

# Migration Exchange

at  Global Dialogue

## Migration Exchange Co-Director (part-time, job share)

### Candidate Information Pack

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To discuss this role further please contact Allyson Davies,  
selection and diversity expert, at [MEX@allysondavies-consultant.com](mailto:MEX@allysondavies-consultant.com)  
or call 020 7828 3855 or 0796 855 6164

**Global Dialogue and Migration Exchange are committed to  
best practice in equality, diversity and inclusion**

## Letter from Esther Hughes (Executive Director of Global Dialogue)

Thank you for your interest in our work and in joining our team.

Migration Exchange (MEX) is an informal network of funders that has been working to improve the lives of people who migrate, and receiving communities in the UK, for the past ten years. Looking to the next decade, MEX has ambitions to keep working with funders and practitioners to transform the resourcing and power of the UK migration sector and independent funder support by making it more connected, informed and able to catalyse effective action for the ultimate benefit of people within the UK migration and asylum system.

In order to maximise the opportunities and meet the challenges ahead, Global Dialogue is supporting MEX to recruit a Co-Director to join the MEX team. This is a role that will be at the heart of the strategic response to the challenges faced by people who migrate. In order to have impact, we need to work together, forming partnerships and collaborating to galvanise positive change and have social impact in the UK.

If you are experienced in and motivated by strategic social change, and if you would relish the challenge of working to create an improved landscape for migration in the UK, then this is a unique and special opportunity. You'll need to really believe in partnerships and collaboration and be experienced at working with people and organisations to build initiatives that bring about positive change.

Building a team that is diverse and representative is hugely important to everyone involved in this work. So, whilst you will need senior level experience of social impact, we really want to hear from candidates from a wide range of backgrounds. **People who have lived experience of the issues facing people in the immigration, asylum or nationality system and the intersection with structural racism are particularly encouraged to apply.**

If you would like an initial, informal conversation about this role then please contact Ally Davies, who is a selection and diversity specialist. You can email Ally at [MEX@allysondavies-consultant.com](mailto:MEX@allysondavies-consultant.com) or call her on 020 7828 3855 or 07968 556 164.

Thank you for your interest in Migration Exchange and in Global Dialogue. We look forward to hearing from you.

Yours truly

A handwritten signature in black ink, appearing to read 'Esther Hughes', with a small dot at the end.

Esther Hughes

## BACKGROUND BRIEFING

### Co-Director, Migration Exchange

#### Global Dialogue and Migration Exchange

[Global Dialogue](#) is an independent, international platform for philanthropic partnership which enables innovative and collaborative philanthropy, enabling funders to work together and realise ambitious goals and create lasting change. We host donor networks and collaboratives, including [Migration Exchange](#) (MEX), an informal network of independent funders. Established a decade ago, and hosted at Global Dialogue since 2015, MEX aims to improve the lives of people who migrate, and receiving communities in the UK, by informing public debate on migration and supporting welcoming communities. MEX's [strategic priorities](#) include to:

- Improve understanding of public attitudes on migration and how they relate to politics, policy, and communities.
- Use this knowledge, locally and nationally to improve accuracy and depth of conversations about migration, integration, and identity.
- Develop strong networks that forge alliances and build public support for welcoming and thriving communities for all.

Migration Exchange currently receives grants from trusts and foundations including Barrow Cadbury Trust, Comic Relief, Esmée Fairbairn Foundation, Joseph Rowntree Charitable Trust, Lloyds Bank Foundation, Migration Foundation, Oak Foundation, Paul Hamlyn Foundation, Trust for London, and Unbound Philanthropy.

#### Our vision and what we do

There are brilliant organisations and people around the UK working on issues of migration, integration and refugee protection, and polls show broader public support for immigration than ever before. Yet people are forced to navigate a deliberately dysfunctional, hostile immigration and nationality system and face huge challenges of structural racism, inequality, and injustice. To try to address this, MEX developed a vision of ***an immigration system that welcomes newcomers, treats people with dignity and respect, and which has public confidence and consent.*** (See our Theory of Change in Appendix 1, at the end of this document.)

We work towards this mission through initiatives such as:

- Commissioning research to inform funders and key partners to act on shared concerns,
- Supporting coordination and capacity building in the sector,
- Aligning grants to enable activities to take place at scale or increase the potential for success.

MEX recognises the importance of working together, through collaborations, networks and shifting power and resources, so we work with a wide range of partners including charities, academics, think tanks, journalists and other funder networks in the UK and Europe. The partnerships, collaborations and initiatives enabled by MEX have resulted in impactful and meaningful achievements, including:

- Aligning funding and analysis through the network, leading to the formation of key infrastructure including [The Migration Observatory](#), [British Future](#) and [IMIX](#);
- Developing a COVID-19 response programme, [Respond and Adapt](#), for the migration sector distributing over £2.4m to 130 organisations across the UK;

- Developing a [Leadership for Social Change](#) programme tailored to emerging and established migration sector leaders, with a focus on lived experience;
- Publishing [Taking Stock](#), a report on infrastructure and resources of UK migration charities and funders highlighting leadership, collaboration and influencing as key focus areas for the future.

