Pathway Manager — Job description and person specification

Beacon Partnership

Job title	Pathway Manager	**Reporting to**	Beacon Service Director
Primary base	Merrion House, Leeds city centre, various central locations	**Hours**	37 hours per week. Monday to Friday 9am-5pm with some flexibility required.
Service	Beacon Partnership	**Contract**	Permanent
Salary	£39,520 plus additional on call payments		
Direct reports	Senior Pathway Worker; Assessment Officers; Street Outreach Worker		

About the Beacon Partnership

Beacon provides housing-related support and accommodation for clients at risk of or experiencing homelessness and multiple disadvantages in Leeds. Turning Lives Around (TLA) is the lead provider. Provision includes 3 Beacon Intensive Support Environments and Beacon Dispersed Accommodation Teams, with dispersed accommodation also delivered with Touchstone and Inspire North. The Pathways function coordinates access through referral, assessment, prioritisation and allocation, working closely with Leeds Housing Options and other homelessness and emergency accommodation services.

Purpose of the post

The Pathway Manager leads the Pathways Team and oversees referrals, assessments and allocations into the Beacon Service. The postholder ensures that eligible clients are allocated fairly, promptly and appropriately, taking account of client need, risk, compatibility, available provision and partnership requirements. The role includes operational leadership and direct line management of the Senior Pathway Worker, Assessment Officers and Street Outreach Worker.

The role is primarily co-located with Leeds Housing Options at Merrion House, supporting integrated working, timely information-sharing and coordinated decisions across Leeds. It also involves working across Beacon and partner services to support assessment and access to accommodation.

The Pathway Manager represents Beacon and TLA at key operational, partnership and multi-agency meetings and ensures agreed actions are completed. Across leadership, decisions and relationships, the postholder models TLA's values: Respect, Integrity, Collaboration and Kindness.

Part 1: Job description

1. Leadership and line management

- Provide direct line management and operational leadership to the Senior Pathway Worker, Assessment Officers and Street Outreach Worker, together with any additional Pathways posts assigned through service development.
- Provide regular, planned and recorded supervision, annual appraisal, wellbeing support and day-to-day management for all direct reports.
- Set clear individual and team objectives linked to Beacon's contractual, operational, quality and client-outcome requirements.
- Monitor workload, attendance, wellbeing, practice quality, performance and professional development, responding to concerns promptly, fairly and in line with TLA policies.
- Ensure effective induction, mandatory learning, role-specific training and continuing professional development.
- Create protected opportunities for staff reflection, shared learning and team development.
- Ensure effective delegation, resilient team cover and clear access to management support during leave, absence and periods of high demand.
- Promote an inclusive team culture in which constructive challenge, accountability, learning and colleague wellbeing are supported.

2. Pathway oversight, assessment and allocation

- Lead and maintain effective oversight of referrals, assessments, waiting lists, prioritisation decisions and allocations into all elements of the Beacon Service.
- Ensure clients are allocated to the most appropriate available Beacon provision, including Intensive Support Environments and dispersed accommodation delivered across the partnership.
- Oversee and coordinate allocation of the emergency bed available at each Intensive Support Environment every night and, when the Severe Weather Protocol is activated during extreme weather, coordinate allocation of the additional emergency placements made available across the ISEs.
- Ensure allocation decisions are timely, fair, evidence-informed, defensible and accurately recorded, with clear consideration of need, risk, safeguarding, compatibility and service capacity.
- Ensure clients, referring agencies, accommodation teams and relevant partner agencies receive clear and timely communication about referral progress, allocation decisions and next steps throughout the pathway.

- Maintain effective links with Beacon accommodation teams, Touchstone and Inspire North to understand vacancies, suitability, support models and barriers to placement, ensuring allocation decisions reflect the support and accommodation available.
- Minimise avoidable delays and voids while ensuring that occupancy considerations do not override safe and appropriate allocation.
- Provide management oversight and escalation for complex referrals, disputed decisions, unmanaged risk, safeguarding concerns and cases where a suitable placement is not immediately available.
- Ensure street outreach activity is connected to the wider Pathways function and contributes to timely assessment, engagement and access to appropriate support.
- Work with clients who have pets or companion animals to identify suitable accommodation options, recognising the importance of these relationships and considering accommodation suitability, landlord permissions, animal welfare and the safety of clients, colleagues and others.
- Co-ordinate and, following appropriate training and within the limits of competence, conduct and record dog risk assessments before placement decisions. Work with clients, accommodation teams and relevant partner agencies to agree risk-management measures, obtain specialist advice where needed and ensure assessments are reviewed when circumstances change.

