



Job Description	<u>Head of Services</u>
Responsible to	Chief Executive
Job location	Head Office, Rochester with frequent travel to Maidstone.
Hours and pay	Full time (37 Hours). Salary range: circa 35k

Organisation context

Pathways to Independence is a small charity providing accommodation and support for homeless people, people in the criminal justice system and those with complex needs, many of whom may be living with trauma. Whilst staying with Pathways to Independence (Pathways) the clients will develop independent living skills and address their personal support issues so they can live fulfilled lives and sustain future accommodation.

This project has a particular focus on accommodating those who offend, giving them the opportunity to turn their lives away from criminal activities and cease the reoffending cycle. The charity seeks to work to the highest professional standards and personal integrity and requires its staff to act accordingly.

The Job Role

The Link Project, is a group of 4 services of 31 supported accommodation beds, based in central Maidstone. The service users are those who have recently left prison or who are on community orders and will have a wide range of criminal activities in their past, including drug related offences, serious violent or sexual offences. Most residents will be on licence or on community orders and will have a range of other support needs, such as mental health and substance misuse. Residents stay and receive support for 6-12 months to enable them to move on to other accommodation.

The post will line manage the Senior Maidstone Support Coach, who in turn manages 2 x Support Coaches. The team provides practical and emotional support and guidance to Pathways' clients during the period of their stay in our accommodation. The post holder will coach the senior to get the best from her team.

In addition, the post holder will seek to develop these services, strengthening the unique partnership arrangements with our probation and local authority colleagues, as well as developing the project for clients, with particular focus on move on and additional activities. The post holder will take the lead on the reporting aspects of the project to the partnership steering group and attend all relevant and necessary meetings connected with this project, its development and hopeful expansion.

The post holder will also seek to assist in the development of PTI's profile across Kent and Medway initially, and eventually beyond the county. The post holder must be ready to network in boroughs and districts of Kent, as necessary.

The post is based at our Head Office in Rochester but will require frequent travel to Maidstone town centre, where the services are based and to other service locations within Kent and Medway.

Main duties and responsibilities

- Ensure safe rehabilitation and recovery accommodation and support services are always in place that truly put the heart of the client at the centre of how we work.
- Ensure that clients who have a court order and are being supervised by Probation, or are on licence from prison, are adhering to the order and supporting them to do so.
- Line manage, coach and develop the Senior Support Coach to address day to day issues by responding to queries around operational issues and procedures or in response to complex client issues.
- Provide support to the Senior Coach around management of the client caseload of Support Coaches, to reflect a balanced workload of clients' needs across the team with the aim of outlining expectations for specific levels of weekly and/or monthly engagement required for low, medium and high-risk clients.
- Support the recruitment, induction and development of operational staff as directed by the CEO.
- Give regular planned supervision to the Senior Support Coach and any other staff under your supervision. (It is anticipated that as the service and organisation develop, **this post will line manage others.**)
- Share in the management, induction and support of any volunteers who operate within Pathways, including ensuring appropriate DBS checks are completed and volunteers appropriately inducted and supervised.
- Help identify training needs across the Support Coach Team. Plan and maintain cyclical and individual training programme(s) to ensure key skills are held by all members of the team and legal/contractual obligations are met.
- Oversee the referral, assessment and allocation process in order to assess risk and need accurately and minimise void loss.
- Maintain a good working knowledge of supported housing, criminal justice, substance and alcohol misuse issues, mental illness and housing law.

- Authorise Notices of Terminations or Notices to Quit or Section 21s, as required by our processes.
- Liaise with senior probation staff to negotiate temporary reporting arrangements for High Risk Out of Area offender applicants prior to acceptance into Pathways' services.
- Work with finance staff to monitor rent accounts, ensuring swift collection of rent/compulsory service charge/rent top up to maximise the income of the organisation and reduce bad debt.
- Act as safeguarding lead or deputy, as required by the CEO. Maintain a high standard of knowledge in this area.
- Oversee health and safety assessments across services to ensure landlord and managing agent duties are fulfilled in line with good practice, company policies and legislation.
- Lead and participate in internal and external meetings as necessary.
- Respond to complaints and incidents within Pathways agreed timescales, using both digital and written formats.
- Sample written warnings for breaches to licences/tenancies issued by support coaches and assist service staff in serving Notices if required.
- Continuous quality monitoring of operational standards by undertaking internal audits and checks in line with company policies, contributing to system updates as necessary.
- Lead on preparation and execution of the QAF and any quality mark that is pursued.
- Maintain a high commitment to service user work, including exit interviews/surveys, annual client surveys and any other feedback is rigorously undertaken, recorded and considered for continuous quality improvement.
- Assess applications to the client welfare and any local move-on funds.
- Take a second line role as part of a 3 person management rota, in providing Out of Hours management response to emergencies and incidents. Ensure any shortfalls in rota are covered to provide 24/7 out of hours response.
- To work with the Senior Coach to ensure accurate completion of client management system by support staff.
- Maintain oversight of accuracy in data collection and its transfer to external parties, including writing reports as required by the contract or at the request of your manager.
- Work with colleagues in the organisation to undertake Service User involvement work and take a lead where required.

