

# ‘SEPARATED CHILD’ (The Separated Child Foundation) CHIEF EXECUTIVE RECRUITMENT



‘Separated Child’ is offering a wonderful opportunity to make a significant difference to the lives and life chances of lone refugee youth, through the role of Chief Executive – a position that is being enlarged and enhanced. It is challenging but highly fulfilling.

This reconfigured post has come about following the resignation of the first Chief Executive of ‘Separated Child’ – who was also the *first* staff member – after a period of five years, with effect from **February 2024**.

‘Separated Child’ is poised for growth at an exciting stage of its development, seeking to expand its horizon and extend its reach. The Board of Trustees is keen to appoint a person of vision, integrity and drive to enable that to happen by leading a lively, committed and forward-looking team. It values its own diversity, as it reflects the nature of our society, and it welcomes applications from people of all backgrounds.

This pack holds information about:

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Imagine having to flee your homeland because of war, terror or persecution.

Imagine being a child or young person.

Imagine not having your parents with you because they were killed before you left or were unable to leave.

Imagine arriving in a strange country, seeking asylum, completely alone.

Imagine having absolutely nothing.

Separated children and young people experience the double trauma of separation not only from their homeland, culture and natural environment but also from the adults in their family who gave them care.

### **THE WORK OF 'SEPARATED CHILD'**

'Separated Child' offers emotional, social, financial and physical support to separated children and young people in Britain up to the age of 21; and engages in educational activities that raise awareness of their needs and encourage positive responses to them.

#### **The children and young people that 'Separated Child' supports**

Whilst events in Ukraine, regions of Central and Western Asia, and East Africa dominate news cycles, children receiving support from 'Separated Child' have fled from wars and conflict in other parts of the world, including at least 27 countries and regions: Afghanistan, Albania, Algeria, Burkina Faso, Chad, Egypt, Eritrea, Ethiopia, Guinea, Iran, Iraq, Kurdistan Region, Kuwait, Libya, Mali, Niger, Nigeria, Pakistan, Senegal, Sierra Leone, Somalia, South Sudan, Sudan, Syria, Turkey, Vietnam and Yemen.

The majority of children helped by 'Separated Child' are between 12 and 18 years old (95%), with 37.5% between 12 and 16 and 57.5% between 17 and 18.

#### **Terminology**

The word 'child' refers to a legal status of a person under 18 years of age. In practice, 'young person' or 'youth' better matches the social situation. At 'Separated Child' the term 'child' is used for ease of reference or for indicating the person's entitlement to care and protection.

The word 'separated' may be too vague when addressing the general public or even some politicians and professionals who are unfamiliar with the nature of the rupture that has been endured. For this reason, the term 'lone refugee youth' has been coined.

### **'Separated Child' Projects**

#### **Welcome Packs**

When separated children and young people arrive in our country, it is almost always at the end of a difficult, demanding and dangerous journey. Invariably they arrive exhausted, lacking even the most basic necessities of life, after walking in groups at night, sleeping during the day and taking turns to keep watch.

The packs project accounts for over half of the budget. Packs are distributed to children by partners of 'Separated Child': charities, local authorities and NHS services that are in direct contact with children across England, Scotland and Wales. 'Separated Child' distributed more than 6,200 packs (of various kinds) to separated children between July 2022 and June 2023, 16% more than during the previous year.

### **Arrival packs**

Tailored for male and female, and for different sizes, these duffle bags contain toiletries, a towel, underwear, a range of light, warm and waterproof clothing, and other basics.

<https://separatedchild.org/our-work/arrival-packs/>

### **Essentials packs**

Specially created for partners of 'Separated Child' in Dover – who have experienced a great increase in arrivals of separated children by boat – these packs are scaled down versions of Arrival Packs. They complement the track suit provided by the Border Force to the children on arrival.

