

Destitution Service Manager

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	February 2025

Scale and scope of role:

Direct reports	Approx 5 staff	Indirect reports	Volunteers
Budgetary responsibility / accountability	Service consumables including direct support costs	Accountability for other resources	Projects and activities
Reach and impact	As part of the Refugee Support team the Service Manager will provide direct line management of a team of staff and volunteers and has responsibility for service delivery and resource management of the destitution day centre service, external and internal engagement and development.		

Context and directorate overview

The mission of the British Red Cross is to mobilise the power of humanity so that people can prepare for, respond to, and recover from crisis. Within the UK, the British Red Cross operates through about 4,000 staff and over 20,000 volunteers. As the largest independent provider of advice and support to refugees and asylum seekers in the UK, our Migration and Displacement teams work with over 40,000 people every year.

Our goal is to restore safety, dignity and connection with loved ones for people who are displaced, focusing on most urgent cases of need.

Overall purpose of the role

The Destitution Service Manager is responsible for the delivery of all support services from our day centre in East London. The centre provides a warm welcome, food and a range of activities, and connects to our casework offer and other London services.

Working closely with the London Operations Manager, the post holder will be in charge of several areas of work:

- The day to day running of a day centre for destitute asylum seekers
- The procurement and distribution of material support for centre users including vouchers, and gifts in kind
- Line management of staff responsible for running a men's group, a women's group, a program of

activities for centre users, and for supporting both service users and volunteers • Resource management of the Hackney Destitution service, external engagement and partnership development

In close collaboration with the Operations Manager, the Service Manager will be able to manage multiple competing demands, from ensuring the smooth running of daily operations, to accurately comply with finance procedures and ensuring resources are effectively monitored and recorded in a timely manner.

The service manager will be able to proactively engage with internal and external stakeholders and promote sustainable partnerships.

Main responsibilities

1. Performance and resource management

- > With the Operations Manager, contributes to quarterly financial forecasting for the service and budget management.
- > With the Operations Manager, 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.

- > 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.
- > Ensuring services operate within safe legal parameters including OISC 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 vulnerability factors.
- > Proactively contributes to national organisational improvement and development initiatives.
- > With the Operations Manager, ensures robust business continuity plans are in place.

- > Working collaboratively across other departments in the area, for example Health and Crisis Response.
- > Evidence-led service development in collaboration with the 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"> > Clear and persuasive verbal and written communication skills, in English** > Good IT skills including email word processing, database and spreadsheet packages** > 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** > Project Management Skills, including experience planning and implementing service changes** > Ability to listen, empathise and provide emotional support to distressed and vulnerable people in crisis** > Effective team working > Ability to collate, interpret and report on a range of management information, including statistical information and user feedback.
Experience	<ul style="list-style-type: none"> > Experience of leading teams through change, including bringing together stakeholders and effective communication ** > Experience of managing a busy day centre, drop-in or similar client facing service** > 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** (assessed through interview rather than application) > Proven experience of financial management including petty cash; monitoring staff expenses; processing credit card claims; raising

	<p>purchase orders, and handling gift in kind according to organisational policies and procedures.</p>
<p>Knowledge (including education and training)</p>	<ul style="list-style-type: none"> > Awareness 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 health and safety principles, including the ability to conduct risk assessments, implement safety protocols, and ensure compliance with relevant regulations to maintain a safe environment for staff and service users. > Educated to A-level or equivalent by experience. > An understanding of and commitment to refugees, asylum seekers, and other vulnerable migrants and their communities
<p>Behaviours</p>	<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
<p>Additional requirements</p>	<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.*