For a fuller explanation of these achievements, see Appendix 2.

## **We need to do more**

The movements and changes in public opinion galvanised by the Windrush scandal, the Black Lives Matter movement, and an end to free movement after Brexit have all had major impacts on this agenda. We know that the political and legislative context demands a new, more ambitious mission around enabling the UK migration sector's resourcing and power to be able to catalyse effective action for the benefit of people within the UK migration and asylum system.

In order to deliver a new, ambitious and bold vision, MEX is changing its staffing and governance. This will enable us to be better placed to develop and deliver a new strategy that will build on our achievements and enable us to create and build ever stronger and more effective collaborations, partnerships, and networks. That is why Global Dialogue is now recruiting a Co-Director (part-time, job share) who will work in partnership with Sarah Cutler to shape and lead this strategy and its delivery.

## **About the role**

This is a strategic and relationship-based role which has the potential to help influence a more positive landscape for migration and refugees in the UK. The Co-Director will need to bring vision, energy, creativity, and values to these exciting opportunities. The Co-Director will work closely with their colleagues, advisors, and network members to:

- Co-lead and shape a collaborative network with shared purpose around this key social issue
- Maximise the potential to translate ambition and shared purpose into action that has wider collective benefit
- Shift entrenched power dynamics and ways of working within philanthropy
- Work in a model of shared leadership, with support and coaching to ensure positive work relationships, equity, and development
- Work with Sarah to set up and oversee the appointment of a new advisory group with a broad range of perspectives and backgrounds
- Co-develop and manage a team of staff, external advisors, and consultants

## **About you**

The Co-Director could come with experience from a range of social change issues; they may have already held a Director position, or they may be someone who feels ready to co-lead for the first time. Whatever your background, we will be delighted to hear from you, especially if you are a skilled and senior person with significant experience of working collaboratively on social change issues and building successful programmes and partnerships in the UK or elsewhere. **Lived experience of the issues facing people in the immigration, asylum or nationality system and the intersection with structural racism will be welcomed and valued.**

The new Co-Director, in addition to the above, will also:

- Bring creativity, passion, and a talent for spotting scope for action
- Thrive on relationship- and partnership-building
- Have humility and strong listening skills
- Enjoy the challenge of raising funds to deliver innovation

**We value, welcome and respect all the differences that make us who we are, including:  
age, cultural background, disability and mental health, ethnicity  
and race, gender, gender identity and expression, sexual orientation,  
and social background.**

## ROLE DESCRIPTION

**Job Title:** Co-Director

**Salary:** £60,000–65,000 (pro rata), depending on experience.

**Hours:** Role offered between 2.5 or 3 days per week (to be negotiated)<sup>1</sup>

**Benefits:** 25 days' holiday plus bank holidays (pro rata), 6% pension contribution and personal development leave.

**Reporting to:** Executive Director & MEX advisory committee

**Responsible for:** A small team (to be recruited)

**Location:** Home-based in the UK<sup>2</sup>

The Co-Directors will share the most senior role in a small team. They will be responsible for the overall delivery and success of the work. The role has a high degree of autonomy and accountability and is ultimately responsible for all aspects of the work of the programme.

### Key areas of responsibility

#### Strategy

- Developing and implementing a strategy that contributes to the UK migration sector and independent funder support by making them more connected, informed, and able to catalyse effective action.

#### Governance

- Developing, establishing, and maintaining an advisory committee structure and recruitment process to shape and contribute to strategy and ongoing advice.
- Developing oversight and accountability mechanisms for the advisory committee.

#### Learning, relationship development, and delivering programmes

- Enabling continuous learning, knowledge/insight sharing and coordination on key issues by using online communities, creating smart resources, running regular briefing events, and proactively sharing insights in relevant social change networks.
- Supporting alliance-building and coordination across themes and geographies.

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<sup>1</sup> Global Dialogue has a flexible working policy and core hours will be negotiated with the successful candidate.

<sup>2</sup> Meetings/training sessions/conferences may be held from time to time at various locations within London and your attendance at these may be required. We will give you as much notice as possible of your required attendance and you should ensure that your work is allocated accordingly to facilitate this travel. Costs of travel to and from these locations will not be reimbursed. Other travel undertaken for business reasons will be reimbursed in accordance with Global Dialogue's Travel and Expenses Policy, which is contained in the Staff Handbook.

- Maintaining strong working relationships with civil society organisations working on migration and refugee protection, connecting them to new opportunities and spaces for discussion and action, and ensuring ideas are translated to action, in co-designed approaches.