### **Sleep Packs**

These contain a lavender pouch, ear plugs, a nightlight, a night shirt, a stress ball and a 'Sweet Dreams' card. Partners of 'Separated Child' use the packs as part of their work with children to help them settle back into 'normal' sleep routines, as many suffer from terrible insomnia as well as nightmares from the trauma they have witnessed and experienced.

<https://separatedchild.org/our-work/sleep-packs/>

Packs are given to children at different points in their time in the UK: on first arrival and also on being moved to the location to which they are dispersed through the government's national transfer scheme. The packs give children the comfort and welcome they need: practical items for living and for helping them to be clean, warm and dry. Most – but not all – partners distribute both packs.

### **Feedback from children**

*"I really liked the light. It's dim and I can sleep with it. I smelt this [the lavender bag] and the first night I slept like never before."*

*"I have clean clothes! I had only the ones I was wearing, now I have a choice, thank you!"*

*"I get scared at night and I can't sleep, the little light helps me to see."*

*"The squeezey ball helps me when I am stressed."*

*"I love the lavender!"*

*"This was very good, I come with nothing and was scared. This make me happy and make me know there are good people."*

### **Club Class**

'Club Class' is a cross between a club and a class: an educational, social and cultural programme for children aged 14 – 18, which runs every week after school including during school holidays. 'Separated Child' runs Club Class in partnership with the Refugee Council in Croydon and also – since 2022 – in Bournemouth with the International Care Network.

<https://separatedchild.org/our-work/club-class/>

In December 2022, an outing to the Miracle Café was scheduled to complement Club Class sessions around religious holidays around the world and how they are celebrated. The young people enjoyed a traditional British Christmas dinner, played parlour games and were given small gifts (donated by the local Foodbank).

The Club Class team of freelance youth workers is managed by the Programme Manager at 'Separated Child', who is responsible for developing and managing new Club Classes with partners. There are currently three youth workers– two for Bournemouth and one in Croydon. Sessions are also attended by at least one member of staff from the partner organisations of 'Separated Child' to support our young people on a one-on-one basis, allowing the youth workers to facilitate the group discussions, activities and games.



a mural created by participants from Club Class in May 2023,  
as part of a youth day with other refugee youth groups

