



Executive Director
of Services



Starfish

Welcome

Introduction from the Incoming Chief Executive

Thank you for your interest in the post of Executive Director of Services with the Refugee Council. I will be joining as Chief Executive in December and very much look forward to leading a committed, diverse and talented team. This is an exceptional opportunity for the right person to work with myself and the senior leadership team to take forward our services of national significance and prominence.

Whilst we have seen financial and political challenges over recent years, we have prospered, in every sense, by working together as a strong team. Despite the ever-changing environment our latest staff survey recorded consistently high levels of satisfaction. It is this strong and diverse organisational culture that continues to make the Refugee Council a very special organisation and one that can look forward with confidence whatever the challenges ahead.

We are proud to possess credibility and authority as a leading and influential advocate of asylum and refugee reform. Our expertise rests in the wealth of information, insight and experience generated daily by the transformative services we provide to people at all stages of their UK asylum and refugee journey.

We are looking for an experienced dynamic senior leader in complex, client centric services - ideally focussed on the needs of marginalised, excluded and vulnerable people - to build on the achievements of our outgoing successful post-holder, Una Barry, MBE, who is retiring. The new Executive Director will play a critical role supporting the development of a new organisational strategy and leading the delivery of evolutionary change into the new decade.

You will have a demonstrable track record leading services to achieve high quality outcomes and deliver tangible impact to our client groups. Highly collaborative with both internal and external stakeholders, you will have a real passion for the rights of asylum seekers and refugees, and demonstrate a clear understanding of the ongoing political, financial and practical challenges.

This role will be a perfect fit for you if your vision and values align with ours and you have the passion and the creative energy to bring about real change. If you decide that all of this is for you then we would very much like to hear from you.

Enver Solomon
Chief Executive Officer

About the Refugee Council

Who are we?

The Refugee Council has been supporting refugees and asylum seekers since 1951. We want the UK to be a welcoming place of safety for people who seek refuge here from persecution and human rights abuses abroad. Our mission is to be an influential and effective advocate of refugee protection rights, supporting refugees to lead safe, dignified and fulfilling lives, in line with the UK's international refugee and human rights commitments and obligations.

We deliver a range of expert and holistic services for individuals and families at all stages of the asylum determination and refugee protection system in the UK. These include people resettled in the UK, unaccompanied children and young people, people granted refugee protection who are moving on to live independently, people who are destitute or homeless, and people whose mental wellbeing has been affected by their experience of persecution, trauma and forced exile.

We work in partnership with peer NGOs, Local Authorities and Government Departments from a variety of locations across England, and have a demonstrably positive impact on the lives and prospects of the people we help. Our Services Directorate presently comprises over 170 staff and 200 volunteers, providing services to over 10,000 clients per year.

Our History

The charity was founded in 1951 in response to the UN Convention for Refugees, which was created after World War II to ensure refugees were able to find safety in other countries. Since then, the Refugee Council has provided practical and emotional support to refugees from across the world to help them rebuild their lives and play a full part in society. After World War II, millions of people were displaced across Europe and the rest of the world.

It became apparent that an international agreement was needed to govern the treatment of refugees in Europe. 147 countries signed the Refugee Convention and the 1967 Protocol, which extended the Convention's remit to the rest of the world. The Refugee Council's work is anchored to the tenets of the 1951 Refugee Convention. The right to claim asylum is an international human right and the Refugee Council believes that all those who come to the UK seeking protection should be treated equally with others in society.

Today the Refugee Council is one of the leading charities working with refugee and asylum seekers in the UK. We provide the widest range of services for asylum seekers and refugees. For as long as we are needed, we will strive to ensure that refugees can find protection and are given the opportunity to rebuild their lives in safety and dignity, just as we have done since 1951.

Our Strategy

The Refugee Council has been changing refugees' lives for the better since 1951, the year the UN Refugee Convention was first signed. From the Hungarians who fled their country in the 1950s, up to the Syrians arriving in the UK today, the Refugee Council has been welcoming refugees to the UK for over six decades, transforming the lives of over a million individuals, holding successive governments to account and speaking out for refugee rights.

