is to build the case for a fair and balanced approach to migration that works for everyone – including migrants, refugees, asylum seekers, and long settled communities, as well as business and the economy.

MRC is a staunchly independent and influential proponent of human rights in the UK and Europe. We work in partnership with a broad range of organisations, valuing a diverse range of stakeholders, perspectives, and strategies. We work constructively, though never uncritically, with Government.

MRC is one of the few organisations in the UK that provides frontline services and uses that experience to inform highly respected policy work campaigning for a fair system that benefits migrants and British citizens alike. This service delivery experience is a vital component of our advocacy work; it gives us real insight into the lived experiences and concerns of migrants, provides strong evidence for our policy positions, and ensures the credibility of our campaigning voice.

### Focussing on the customer

Our clients, customers, students, and service users are at the heart of our strategy. Over the next five years, we will improve the customer experience by focussing on four priorities:

- Better understanding our customers, their goals, aspirations, and challenges
- Transforming how we communicate with our customers according to their preferences
- Creating a simpler, seamless customer experience across the whole organisation
- Listening to our customers about how we can continually improve our services

We will deliver an improved customer experience by creating a senior customer experience manager role with responsibility for designing and implementing these improvements across all departments of the organisation.

We will incorporate a commitment to service user engagement throughout the organisation. At each stage of the client relationship, from initial intake through delivery of services and recommendation of new services, the opportunity to participate in the organisation will be promoted as a key feature of MRC. The shared value of participation - to the individual and to the organisation – will be communicated regularly and enthusiastically. The importance of the service user to MRC, as a migrant-led charity, will be a fundamental part of the lived culture of the organisation.

### Nurturing a community

The loss of social networks through migration can place many migrants (especially refugees) at a disadvantage, in terms of their wellbeing and their ability to find jobs and housing. MRC recognises that it's supportive role in helping migrants build new social ties and develop a sense of community is just as important as the provision of traditional services.

We will continue to support the establishment of a community based on mutual support, reciprocity, safety and trust. Rather than a community based on ethnicity, shared language or religion, this is an emerging community built on common experience and mutual respect where diversity is valued as a strength. For some this will be a temporary community, which facilitates the transition towards integration. For others, however, it will be a longer lasting support network, which adapts to their changing needs.

### Expanding our reach

We are committed to expanding our reach to support a larger number of migrants, refugees and asylum seekers across the UK. In London, where our presence is most established, we will reach a wider range of migrant communities by building on our existing hub & spokes structure. And we will continue to work with London

government to encourage the adoption of policies and programmes that foster migrant integration and community cohesion across the country. At the same time, we will grow our support of smaller organisations, especially migrant and refugee led community groups, across the country. In this way, we will expand the reach of our services while encouraging the growth and sustainability of local organisations. And, our policy work will continue to focus on influencing central government to promote fair and effective policies for all of the UK.

## Values Statement

### **We uphold human rights**

- We speak out for and vigorously defend the rights of migrants, refugees, and asylum seekers.
- We speak out for access to justice and the right to quality legal representation.
- We uphold and advance the rule of law.

### **We empower our clients**

- We see our clients as whole people.
- We value the views of our clients, and we give them a voice.
- We encourage the participation of our clients in the design and delivery of our work.

### **We are radical in our ambition**

- We are fearless in pursuing our vision.
- We seek new opportunities and innovate quickly.
- We act as a catalyst to change public perceptions.

### **We see the bigger picture**

- We use our experience supporting clients to advocate for an immigration system that works for all.
- We work in collaboration, not in competition with other organisations.

### **We work as one team**

- We value everyone's contributions.
- We actively try to make each other's work easier.
- We each take responsibility for the whole organisation's successes and failures.
- We celebrate each other's successes.