### Training for foster carers

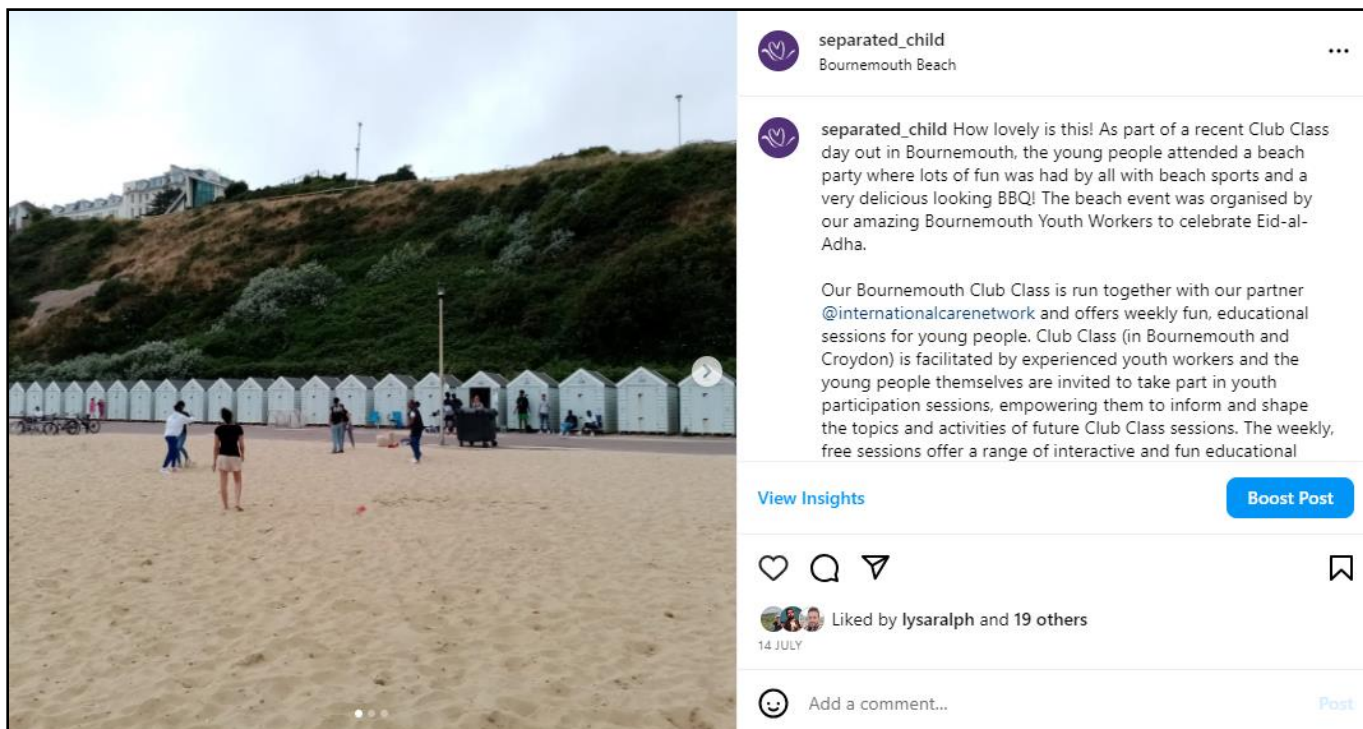
'Separated Child' had identified a need for the foster carers of separated children to be better prepared for the emotional, sociological and physical needs that separated children uniquely present. The aim is for every foster-carer who cares for – or is planning to care for – a separated child to be aware of, and have access to, pertinent information of high-quality. This is intended to help them prepare more effectively for the arrival of the young person in their home, enabling the best possible outcome for both child and carer.

In 2022 – 23, the Programme Manager at 'Separated Child' developed a new training resource for foster carers in the form of an animated video. She identified and consulted with appropriate professionals and agencies to create the content and to promote the video in order to maximise access amongst foster carers. This consultation included foster carers, fostering agencies, local authority fostering teams, social workers and academics.

### Giving children a voice

To encourage compassionate responses in wider society to lone refugee youth, 'Separated Child' uses digital communications to tell the children's stories, sharing their needs and hopes and raising awareness of the challenges they face <https://separatedchild.org/our-work/child-refugee-stories/>

At the end of 2022, 'Separated Child' launched an Instagram account to connect with a wider audience via social media. For the first time and following the safeguarding policy related to images of children, 'Separated Child' shared pictures of Club Class activities and days out to demonstrate the importance of varied social and cultural experiences for the children.



Instagram post about a Club Class trip to Bournemouth beach to celebrate Eid at the end of June 2023

### Influencing

'Separated Child' has continued as a member of three campaigning groups this year: 'Together with Refugees', 'Refugee Migrant Children's Consortium' and 'Families Together'. This has involved co-signing letters on issues such as demanding an end to the practice of placing children into hotels whilst they await their decisions. 'Separated Child' has also participated in selected coalition-led campaigns, empowering our social media followers and email subscribers to advocate on behalf of separated children.