Today, when more people are displaced by violence and conflict than at any time since 1945, when public and political opinion on refugees is increasingly polarised and when the UK asylum system routinely fails many who seek our protection, the need for the Refugee Council is greater than ever.

In the face of these challenges, our duty is clear: to expand our transformative services and make them available to many more people seeking protection; to mobilise greater public and civil society support for refugees; to promote refugee voices and boost the profile of refugee-led organisations across the country; and to ensure that the UK does not shirk its refugee protection obligations.

We will discharge that duty by changing for the better the way that all refugees are treated in the UK. This means sharpening our cutting edge as campaigners and advocates – galvanising public support, challenging government policy, promoting refugee voices – and helping many more people – young and old, women and men, people seeking protection and those with refugee status – overcome the daily obstacles and struggles they face as they grapple with the deeply flawed asylum system in the UK.

Find out more about our strategy [here](#).

Our vision, mission and values

Today, more people are displaced by violence and conflict than at any time since 1945. Public and political opinion on refugees is increasingly polarised. And the UK asylum system routinely fails many who seek our protection. Thus, the need for the Refugee Council is greater than ever.

Our Vision

The UK will be a country that respects the dignity of everyone who seeks protection, regardless of the outcome of their claims for asylum, and ensure that those granted asylum are supported to live safe and fulfilling lives.

Our Mission

To be a tenacious, resourceful and effective champion of refugee rights, transforming refugees' lives, holding governments to account and changing public attitudes for the better.

Our Values

- Empathy and respect drive everything we do, both inside and outside the organisation
- We focus on the humanity and dignity of the people we help, not their nationality or immigration status
- We believe that co-operation and collaboration are essential to achieving meaningful change
- We are resolute and creative in the promotion and defence of refugee rights
- We believe that transparency and openness are the keys to accountability

Our Services

Our key services cover:

- Resettlement
- Integration
- Therapeutic
- Children and Young People
- Training

With an annual budget of circa £10million, our services team of over 170 staff is based across England, with a large hub in the South Yorkshire and the Humberside region. We work with a range of volunteers in all projects who add value in skills, capacity and diversity. Our commitment to volunteers has recently been recognised again by retaining our Investing in Volunteers Award.

This year (2019/20) we are incredibly proud to have reached 10,780 people through the following services:

- **Integration:** We tackled the disproportionate level of homelessness and destitution among newly recognised refugees – before moving on to enable people to settle in their new communities through study and gaining employment. Last year we reached 4,343 with specialist casework support on topics including access to welfare, housing, health and employment.
- **Mental Health:** We addressed complex psychological issues such as post-traumatic stress disorder, anxiety and depression acknowledging people's unique experiential and cultural backgrounds. Last year we helped 831 people, including 207 children.
- **Children:** As the UK's designated referral point for all unaccompanied children, for the last 25 years we have supported young people to navigate the asylum and mainstream child protection processes and re-start childhoods interrupted by war, persecution and abuse. Last year we supported 3,775 young people who arrived alone in the UK in search of safety.
- **Resettlement:** The largest provider of resettlement services in England, last year we supported 1,831 newly resettled refugees to settle into their new communities in the UK. We welcomed them, took them to their new homes, and helped them adapt to life in the UK including advising on accessing mainstream services.

This frontline work feeds directly into our respected and influential programme of national-level advocacy and public campaigning, which draws on the insight and evidence gained to call for change to Government policy and practice that will have a profound impact on the lives of all refugees.

Response to Covid-19

Supporting refugees and people seeking asylum who are experiencing hardship and isolation due to the Covid-19 outbreak.

Since lockdown began, the Refugee Council has seen a three-fold increase in destitution referrals, and a 20% increase in specialist mental health referrals. The Scottish Refugee Council's helpline saw a 140% increase in calls.