#### **Aligning resources and shifting power dynamics**

- Designing and delivering ways for funders to improve and align their grant-making on key issues, including mapping grants already made.
- Working with people directly impacted by issues and the organisations supporting them to co-design and develop successful grant-making strategies for different challenges and geographies.
- Identifying gaps and opportunities for philanthropic support, large and small; and encouraging philanthropic investment on key approaches to change.

#### **Management, operations, and fundraising**

- Overall responsibility for delivering the programme.
- Managing the programme resources, including team management, budgeting, and programme risks.
- Identifying sources of funding for MEX's programme and raising funds from a range of donors.
- Reporting to funders, to the MEX advisory board, the Executive Director, and the Global Dialogue trustee board.

## PERSON SPECIFICATION

We are looking for a skilled and senior person with significant experience of working collaboratively on social change issues and building successful programmes and partnerships in the UK or elsewhere. **Lived experience of the issues facing people in the immigration, asylum or nationality system and the intersection with structural racism will be welcomed and valued equally to professional expertise.**

You do not need experience as a grant-maker; our key requirement is excellence in partnership and creativity in collaboration, demonstrated through a track record of social justice impact.

We are seeking someone who can bring senior professional skills and personal experience of immigration control along with:

- Hope, positivity, and love of human potential for change and resistance
- Humility and the ability to listen
- Creativity, passion, and a talent for spotting scope for action
- Commitment to the power of partnership and solidarity
- Confidence navigating power dynamics and challenging the status quo
- Track record of experience and impact in social change work

We expect that the successful candidate will have most of the following skills and experience:

### Required

- Excellence in strategic thinking and planning, demonstrating an entrepreneurial sense, and ability to respond quickly to developments in the external environment whilst delivering a long-term strategy
- Demonstrated leadership in civil society in a social change role
- Previous management experience of paid staff
- Understanding or experience of the pressures on charities and people in the immigration system resulting from current political trends
- Good networking skills
- Strong communication skills and experience of influencing or advocacy
- Ability to direct, encourage, and facilitate collaboration to deliver high quality projects and interventions
- Strong budget-setting and financial literacy skills
- Excellent communication and presentational skills, including distilling complex data and insight into accessible formats
- Informed passion for human rights, social change, and civil society
- A high level of administration and IT skills
- Permission to live and work in the UK

### **Essential behaviours and ways of working**

- Commitment to the values of equality and human rights, anti-racism, and a passion for social change.
- Demonstrable skill in working inclusively, building engagement and trust.
- Ability to build positive and effective interpersonal relationships with people of all backgrounds.
- Confidence to challenge others and build new ways of working that disrupt established power dynamics and structures.
- Ability to multi-task, plan ahead, and meet deadlines.
- Ability to work on own initiative and as part of a team, drawing on expertise and specialisms of others to make decisions and ensure progress.

### **Desired**

- Direct lived experience of the immigration system (you will not need to discuss this experience at application or interview).
- Experience of working in job shares or flexible roles.
- Experience of data analysis.

## RECRUITMENT TIMETABLE

Deadline for applications	10am, Monday 17 January, 2022
Screening Interviews	24–28 January
Panel interviews	8 or 9 February
Final Interview	11 or 14 February
Decision made & successful candidate notified	Mid-February

## HOW TO APPLY

If you would like to apply for this role, please complete the **Application Form** (which you can download from the advert at <http://www.allysondavies-consultant.com/job-board/>) and the **Equal Opportunities Monitoring Form** (downloaded from [this link](#)). Attach a **CV** outlining your career to date, including any academic and professional qualifications.

Please send these three documents, **by 10am on Monday 17 January, 2022**, to Allyson Davies at [MEX@allysondavies-consultant.com](mailto:MEX@allysondavies-consultant.com)

We are aiming for this recruitment process to be as accessible and equitable as possible, and we encourage potential applicants to email [MEX@allysondavies-consultant.com](mailto:MEX@allysondavies-consultant.com) if you would like a confidential conversation or have questions or need more information on how to apply.

We will pay for travel time to interviews and offer flexibility on format and location to accommodate any access needs.

We are committed to the employment and career development of people with disabilities. We will make reasonable adjustments during the recruitment process and during employment. If you declare that you have a disability and meet the minimum criteria for the job, we will offer an interview to give you the opportunity to demonstrate your abilities at an interview. By 'minimum criteria' we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence required for each competency as well as meeting any of the qualifications, skills or experience defined as essential.

As part of any recruitment process, Global Dialogue collects and processes personal data relating to job applicants. Global Dialogue is committed to being transparent about how it collects and uses that data and to meeting its data protection obligations. Please read our [Privacy Notice for job applicants](#).