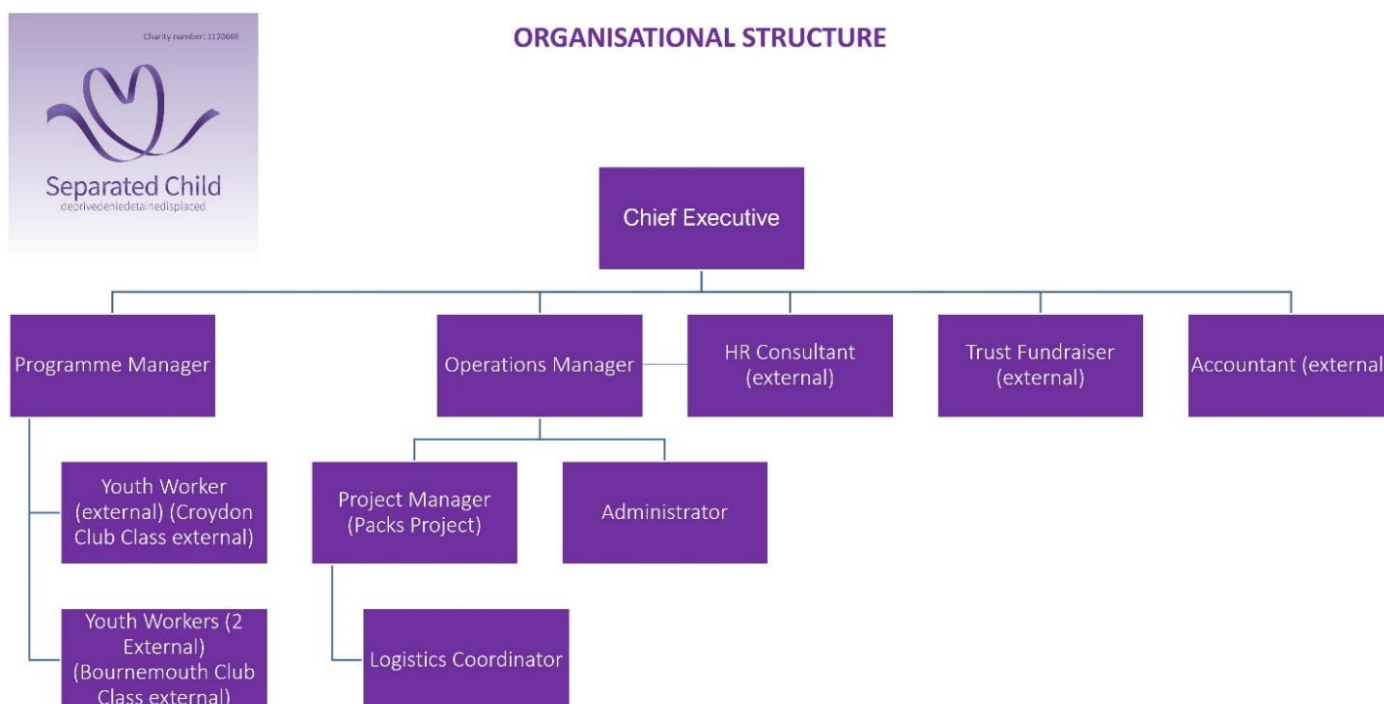
Instagram posts from spring 2023 as part of the #CareForEveryChild campaign

## The Ester Gluck Awards

'Separated Child' was founded in memory of Ester Gluck who died in 2006 at the age of 24. Compassionate and creative, Ester was deeply committed to working for the benefit of refugees and people seeking asylum. In particular, she cared about the needs of young refugees, especially those who have become separated from their parents and close family.

'Separated Child' launched the Ester Gluck Awards to celebrate lone refugee youth who have delivered or initiated a project that promoted positive social change. These awards suitably recognise Ester as the inspiration for the establishment of 'Separated Child' and honour her life and memory. The first short-listing has taken place and the programme will be relaunched at the end of 2023. <https://separatedchild.org/the-ester-gluck-awards/>

## The 'Separated Child' professional team



For details about all 'Our People' click <http://separatedchild.org/our-people/>

## STRATEGY 2023—2028

### Welcome Packs

'Separated Child' aims to grow numbers distributed, targeting new partner recruitment in line with distribution of children via the government's national transfer scheme. To support this, the establishment of stock satellite sites are being explored to reduce distribution costs in the North of England, North Wales and Scotland. 'Separated Child' will work with lone refugee youth to explore the need for and develop new types of packs (e. g. for sports or for study); and with companies to secure donated goods to reduce the cost of our overall project.