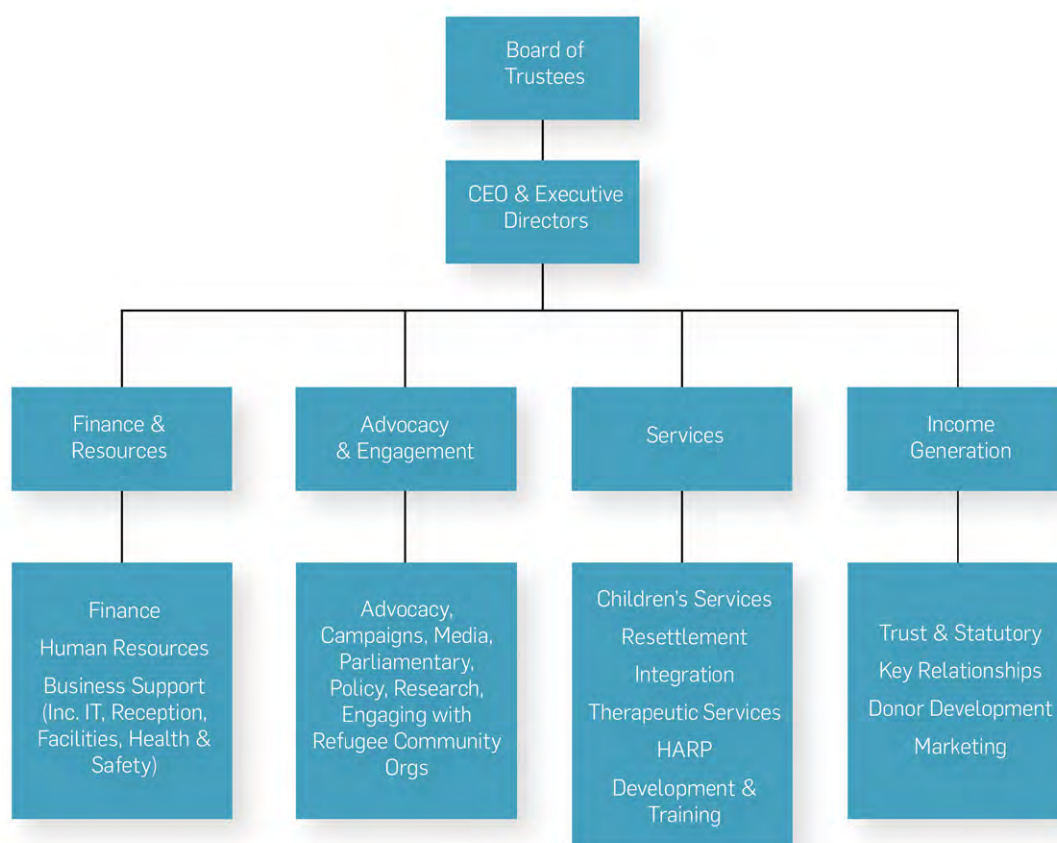
The Refugee Council and its partner charities, the Scottish Refugee Council, the Welsh Refugee Council and Bryson Care in Northern Ireland, have been awarded a grant of £1.5m by the National Emergencies Trust to provide support for refugees and people seeking asylum until March 2021.

The grant has funded a national freephone Infoline and case work services to support refugees and people seeking asylum who have experienced hardship and mental ill health due to the Covid-19 outbreak. The Infoline service builds on the Refugee Council's Covid-19 signposting project in London, which has supported refugees and people seeking asylum in crisis since lockdown began in March 2020.

We are also delivering additional services in the following areas:

- Specialist mental health counselling and casework support for unaccompanied children and young people in Kent.
- Holistic support for people seeking asylum in temporary hotel accommodation in Leeds, Rotherham and Hull.
- Mental health support for people seeking asylum in Birmingham and London.

[Click here](#) for our 2019-2020 Annual Report



Job Description

Job Title: Executive Director of Services

Reports to: Chief Executive Officer

Purpose of the Post

The Director of Services is responsible for providing purposeful, inspirational, leadership to a busy and complex Service Directorate staff and volunteer group, and for providing clear strategic direction and operational oversight to this critically important area of the Refugee Council's work.

They work closely with the Senior Management Team and senior colleagues in the Services Directorate, ensuring that the needs, concerns and interests of our beneficiaries are uppermost in the planning, delivery and evaluation of all our services. They lead on the further development of our service portfolio, building on existing best practice and our commitment to innovation and cooperation.

They are also responsible for ensuring the Directorate operates within its financial parameters, for the oversight of our volunteer programme, including our Investors in Volunteering accreditation, for developing the Refugee Council's external training programme, and for ensuring that our staff and volunteers are at all times appropriately supported, trained and equipped to fulfil their duties.

