



# Chair of Trustees

Appointment Brief  
July 2024





# Welcome

Dear Candidate,

You will be joining the Board of Trustees at an exciting time in our journey, helping us and the sector to support those who are forced to seek safety. With over 34 years' experience, we are trusted by the communities we serve and are seen as the lead organisation in Wales for sanctuary seekers and refugees.

You will work with a committed and high performing board who strive to make a difference every day, and challenge hostile practices that limit people's potential.

We are an award winning charity and have recently been awarded by sector peers for the Female CEO Charity of the year 2022, **Smiley Charity Film Awards for 2023**, and Organisation of the year 2023.

You can read our latest work on our [website](#), [news pages](#), and social media ([Facebook](#), [X](#)) and here is our latest [Impact report \(2023\)](#).

We love improving and we have committed to the following quality marks:



We look forward to receiving your application.

Regards,

**Hawar Ameen**  
Interim Chair of Trustees



We are the Welsh Refugee Council.



# About us

## Our Vision

Working together to create a Wales where sanctuary seekers and refugees are welcomed, respected, and empowered.

## Our Mission

We improve the lives of sanctuary seekers and refugees through specialist support and influencing policy and practice.

## Our Values

### Brave

We are bold, innovative, and we take action.

### Diverse

We recognise the strengths we each bring, and each other's uniqueness.

### Croeso/Welcome

We create environments, that engage and welcome.

### Influential

We empower people to tell their stories and use our data to lift narratives.

### Collaborative

We recognise the importance of working in partnership and building each other's capacity.

## Strategy

We empower sanctuary seekers and refugees to build new futures in Wales and have over 34 years' experience. We listen to people's needs, and co-produce projects that create improved pathways of support.

Based in the heart of our communities we deliver specialist support across Wales, from our community hubs in Cardiff, Newport, Swansea, Carmarthenshire, and Wrexham.

We partner with a wide range of community, voluntary and statutory sector bodies to increase our impact and ensure our clients can flourish.

We support sanctuary seekers and refugees at the most critical points of their lives. Our work enables people who have been forced to seek sanctuary to find their feet and begin building a life in Wales.

We help people find a place to stay, work to support themselves, access English classes, legal advice, and community networks. We provide safe spaces for young people to play with our Play Project. Our work aims to help people to feel less isolated, more informed, upskilled, integrated and more able to speak up on matters that affect them.

Read our [Strategy \(2023-2026\)](#).