### Youth Forum

There is a plan aim to establish a Forum of separated children, either through established Club Classes or through the development of a separate entity. Its purpose is to give them a lead role in informing the direction of the work of 'Separated Child' and supporting them to advocate for themselves and their rights.

## **Club Class**

The development of weekly Club Class will continue in London and Bournemouth, with additional activities. Avenues will be explored to introduce Club Class in other areas, using feedback from the Youth Forum and from evaluation data.

## **Training for foster carers**

Following the completion and online posting of the first resource – the introductory video – in autumn 2023, materials will continue to be developed to support foster carers who care for separated children. Work will be strengthened with appropriate agencies to promote the materials and to maximise access amongst foster carers. <https://separatedchild.org/foster-carer-resources/>

## **Giving children a voice**

There is a strong impetus to empower lone refugee youth further in telling their stories and reflecting on their experiences, needs and hopes. Another goal is to raise awareness of their needs in wider society, and changes attitudes towards them.

## **Influencing**

Campaigning work will be increased, using direct experience with children to enhance advocacy. 'Separated Child' will advocate for the rights of lone refugee youth: it will seek to exert an influence nationally on behalf of separated children to improve their lives and life chances, and also to empower supporters to act as agents of change.

## **New programmes**

'Separated Child' will continue to develop new projects to give more separated children the opportunity to take part in activities that will enhance their lives and enable them to fulfil their potential.

## **Infrastructure**

'Separated Child' aims to continue keeping overheads low, using resources efficiently. The staffing structure and roles will be monitored to ensure that they are appropriate for developing needs, and that they optimise the opportunities offered through volunteers and the use of interns.

# **THE POST OF CHIEF EXECUTIVE: ROLE SUMMARY AND CONDITIONS, DUTIES AND RESPONSIBILITIES, AND PERSON SPECIFICATION**

## **ROLE SUMMARY AND CONDITIONS**

'Separated Child' is ready to grow further as a lead organisation that supports unaccompanied refugee and asylum-seeking children in the UK. With established staffing levels, increasing income generation and growing influence in the refugee landscape, the Board of Trustees at 'Separated Child' seek a Chief Executive to take it to its next level.

The Chief Executive is the main driver of the organisation and is ultimately accountable to the Board of Trustees.

As Chief Executive, you would be responsible for the leadership of 'Separated Child' – both its strategic and its operational management. In collaboration with the Board of Trustees, you would set the overall vision and strategy, and you would establish and oversee its operational plans.

The role carries great responsibility, with pivotal decision-making that affects the performance of 'Separated Child' and enables it to develop. It importantly involves attention to the performance, welfare and professional development of staff members.

### **Reporting**

The Chief Executive reports to the Chair and the Board of Trustees; and manages two members of staff and three external consultants.

### **Working Hours**

This is a role EITHER for five days per week (full time) OR 28 hours (0.8 FTE) over four or five days. The detailed working pattern is to be agreed, based on organisational needs and the specific circumstances of the successful candidate.

There is a requirement to attend – approximately once a month – Board meetings and some committee meetings, which last into the early evening. There are occasional weekend commitments.

### **Salary Range**

£58, 849--£62, 895 per annum pro rata (corresponding to NJC SCP 52 to 56), depending on experience.

### **Contract**

Permanent, upon successful completion of probationary period

### **Location**

This role is home-based but includes occasional travel across the UK.



## **DUTIES AND RESPONSIBILITIES**

### **Strategic Planning**

- Engaging with the Board of Trustees of 'Separated Child' to refine and enhance its mission and vision, as well as its short- and long-term goals
- Engaging with donors, other key stakeholders and relevant organisations in determining the direction of 'Separated Child'
- Devising, developing and implementing the approved structure, strategy, and its plans and policies to achieve the mission, goals and objectives of 'Separated Child'
- Identifying and pursuing development opportunities for 'Separated Child' under the direction of the Board of Trustees
- Developing new programmes of work to increase the reach of 'Separated Child' so as to support more separated children both through growing established programmes and also through developing new programmes
- Presenting regular reports to the Board of Trustees and its Committees on the status of 'Separated Child' and its operations
- Raising the profile of 'Separated Child' within the community of refugee organisations, relevant professional bodies, governmental agencies and the media