The Director is the designated safeguarding officer for the organisation and reports to the Board of Trustees on all matters relating to our services and our safeguarding responsibilities.

This post is subject to a biennial Disclosure and Barring Service check.

Key Responsibilities

The Director of Services will:

- Work closely with the Chief Executive of the Refugee Council and Senior Management Team colleagues, to determine the strategic direction of the organisation and ensure the development, implementation and ongoing evaluation of a holistic, client-focused, service strategy
- Oversee the management and delivery of the Refugee Council's client services to a diverse group of refugees and asylum seekers, ensuring that the services are delivered in accordance with the Refugee Council's quality standards, with all appropriate legal requirements and regulatory obligations, and with the Refugee Council's organisational policies
- Support senior managers in strengthening their skills and expertise in key areas including programme and project management, evaluation and learning and quality assurance, embedding a culture of continuous improvement
- Work closely with the Director of Finance and Resources to ensure that Service Directorate's premises, ICT, human resources and financial needs and requirements are fully understood and met
- Provide clear, consistent and effective leadership and direction to the Directorate's Heads of Services, ensuring that they are well supported and enabled to innovate and embrace change in pursuit of their agreed objectives
- Build a strong, high performing and collaborative culture within the Services Directorate, rooted in a commitment to collaboration and good communication

Key Responsibilities cont...

- Establish and sustain strong working relationships, with the CE and SMT colleagues, managers and staff in the Services and related Directorates, and with the Board of Trustees
- Develop good, constructive working relationships with our peer and partner agencies, National and Local Government Officials, service commissioners, funders, and other key stakeholders, ensuring that they understand the needs and potential of refugees and their communities and that our service delivery priorities are informed by a thorough understanding of our operating environment
- Further develop the Refugee Council's external training programme as a means of promoting best practice in the support of refugees
- Lead on the continuous development of the Refugee Council's client and services database, ensuring the production of high quality service delivery data for the purpose of demonstrating service outputs and outcomes, identifying trends and problems affecting the experience of refugees in the UK, and meeting our accountability and reporting requirements
- Report regularly to the SMT and the Board of Trustees on the performance, outcomes and development of the Services Directorate, ensuring that the evidence generated by our service delivery can be used to inform the work of the Chief Executive and the Advocacy and Engagement, Income Generation and Finance and Resources Directorates
- Work inclusively and creatively with internal and external stakeholders on the development and communication of our strategic and operational service delivery plans
- Stay abreast of emerging needs and trends in the external operating environment as they relate to the design and delivery of the Refugee Council's services
- Ensure appropriate strategies are in place to ensure staff and volunteers receive appropriate specialist support and training
- Lead on all safeguarding issues as the Designated Safeguarding Officer for the Refugee Council, reporting regularly and comprehensively to the SMT and the Board of Trustees on all safeguarding matters
- Work with the Directors of Income Generation and Finance and Resources on the setting and implementation of a Services funding strategy as part of our wider long-term financial planning
- Ensure effective financial oversight of the Services Directorate's activities, and the setting, oversight and reporting on all service budgets
- Ensure that the Refugee Council provides a welcoming and supportive environment for volunteers and that the organisation retains its Investing in Volunteers Award.

Additional Information

Health & Safety

The post holder is responsible for:

- Ensuring the Services Directorate adheres to all its legal obligations and responsibilities in respect of the health and safety of colleagues, volunteers, clients and others, whilst at work
- Understanding and applying the Refugee Council's Health & Safety Policy and procedures, including any changes arising from COVID-19
- Carrying out risk assessments of your own work and especially of your own work environment to ensure that you do not expose yourself or others to unnecessary risk.

Flexibility

In order to ensure the effective running of the Services Directorate, a degree of flexibility is required from the postholder, who may be required to undertake duties not specifically referred to above. Such duties will fall within the scope of the job, will be at the appropriate grade, and will be determined at the discretion of the Chief Executive. This job description will be subject to periodic review with the post-holder to ensure it accurately reflects the duties of the job.