“

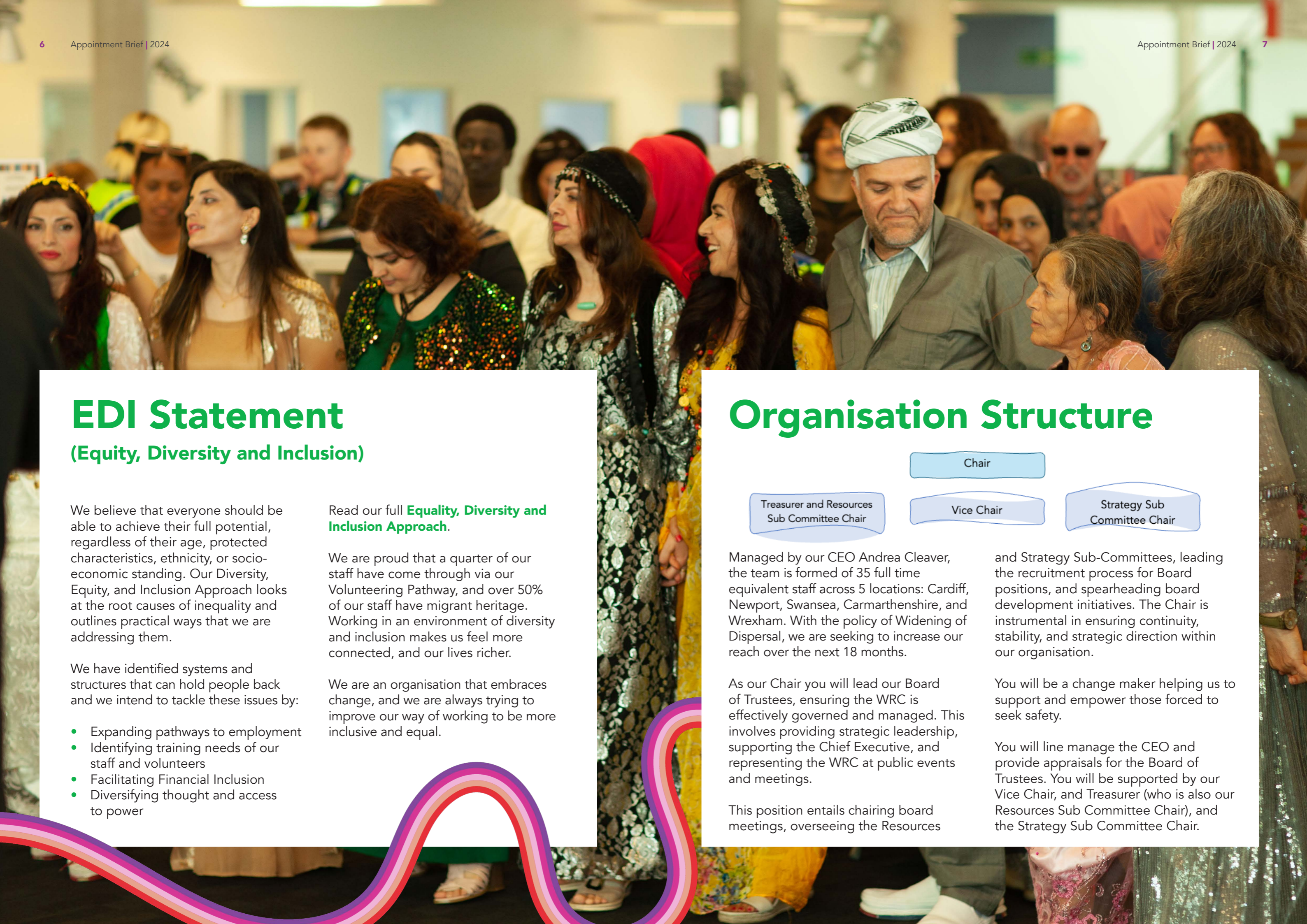
Welsh Refugee Council is the beginning of the end of the trauma. It is where the running stops and recovery starts.

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## Finances

The Welsh Refugee Council currently has an operating turnover of approx. £1.9 million. This includes 2 Welsh Government contracts, and trust and foundations income. Corporate agreements have largely covered our education and employment work, with donors and supporters providing valuable unrestricted income.





# EDI Statement

## (Equity, Diversity and Inclusion)

We believe that everyone should be able to achieve their full potential, regardless of their age, protected characteristics, ethnicity, or socio-economic standing. Our Diversity, Equity, and Inclusion Approach looks at the root causes of inequality and outlines practical ways that we are addressing them.

We have identified systems and structures that can hold people back and we intend to tackle these issues by:

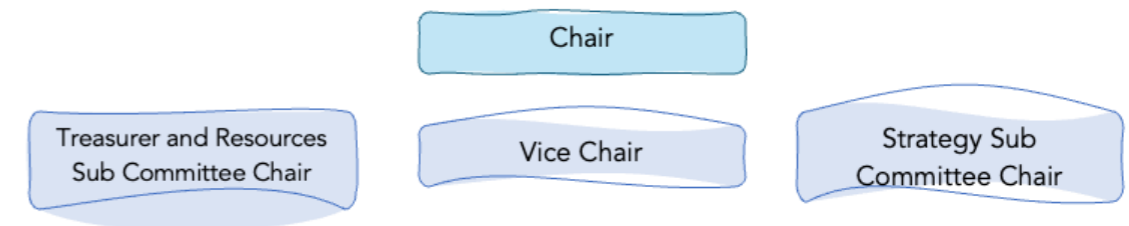
- Expanding pathways to employment
- Identifying training needs of our staff and volunteers
- Facilitating Financial Inclusion
- Diversifying thought and access to power

Read our full **Equality, Diversity and Inclusion Approach**.