### **Organisational Leadership and Management**

- Stimulating and sustaining a positive culture within 'Separated Child', with particular attention to equity, diversity and inclusion
- Leading and managing the team, by ensuring that staff are motivated, are clear about their objectives and receive regular reviews so that organisational aims are met
- Overseeing employment decisions and employment-related matters
- Stimulating and supporting a growing number of research and other volunteers who provide services and additional insights into issues affecting separated children
- Managing ongoing operations and the deployment of resources available to 'Separated Child'
- Maintaining the policies, procedures and processes of 'Separated Child', and developing new ones as appropriate
- Ensuring the compliance of 'Separated Child' with its legal and regulatory responsibilities and standards, as well as adherence to its own policies
- Ensuring that the health, safety and well-being of staff and volunteers are safeguarded
- Leading on the development and production of the annual report and accounts of 'Separated Child'
- Identifying and analyse problematic situations and incidents, and developing solutions to ensure continued alignment with the strategic direction and performance of 'Separated Child'

### **Organisational Profile**

- Communicating and engaging with the Board, its committees and individual trustees, as well as other key stakeholders including relevant government bodies, the media, and partner organisations
- Safeguarding the reputation of 'Separated Child' and engaging with other organisations in the refugee/asylum seeker space, particularly around issues affecting separated children
- Maintaining knowledge and awareness of the landscape of 'Separated Child' and its development opportunities
- Playing a full part in sector-wide campaigning on key issues that affect separated children, enabling staff, trustees and supporters to be fully engaged
- Maintaining and updating the position statements of 'Separated Child' on key issues
- Conveying a coherent vision for 'Separated Child'

## **Fundraising, Income Generation and Resource Management**

- Overseeing the financial structure, funding and fundraising of 'Separated Child', ensuring adequate and sound funding for its mission, goals and plans
- Overseeing and reviewing financial and non-financial reports to foster the continuous improvement of 'Separated Child'
- Taking appropriate decisions and actions to help 'Separated Child' to increase its available resources and maintain a surplus to achieve its mission, goals, and objectives
- Taking appropriate steps to safeguard resources

## **Other Duties**

- Perform other duties to benefit 'Separated Child', when requested or required, as appropriate.

## **PERSON SPECIFICATION**

### **ESSENTIAL**

#### **Values and qualities**

- Understanding the experiences of refugees, exiles, displaced persons and people seeking asylum – particularly separated children – and a sound knowledge of the issues that affect them before, during and after their quest for refuge
- Dedication to improving separated children's lives and life chances
- Staunch commitment to the values of equity, diversity and inclusion.

#### **Experience and skills**

- Visionary thinking and strategic planning, with the aptitude to translate them into reality.
- Experience of the management of change
- Ability to deal with complex and challenging situations that require consultation, as well as decisiveness under pressure
- Leadership skills, including the ability to inspire others, with appropriate levels of support and challenge
- Experience of supervisory management, including of paid staff
- Significant experience in the charity sector, as a professional or volunteer, and a thorough understanding of charity management and the processes of governance
- Financial expertise, including forecasting, budgeting and monitoring
- An understanding of the charity funding landscape, coupled with a firm grasp of fundraising processes
- Effective skills in communication to various audiences, including to the media and in a range of formal and informal contexts.

### **DESIRABLE EXPERIENCES AND EXPERTISE**

- Senior management in an NGO
- Fundraising
- Leading or managing in the refugee and asylum seeker environment
- Academic study or research in a field relevant to separated children.

## APPLYING FOR THE POSITION OF CHIEF EXECUTIVE

### How to apply

At every stage, it is only Board members who will make the recruitment decisions.

