

Service manager – Refugee Support

Salary band	Level 3	Reference	
Area / Department	UK Migration and Displacement	Territory / Division	UK Operations
Work location	London	Reports to	Refugee Support Operations Manager
Role duration	Permanent	Last updated	July 2025

Scale and scope of role

Direct reports	6 – 8	Indirect reports	None
Reach and impact	As part of the Refugee Support and Restoring Family Links team the Service Manager will provide direct line management of a team of staff and has responsibility for internal performance and resource management of the Refugee Support service and external engagement and partnership development		

Context and directorate overview

Our mission is to mobilise the power of humanity so that people can prepare for, respond to, and recover from crisis. We are part of the world's largest humanitarian network, stretching across the UK and 190 other countries, part of a global voluntary network responding to conflicts, natural disasters and individual emergencies. Within the UK, the British Red Cross operates through about 4,000 staff and over 20,000 volunteers.

Our three humanitarian causes in the UK are: disasters and emergencies, health and care, and displacement and migration. In each of these areas, we not only work directly with communities but also use our trusted voice to bring about meaningful and lasting change for those who most need our support.

Our Displacement and Migration goals are to:

Restore safety, dignity and connection with loved ones for people who are displaced, focusing on most urgent cases of need

Expand safe routes and deliver a fair asylum system, with day one support for all people seeking or granted protection in the UK

Overall purpose of the role

As part of the UK Displacement and Migration department comprised of Refugee Support, Restoring Family Links, Anti-Trafficking and Psychosocial and Mental Health teams, the Service Manager will provide direct line management of a team of staff and has responsibility for internal performance and resource management of the Refugee Support service.

Working flexibly and collaboratively with colleagues across the organisation the post holder will ensure the continued delivery of consistent, responsive and accessible casework and destitution services, focussing on people facing barriers to safety and support including people seeking asylum and people with insecure immigration status.

The service manager will work alongside the Operations Manager and local management team to proactively develop services, build our external engagement and develop partnerships both internally and externally.

Main responsibilities

1. Performance and resource management

- > With the Operations Manager, contributes to quarterly financial forecasting for the service and budget management.
- > Contributes to the effective use of systems including using management data to monitor and plan service delivery.
- > Works with the Operations Manager to prioritise resource allocation within area of operational responsibility
- > Ensures compliance with and promotion of good practice, policies and procedures within area of responsibility; gaps are identified and addressed or escalated as appropriate.
- > Works to maximise resources and ensure value for money
- > Financial monitoring and reporting requirements are met, including those of relevant partner agencies, in line with policies, procedures and donor requirements
- > Ensures building related tasks are undertaken to required standards, in conjunction with other departments and as directed by line manager

2. Service delivery and development

- > Works closely with enabling functions including national improvement and development leads to help shape and implement agreed continuous improvement priorities.
- > Service remit is clearly defined, in line with organisational approaches, to provide parameters for workforce to operate within
- > Services are delivered to agreed standards, including a strong case management approach adhering to policies and guidelines within operational area
- > Ensuring services operate within safe legal parameters including IAA Code of Standards where applicable.
- > Areas in need of development and improvement are identified and responded to or escalated as appropriate
- > Provides an effective point of escalation for complex and non-standard cases and ensures effective management and prioritisation according to agreed frameworks.
- > Proactively contributes to national organisational improvement and development initiatives
- > With the Operations Manager, ensures robust business continuity plans are in place

- > Works collaboratively across other departments in the area, for example Health and Crisis Response.
- > Evidence led practice to service development in collaboration with Operations Manager and national strategic approach

3. Service user engagement and involvement

- > Ensures effective processes are in place to enable people with lived experiences to contribute to service delivery, design and development, in line with agreed organisational approaches
- > Ensures effective processes are in place to allow service users appropriate opportunities to provide feedback on the service which is then used for service improvement.
- > Proactively works to ensure people with lived experiences are safely supported to engage in local and national advocacy and communications opportunities in line with organisational procedure, good practice and ethical guidelines

4. Workforce Management and Leadership

- > Measures are in place to ensure ongoing wellbeing and resilience of the workforce is maintained and promoted; issues are identified and responded to appropriately.
- > Workforce are recruited and inducted in line with good practice, policies and procedures and with reference to other departments
- > Provides leadership to ensure effective team working and development within area of responsibility
- > Workforce receive effective line management support
- > Workforce planning undertaken in line with organisational approaches and with reference to other departments.
- > Manage workforce performance
- > Relevant policies, procedures and good practice are understood and adhered to within scope of responsibility to ensure a safe, effective and efficient environment and service delivery in line with agreed standards
- > Ensures that organisational changes are understood by workforce; changes are embedded, and staff are supported through changes

5. Learning and development

- > Ensures learning and development activities are provided for workforce in accordance with quality standards and organisational approaches
- > Proactively supports developing and delivering learning and development material in line with agreed organisational approaches

- > Ensures learning and emerging training needs are identified and shared as appropriate throughout the organisation
- > Reflective practice is used and promoted for development purposes

6. Local and national advocacy and awareness raising

- > Effective local awareness raising and advocacy strategies are developed and implemented, in line with agreed operational plans and organisational approaches
- > Effectively contributes to local, devolved and UK advocacy and communications efforts where possible and enables others to do so
- > Activities to build inclusion for refugees and asylum seekers, for example during Refugee Week or volunteer recruitment strategies are planned and implemented in line with agreed organisational approaches

7. External partnerships and sector engagement

- > Services are delivered and developed in coordination with the wider sector
- > Issues are identified and managed or escalated as appropriate
- > Ensures effective referral pathways are developed and maintained to allow holistic package of support for service users
- > New partnership opportunities are identified, developed and managed in line with good practice, policies and procedures to maximise impact and reach for the benefit of service users, in conjunction with the Operations Manager.