We are proud that a quarter of our staff have come through via our Volunteering Pathway, and over 50% of our staff have migrant heritage. Working in an environment of diversity and inclusion makes us feel more connected, and our lives richer.

We are an organisation that embraces change, and we are always trying to improve our way of working to be more inclusive and equal.

# Organisation Structure



Managed by our CEO Andrea Cleaver, the team is formed of 35 full time equivalent staff across 5 locations: Cardiff, Newport, Swansea, Carmarthenshire, and Wrexham. With the policy of Widening of Dispersal, we are seeking to increase our reach over the next 18 months.

As our Chair you will lead our Board of Trustees, ensuring the WRC is effectively governed and managed. This involves providing strategic leadership, supporting the Chief Executive, and representing the WRC at public events and meetings.

This position entails chairing board meetings, overseeing the Resources

and Strategy Sub-Committees, leading the recruitment process for Board positions, and spearheading board development initiatives. The Chair is instrumental in ensuring continuity, stability, and strategic direction within our organisation.

You will be a change maker helping us to support and empower those forced to seek safety.

You will line manage the CEO and provide appraisals for the Board of Trustees. You will be supported by our Vice Chair, and Treasurer (who is also our Resources Sub Committee Chair), and the Strategy Sub Committee Chair.



# Role Description

## Job Title: Chair of Trustees

### Type of role:

Voluntary, 1 year minimum commitment to Chair role - Traditionally the Chair of Trustees is voted upon annually by the board of trustees. However we envision attracting a candidate who is committed to the charity long term.

### Remuneration:

Unremunerated with reasonable out of pocket expenses paid e.g. travel expenses to sites, conferences or developmental activities.

### Location:

The role would mainly be based in Wales with our main office in Cardiff and you will be required to visit on occasions throughout the year. You may also be required to visit other locations across the UK (but mainly in Wales) as an advocate for the WRC. There is no requirement for the post holder to live in Wales.

## Key Responsibilities

### Chairing Board meetings

- Meet with CEO prior to Board, to agree recommendations to present to Trustees.
- Preside over Board meetings, ensuring effective governance, decision-making, and adherence to legal and ethical standards.
- Facilitate discussions, encourage diverse viewpoints, and foster a collaborative environment among board members.

### Overseeing Sub-Committees

- Provide leadership to the Resources and Strategy Sub-Committees, by regularly communicating with the sub committee chairs and guiding their activities to ensure alignment with the board's wider goals.

### Recruitment of Board positions

- Where needed, support the recruitment process, working closely with the Nominations Committee, CEO, and stakeholders to identify suitable candidates.
- Facilitate interviews, assess candidates, and make recommendations to the Board.

### Board development

- Develop and implement strategies to enhance the effectiveness of the Board, including training, succession planning, and trustee performance appraisals.
- Ensure all members of the Board receive appropriate induction, advice, information, and ongoing training, both individually and collectively, to equip them for their roles effectively.
- Ensure the Board delegates sufficient authority to its sub committees, to enable the business of the charity to be carried out effectively between meetings.

### Strategic planning

- Collaborate with board members, senior leadership, and key stakeholders to develop and refine the organisation's strategic priorities and long-term vision.
- Monitor progress towards strategic goals, identify opportunities and challenges, and recommend adjustments as needed.
- Ensuring that Board decisions are made in the best, long-term interests of the charity and that the Board takes collective ownership of these decisions.
- Proactively identifies, assesses, and prioritises risks, working collaboratively with the Board and Senior Leadership Team to develop and implement effective mitigation strategies.
- Ensure the Board focuses on its governance role, and does not incrementally, or otherwise stray into operational matters.

### Resources

- Oversee the allocation and utilisation of resources, ensuring alignment with the WRCs strategic objectives and mission, while also promoting transparency and accountability in financial management.
- Collaborate with the Board and Senior Management Team to develop and implement efficient resource management strategies, including budgeting, fundraising, and expenditure control, to maximise the impact of the charity's programs and services.
- Oversee financial dealings and are systematically accounted for, audited and publicly available.