On behalf of the Board of Trustees, applications and communications will be handled by **Rebecca Clayton**, the HR consultant to 'Separated Child'. Applications close at **9.00 am** (UK time) on **Friday 8 December 2023**. They must be submitted by **email** to [Rebecca@rhumanresources.co.uk](mailto:Rebecca@rhumanresources.co.uk)

If you would like the opportunity for an informal conversation with either **Richard Hammond**, (current Chief Executive) or **Angela Gluck** (Life Trustee and current Acting Chair) or both of them, contact Rebecca Clayton [Rebecca@rhumanresources.co.uk](mailto:Rebecca@rhumanresources.co.uk) who will make the arrangements. You are advised not to leave any request to a late stage in the application period.

If you wish to apply for the position of Chief Executive at 'Separated Child', email to Rebecca Clayton at [Rebecca@rhumanresources.co.uk](mailto:Rebecca@rhumanresources.co.uk):

- your CV
- information about **TWO** referees who know you in a **professional** capacity, giving their **email address** and **telephone number**, and indicating the **period** and the **context** in which you know each other

You may add this information about referees to the end of your CV.

Be assured that references will only be taken up at the final stage of the selection process.

- a statement to support your application, specifically addressing clearly how you meet **each of the 12 essential elements of the person specification** (listed on page 11).

This statement is a crucial part of your application. It should **not exceed 1500 words**.

You can submit your application well before the closing date, if you wish.

The Board cannot consider your application if it is received after 9.00 am on Friday 8 December, unless there are exceptional circumstances that you explain before or at this point.

### The next steps

#### Shortlisting

If you have been short-listed, Rebecca Clayton will inform you **in the week of 18 December**. She will ask you to **confirm immediately** whether you remain a candidate. If you proceed, you will be given a short task of preparation for the first stage interview.

In addition, Rebecca Clayton will give you details of the choice of packing sessions on **7 January** and **21 January** (see below), in case you choose the former date ahead of the first stage interview.

### Joining a packing session at the Packs Project base, in north London

In order that you have a good grasp of our Packs Project, we are offering you the opportunity to join a packing session, along existing volunteers, for two hours on **one of these dates**:

- Sunday morning 7 January 2024
- Sunday morning 21 January 2024

Note that, in relation to the first stage interview, the first of these takes place beforehand and the second of these afterwards. For this reason, the first stage interview will not include questions about the operational aspects of the Packs Project.

### First stage interview: 10 January 2024

This interview will be by video conference (probably using Zoom). It is likely that the interview will be conducted by five Trustees and that it will last 45 – 50 minutes; but you should allow an hour. You will:

- be asked standardized questions
- make the presentation that you prepared and be asked questions about it
- have a chance to add anything about which you had not been asked.

If the interviewing panel progresses you to the next stage, you will be told by **Friday 12 January 2024**. The next appointment will be a meeting with staff and Rebecca Clayton will give you the details. She will also give you the information about the second stage interview (31 January 2024) and the topics it will cover.

If you did not attend the packing session of 7 January 2024, you are advised to join the session on 21 January 2024.

### Meeting with staff: 17 January 2024

This meeting, with three members of staff who play key roles, will be by video conference (probably using Zoom) and will last about 45 minutes. You will be asked to chair a 'staff meeting' in style of a team report. Through this:

- You will gather information and insights as the basis for a presentation at the second interview stage.
- The staff will reflect to the second stage panel the effectiveness of your chairing style.

### Second stage interview: 31 January 2024

This will be an in-person interview, in London, likely lasting 45 – 60 minutes. The panel will comprise four trustees, mostly different from those in the first interview. The interview will include:

- A presentation by you that you have prepared on a theme that has been set, followed by questions about it from the panel;
- A media-style interview on a topic of contemporary significance that you will have been told about in advance;
- A round-table discussion on a potentially wide range of topics and themes.

Decisions about the appointment will be made in the **week of 5 February 2024**.

*Travel expenses can be claimed for the attending the packing session and the second interview.*