**We value and respect all the differences that make us who we are, including: age, cultural background, disability and mental health, ethnicity and race, gender, gender identity and expression, sexual orientation, and social background.**

## APPENDIX 1

### Global Dialogue/MEX: Current Theory of Change

MEX's vision is an immigration system that welcomes newcomers, treats people with dignity and respect, and which has public confidence and consent. In pursuit of this, MEX currently works towards two high level outcomes: firstly, charities and civil society allies pursue common goals which reflect shared values of welcome and fairness, and secondly a resilient, sustainable and effective migration sector protects rights and builds public support.

MEX focuses on four outcomes to achieve this:

a) **stronger alliances** *so that there is an increase in the number and breadth of those actively engaging in positive initiatives to protect rights or increase welcome, and deeper and broader relationships form between individuals and groups within the migration sector*

b) **improved capacity** *so that core organisations have the skills and resources to engage in systemic change, strategic communications, collaboration, and partnership, and have mechanisms for cooperating and sharing assets which are both long term and agile*

c) **increased investment** *so that funding is aligned to address gaps, and there is an overall increase in the amount of independent funding supporting migration and refugee system reform and protection of rights.*

d) **smarter learning exchange** *so that there is improved knowledge about the context, barriers, opportunities and what works, and promising ideas are turned into living initiatives.*

Migration Exchange currently receives grants from trusts and foundations including Barrow Cadbury Trust, Comic Relief, Esmée Fairbairn Foundation, Joseph Rowntree Charitable Trust, Lloyds Bank Foundation, Migration Foundation, Oak Foundation, Paul Hamlyn Foundation, Trust for London, and Unbound Philanthropy.

## APPENDIX 2

### Migration Exchange: Recent achievements

- **“[Taking Stock and Facing the Future](#)”** is a review of the UK migration and refugee sector, commissioned by MEX. It illustrates a detailed profile of the sector and the funding landscape in early 2020. This includes an analysis of the sector’s income, resource allocation, capacity, financial resilience, geographical spread, and focus of work. In parallel, it provides an analysis of the funding landscape and the overall nature of grant making in this field. It provides concrete recommendations to maximise and strengthen the impact of the sector over the coming decade.  
We have launched a webinar series aiming to improve how organisations approach funding the intersection between racial justice and migration, working in partnership with Funders Race Equality Alliance.
- **A coordinated funder response to COVID-19 tailored to the needs of the migration sector:** MEX led the development of the first dedicated funding programme for the migration sector, initiating a partnership with Refugee Action and NACCOM. In under four months the Respond and Adapt programme raised over £2.4m of aligned funding that was distributed to 130 organisations in the four nations of the UK alongside a programme of support and convening through an [information and data hub](#) delivered by Refugee Action. This programme was informed by regional analysis as well as MEX commissioned research which combined public health expertise and migration data to establish a [framework](#) for understanding the risks and impact of the COVID-19 on people in different parts of the immigration and asylum system in the UK. MEX also initiated a series of strategic aligned grants to ensure collective care (through wellbeing sessions), track and monitor far-right threat (through Hope not Hate and Community Security Trust), and influence vaccine delivery for those in the immigration system (through Doctors of the World). RAP has funded and commissioned anti-racism training for over 60 organisations, in partnership with brap. RAP also supported organisations to develop their communications strategy and commissioned a series of films and blogs under the banner of [‘Resilience’](#), modelling the ‘Hope-based communications’ approach to showing welcome and community in action.
- **Development of a Leadership for Social Change programme tailored to the needs of emerging and established migration sector leaders:** in 2019 MEX worked with leaders in the sector to commission a review into leadership development needs and opportunities which led to nine trusts and foundations committing resources to a leadership pilot, being designed and delivered by [Clare Social Leadership](#), [Centre for Knowledge Equity](#) and [Lived Experience \(LEx\) Movement](#). This includes a focused, [summer online programme](#) on responding to COVID-19. [‘Leading Beyond Borders’](#) launched in September 2021.
- **Organised sector and funder briefings with expert speakers from around the UK:** this has included briefings on immigration policy and legislation, attitudes to immigration, advice needs of EU citizens after Brexit and public attitudes on race and migration. MEX also commissioned field reflections on recent elections and organised free training on whistleblowing and crisis communications. This work helped to inform a range of related funder programmes, including an [Immigration Attitude Tracker](#) which is jointly delivered by Ipsos Mori and British Future, providing a unique longitudinal study of public attitudes.
- **Brokered funds for bold initiatives to scale and to support and strengthen collaborative work:** including support for the ‘Lift the Ban’ coalition of over 200 organisations campaigning to ensure that people seeking safety in the UK have the right to work and aligning support to Asylum Reform Initiative and [Together With Refugees](#), and polling and content creation to mark the [70<sup>th</sup> anniversary of the Refugee Convention](#).