### Stakeholder engagement

- Act as a spokesperson and advocate for the Welsh Refugee Council, representing the organisation to external stakeholders, including government agencies, funders, and the public.
- Cultivate strategic partnerships and alliances to advance the organisation's mission and objectives.
- Ensure the voices of those with lived experience are at the heart of our work, and our heard and seen by Board.

### Leadership support

- Support, and where appropriate, to act as a critical friend to the Chief Executive.
- Ensure that the Board as a whole works in partnership with senior staff.
- Ensuring that whenever practicable, trustees visit various parts of the charity, attend a few events organised by the charity and have informal opportunities to meet staff and beneficiaries.
- Undertake CEO appraisal.



# Person Specification

## Essential Experience

- Educated to degree level or equivalent, and evidence of ongoing senior level professional development.

## Leadership

- At least five years' experience at a senior leadership level, in a complex organisation.
- At least 3 years experience serving on non-profit boards, with a deep understanding of governance principles and best practices.
- Strong strategic mindset, with the capacity to analyse complex issues, make sound decisions, and drive organisational change.
- Track record of developing and delivering successful strategy, within a purpose led organisation and achieving a positive impact.
- Experience of line managing senior staff and supporting work plans.
- Previous experience in chairing meetings, managing committees, and overseeing recruitment processes is preferred.

## Desirable Experience

- People with refugee or asylum seeking background and experts by experience.

## Essential Knowledge

### Policy

- Knowledge of refugee and asylum policy in Wales and UK.

## Essential Skills

### Communications

- Proven ability to influence positive change at a high level.
- Strong leadership skills, with the ability to inspire and motivate board members and stakeholders towards a common vision.
- Fluency in English with excellent written communication skills; able to undertake research and write clearly and persuasively for different audiences.
- Excellent interpersonal skills: an able verbal communicator who is succinct, and has the confidence to interact with politicians, civil servants, stakeholders, colleagues, and community groups.

### IT

- Good IT skills, with ability to be open to new software to aid effectiveness.

## Desirable Skills

### Languages

- Ability to speak Welsh/ or community language.

### Media

- Experience of media interviews.



# Behaviours

## Strategic visionary

Demonstrates a clear understanding of the charity's mission, vision, and goals, and possesses the ability to articulate and communicate a compelling strategic vision to stakeholders.

## Innovative problem-solving

Adapts to changing circumstances and proactively addresses challenges by fostering a culture of innovation, creativity, and continuous improvement.

## Effective leadership

Inspires and motivates board members, staff, volunteers, and stakeholders by fostering a culture of trust, collaboration, and accountability.

## Strategic partnership building

Cultivates strategic relationships with key stakeholders, including donors, funders, government agencies, and community partners, to enhance the charity's impact and sustainability.

## Governance

Ensures robust governance structures and practices are in place, including clear roles and responsibilities, ethical standards, and effective oversight mechanisms.

Promotes diversity, equity, and inclusion within the board and WRC, and upholds high standards of ethical conduct and legal compliance.



# How to Apply

To apply for the role please email us with your CV together with a supporting statement (of no more than 1000 words) outlining your motivation for the role and your key skills and experience in line with the person specification.

Email: [recruitment@wrc.wales](mailto:recruitment@wrc.wales)

Click here for more details on how to apply on the [Welsh Refugee Council's website](#).

Please ensure that you have included a telephone number, as well as any dates during the week of Monday 2 September when you will not be available or might have difficulty with the recruitment timetable.

If you are unsuccessful in this role, you may be considered for a role as a general board trustee. If you are not interested in being considered for this please let us know when you apply.

## Recruitment Timetable

**Closing Date:** Friday 16 August 2024

**Interviews with Nominations panel:** Week of 9 September 2024

**Nominations panel present recommendation**

**to the board and appointment:** Week of 16 September 2024

## Queries

If you would like an informal conversation about the role with a current board member or the interim chair of trustees please contact [hawar.ameen@trustee.wrc.wales](mailto:hawar.ameen@trustee.wrc.wales).