- Always act in accordance with the policies and procedures of Pathways, reporting any enhancements or amendments that may be needed to the CEO.
- Assist with policy and procedural reviews and take on agreed development work, as agreed with your line manager.
- Ensure partnership working and liaise with partners and stakeholders, to ensure a holistic approach to support for the clients and a positive working relationship is maintained.
- Assist generally in the smooth running of Pathways services, including challenging attitudes which are not in keeping with the charity's ethos and direction.
- Conduct HR or other investigation as requested by your line manager and is commensurate with your role in the organisation.
- Undertake such other duties from time to time as may reasonably be required of this post by the organisation.

NB: This job description is a summary of the main responsibilities of the post, is not considered an exhaustive. Duties may be subject to variation from time to time.

Person Specification

AREA	ESSENTIAL	DESIRABLE
Qualifications	<ul style="list-style-type: none"> • Full driving Licence (and access to a car for work purposes.) 	<ul style="list-style-type: none"> • Degree in related subject. • A recognised qualification relating to working with a relevant client group • A management qualification • Accredited Health and Safety qualification.
Skills and experience	<ul style="list-style-type: none"> • Substantial experience of the duties and responsibilities required with commissioned accommodation based services. • Substantial experience of working directly with offenders and those with mental health and drug /alcohol support needs. • Extensive experience of 	<ul style="list-style-type: none"> • Experience of working in partnership with commissioners, funders, regulators and other agencies. • Experience of working within a quality framework, such as QAF requirements, and experience of inspection. • At least two years' experience of

	<p>writing, and quality assuring/auditing, risk and support need plans.</p> <ul style="list-style-type: none"> • Extensive and relevant experience in working with the homeless/ex-offenders, or similar client groups within a community and accommodation-based setting. • Experience and ability to risk assess and manage high risk offenders within a community and accommodation settings • Substantial experience of providing housing management functions as both managing agent and landlord. • At least two years' experience of managing support services for vulnerable single adults • At least two years' experience of managing a team of staff, including getting the best from the team but also dealing with performance and capability issues. • The ability to manage conflicting demands and time pressures. • Ability to plan, prioritise and organise own work schedule • Ability to work under pressure and to deadlines • Excellent interpersonal and communication skills, including good written skills. • Ability to build strong relationships, internally and externally • Proficient use of Microsoft Office software and CRM IT systems. 	<p>supervising and managing a team of staff across satellite offices, including lone workers and those who are working at home.</p> <ul style="list-style-type: none"> • Experience of using strengths-based assessments with clients. • Experience of liaising with substance misuse and mental health organisations. • Proven experience of managing staff performance effectively against agreed targets • Some experience in analysing and producing reports in different formats, both qualitative and quantitative. • Experience of working in an evolving and changing organisation. • The ability to think creatively about problems. • IT software packages such as Publisher and use of client databases, such as In-Form • Ability to manage budgetary and resource management • Ability to identify and plan a continuous personal development programme.
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<p>Knowledge</p>	<ul style="list-style-type: none"> • Good understanding of issues facing homeless and vulnerable adults. • Good Knowledge of social housing sector, including supported housing and homelessness, especially in Kent and Medway. • Good knowledge of the types of trauma that homeless people may have experienced and how trauma may affect homeless individuals. • Good understanding of the criminal justice system as it affects offenders in the community and how offenders are managed within a community setting. • Good understanding of Health and Safety responsibilities within a supported housing environment • Good knowledge of identifying safeguarding concerns and processes for reporting Safeguarding concerns • Good Understanding of fairness, equality and diversity. 	<ul style="list-style-type: none"> • Good Knowledge of the criminal Justice setting in Kent and Medway. • Good Knowledge of Psychologically informed environments (PIEs) and Housing First or willingness to develop this knowledge. • Knowledge of private rented sector including HMOs or be willing to develop such knowledge. • Knowledge of services that are underpinned by trauma informed care principles, or willingness to learn about these. • Good knowledge of substance misuse services • Good understanding of strengths-based assessment tools and approaches.
<p>Values</p>	<ul style="list-style-type: none"> • The desire to make a difference to the lives of vulnerable groups and to be part of a team to deliver effective results for the clients and the organisation. • The desire to widen participation and access to services and to listen and respond to the views of service users. • A non-judgmental approach to service delivery • To want to create a positive work atmosphere and environment for all who work within the organisation. 	

	<ul style="list-style-type: none"> • Willingness to challenge behaviours that are not in keeping with the organisation's values, ethos and direction. • The commitment to personal and organisational continuous improvement, including training 	
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Other: Full driving licence and use of a car for work purposes (evidence of business use insurance cover will be required).

Values and Behaviours

Integrity

To be open and honest in all we do and in all our relationships

Empathy

To be understanding and non-judgemental at all times.

Nurturing

To provide safe and welcoming environments that encourage empowerment

Fairness

To treat everyone with dignity and respect

Challenging

To challenge inequality and prejudice

As well as the above values and competencies, Pathways is committed to employing staff that display an empathy and understanding of people who have found themselves marginalised within our society.

Our recruitment processes will include assessment of all of the above competencies, values and behaviours as well as the criteria listed in the Person Specification above.