8. Risk management and escalation

- > Procedures, policies and guidance are followed and promoted to ensure a safe, effective and efficient environment
- > Ensures rapid management and escalation of identified risks and health, safety and security issues
- > Ensures safeguarding concerns are identified and receive appropriate responses according to policies, procedures and good practice
- > Ensures effective processes are in place to enable casework risks to be identified, managed and/or escalated as appropriate, including workload management.

9. Data Management

- > Ensures compliance in relation to data management, protection and quality standards
- > Ensures effective processes are in place and adhered to for data capture, analysis and quality monitoring to enable the production of statistical reports as required

10. Monitoring and evaluation

- > Establish and support the implementation of monitoring procedures and ensure information is fed into structured evaluation, learning and advocacy processes

11. Team worker

- > Works to ensure Behaviours Framework is embedded within service
- > Colleagues supported as required
- > Leads and contributes to team meetings
- > Suggests improvement to support continuous development
- > Provides contingency cover for colleagues in periods of absence as requested by line manager

12. Other

- > Perform clerical and administration duties commensurate with the post
- > Proactive in supporting own professional development

Staff may not unreasonably refuse a request to undertake any task which is appropriate to their level for which they have the necessary skills and/or experience. Any resulting change to their objectives and priorities will be discussed and confirmed with their line manager

Person Specification

	Requirements
Skills	<ul style="list-style-type: none"> > English language proficiency: can understand a wide range of demanding, longer clauses, recognise implicit meaning, express ideas fluently and spontaneously; use language flexibly and effectively for professional purposes; and produce clear, well-structured, detailed text on complex subjects > Ability to collate, interpret and report on a range of management information, including statistical information and user feedback > Interpersonal skills: including tact/diplomacy, conflict resolution skills, a facilitative/consultative approach, the ability to identify and work with people's strengths, ability to manage 'remote' communications ** > Organisational skills – planning, managing and monitoring own and others workload, including implementing operating plans** > Ability to work independently, without direct supervision and within organisational framework and expectations** > Effective team working > Business, finance, and resource management skills > Ability to listen, empathise and provide emotional support to highly distressed and vulnerable people in crisis** > Reflective practice – ability to pause, draw out learning from experience, listen to others and improve practice, acknowledging limits **
Experience	<ul style="list-style-type: none"> > Experience of managing and delivering client-focussed projects or activities to vulnerable people with complex needs** > Experience of recruitment, management, supervision and motivation of staff and/or volunteers** > Partnership work - experience of establishing, building and maintaining relationships with internal and external agencies (statutory, non-statutory and voluntary) and achieving agreed outcomes** > Experience of delivering learning and development activities
Knowledge (including education and training)	<ul style="list-style-type: none"> > Educated to A-level or equivalent by experience > An understanding of and commitment to refugees, asylum seekers, and other vulnerable migrants and their communities

	<ul style="list-style-type: none"> > In depth knowledge of rights, entitlements, and agencies in the field of asylum seekers, refugees and/or other vulnerable migrants ** > Understanding of how to monitor and improve service quality > Working knowledge and understanding or experience of policies relating to safeguarding of young people and vulnerable adults ** > Awareness of immigration legal parameters under IAA and safe practice**
Behaviours	<p>Digs deeper and supports others to makes best use of information</p> <ul style="list-style-type: none"> > Supports others to make the best use of the information available and drawing on different sources to develop new courses of action > Asks a range of questions, from different sources, to get at the root of a situation or problem and explore possibilities <p>Positions themselves as a leader</p> <ul style="list-style-type: none"> > Delivers business objectives by providing direction, influence and motivation to people and teams > Acts as a leader, establishing expected ways of behaving and working and ensuring that these are maintained > Understands and lives the British Red Cross fundamental principles <p>Builds strategic collaborative relationships and partnerships across their area of responsibility</p> <ul style="list-style-type: none"> > Leads by example by thinking ahead and developing and maintaining external and internal collaborative relationships for the British Red Cross to achieve its strategic objectives > Invests time to find out what others think and develops relationships with a mind to future potential opportunities <p>Takes multiple steps to communicate and influence</p>

	<ul style="list-style-type: none"> > Influences others using compelling, well thought through arguments to build support and engagement > Provides explanations, raises awareness of issues and sends consistent messages in order to support progress
Additional requirements	<ul style="list-style-type: none"> > Uphold the Fundamental Principles and act with integrity, in accordance with the Society's obligations and values (inclusive, compassionate, courageous, and dynamic) > Ensure anti-discriminatory practice and promote diversity. > Able to work and travel throughout the UK as required, including occasional overnight stays > Current driving licence valid for use in the UK and prepared to use your own vehicle to drive service users and possibly their children; willingness to obtain business insurance as needed > Occasionally works outside normal working hours, with prior agreement of line manager > Occasionally supports with emergency response operations, with prior agreement of line manager

*N.B. All disabled candidates who meet the minimum criteria, denoted by *, will be short-listed for interview in line with our commitment under the two-tick symbol scheme.*