Equal Opportunities Statement

As part of its recruitment policy, the Refugee Council intends to ensure that no prospective or actual employee is discriminated against based on their race, sex, nationality, marital status, sexual orientation, employment status, class, disability, age, religious belief or political persuasion, or is disadvantaged by any condition or requirement which is not demonstrably justifiable.

Working at the Refugee Council

A commitment to the values of the Refugee Council is required for all roles.

Personal Effectiveness

With the support of their manager the post-holder will need to effectively manage their own workload and the setting of medium- and long-term plans and objectives.

Flexible Working

The postholder must be able to operate flexibly in order to carry out all the responsibilities of the post, including working on an out-of-hours and/or remote basis at home, as required, and spending occasional nights away from home, both in the UK and abroad.



Person Specification

Knowledge and Experience:

Essential:

- Extensive senior leadership experience within a complex, dispersed, client-centric, organisation
- A demonstrable track record of developing and implementing effective service strategies, ideally focused on the needs of marginalised, excluded and vulnerable people
- A solid understanding of the key tenets of effective output, outcome and impact reporting, together with a demonstrable understanding of how service data may be collected and used for a range of internal and external purposes
- Extensive and demonstrable strategic, service delivery and business planning experience
- A thorough appreciation and understanding of safeguarding in a complex service delivery context and demonstrable experience of devising and implementing safeguarding policies and procedures
- Working knowledge of the rights of refugees, and an understanding of how the political and public discourse on refugees and asylum impacts on our clients.

Desirable:

- A relevant professional and/or management qualification
- Senior management experience in the not-for-profit sector
- Relevant service delivery experience in at least one of our key service areas: refugee settlement; refugee integration and employment; health access and therapeutic care; separated refugee children
- Understanding of the key features of different funding and income streams - statutory, charitable trust, individual donor and trading - as they affect service delivery design, bidding and reporting
- Experience of using service delivery data and insight to underpin system change advocacy.

Skills and Abilities:

- An ability to foster a strong, high performing and collaborative organisational culture
- Proven track record of motivating and influencing a diverse staff group and of driving change consensually
- A proven track record of leading and developing multi-disciplinary service delivery teams or departments
- The proven ability to motivate and inspire others to succeed, both within an organisation and externally with stakeholders, peers and partners
- Strong financial management skills and experience, including experience of complex budget setting and oversight, and the management of multiple funding streams
- Comfort and efficiency in use of all standard IT office software
- Understanding of the key elements of best practice in volunteer management and support in the provision of services.

Leadership Style and Behaviours:

- A confident, self-motivated, leader, with initiative, drive, and the credibility and gravitas to act as a senior representative of the Refugee Council
- Strong stakeholder management, influencing and negotiation skills, and the ability to thrive in a challenging political and economic operating environment
- Highly developed communication and presentational skills and the ability to analyse and communicate complex information in ways tailored to a broad and diverse range of audiences.
- Strong personal commitment to the cause and values of the Refugee Council, as well as a passion and commitment to equality and diversity.

Terms of Appointment

Salary	The salary for this role is circa £69,000 per annum on a full-time permanent basis.
Location	This role can be based remotely, although regular travel to our head office in Stratford, London and occasional travel to national sites will be required with occasional overnight stays.
Pension	Contribution scheme with Employer matching up to 5%, together with annual workplace pension advice.
Annual leave	28 days plus bank holidays, rising to 30 days after 3 years' service and the option to purchase additional holidays.
Working hours	We pride ourselves on facilitating flexible working where possible. This includes options to work from home, work part time or job share.
Additional benefits	<ul style="list-style-type: none">• Life assurance• Season ticket, bike and training loans• Two days paid voluntary work per year• Free eye test• Various training and development opportunities• Employee assistance• Enhanced parental leave



How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Mark.Crowley@starfishsearch.com or Katy.Giddens@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/rc-ed-ser/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the Knowledge and Experience criteria.

Closing date: Sunday 3rd January 2021

Preliminary interviews with Starfish: w/c 11th January 2021

Agreement of the final shortlist: By Friday 22nd January 2021

Interviews with Refugee Council: w/c 25th January 2021

If you have a disability and would prefer to apply in a different format or would like us to make reasonable adjustments to enable you to apply or attend any interview, please let us know.