3. Co-location and partnership integration

- Build trusted and constructive working relationships with Leeds Housing Options, Beacon partners and the wider Leeds homelessness system.
- Maintain a visible and accessible management presence alongside Leeds Housing Options colleagues at Merrion House, contributing to an integrated, accessible and responsive service while retaining clear professional accountability to TLA and the Beacon Service Director.
- Coordinate assessment surgeries and drop-ins at relevant locations, including The Crypt, St Anne's Resource Centre, The Kingston Hotel and other temporary and emergency accommodation services as required.
- Promote effective and lawful information-sharing, clear professional boundaries and agreed escalation routes across organisational boundaries.
- Work across Beacon Intensive Support Environments, Dispersed Accommodation Teams and partner agencies to identify and resolve cross-organisational barriers affecting referral, assessment, communication, access, allocation or move-in arrangements.
- Share learning and relevant service information across the Pathways Team, Leeds Housing Options, Beacon accommodation teams and partnership agencies.

4. Meetings, representation and communication

- Attend, prepare for and contribute actively to essential Beacon, TLA, Leeds Housing Options and multi-agency meetings.
- Chair operational, allocation, waiting-list, team or case-discussion meetings where required.
- Provide accurate and concise updates, communicate decisions to relevant colleagues and ensure agreed actions are recorded and completed within required timescales.
- Represent Beacon and TLA professionally, constructively and consistently, including where professional views or organisational priorities differ.

5. Quality, safeguarding and continuous improvement

- Ensure safeguarding, risk assessment and escalation procedures are understood and consistently applied across the Pathways Team.
- Embed trauma-informed and psychologically informed practice and actively reduce the risk of re-traumatisation.
- Ensure practice complies with TLA policies, Beacon service standards, contractual requirements and relevant legislation.
- Contribute to audits, quality assurance, service reviews, policy and procedure development, learning and continuous improvement.
- Use client, colleague and partner feedback to strengthen accessibility, fairness, consistency and service quality.
- Use learning from incidents, complaints, compliments, safeguarding activity and operational challenges to improve service practice and procedures.
- Participate in the organisational on-call rota as required.

6. Performance, data and digital systems

- Maintain accurate and timely electronic records and ensure the Pathways Team meets agreed recording and data-quality standards.
- Use service information to monitor demand, referral patterns, assessment outcomes, throughput, waiting times, allocations, repeat referrals, unmet need, vacancies, occupancy, risks, client outcomes and service pressures, using findings to support service improvement and partnership planning.
- Produce clear reports, presentations and management information for Beacon, TLA, commissioners and partners as required.
- Use Microsoft 365 applications confidently, including Outlook, Word, Excel, PowerPoint, Teams and SharePoint, to communicate, collaborate, produce management information and manage controlled documents, alongside relevant case-management, referral and performance systems.
- Support colleagues to use agreed systems consistently, safely and effectively, including appropriate access controls, confidentiality, data protection and information-sharing.

7. TLA values and expected behaviours

Respect	Listen to clients, colleagues and partners; value difference; communicate clearly; and treat every person with dignity.
Integrity	Act honestly and responsibly, maintain accurate records, make accountable decisions and follow through on commitments.
Collaboration	Work across organisational boundaries, share information appropriately and involve others in building effective solutions.
Kindness	Lead with compassion, offer constructive support, recognise the impact of trauma and pressure, and maintain accountability fairly.

Working arrangements and special requirements

- The role requires regular travel and flexible working across service and partner locations in Leeds.
- The postholder must work flexibly to meet operational needs, including occasional work outside normal office hours.
- The role involves work in accommodation settings and community locations and oversight of street outreach activity.
- The role includes working in settings where clients have pets, including dogs, and undertaking relevant training to support safe working and dog risk assessment, in line with organisational procedures and agreed risk-management arrangements.
- An Enhanced Disclosure and Barring Service check is required, subject to TLA's current safer recruitment and recruitment-of-people-with-convictions procedures.
- The postholder may be required to undertake other duties that are consistent with the purpose, responsibility and level of the role.

Part 2: Person specification

Pathway Manager

Applications are welcomed from experienced managers and candidates seeking their first formal management role. Relevant transferable experience is welcomed. Essential criteria describe requirements at appointment unless training after appointment is explicitly stated.

Experience

Requirement	Criterion
Essential	Experience of supporting or developing colleagues or volunteers, for example through mentoring, buddying, induction, coaching, sharing practice or supervision.
Essential	Experience of taking responsibility for a defined piece of work involving others, such as co-ordinating tasks, leading multi-agency case discussions, supporting a shift, delivering a project or acting up.
Essential	Experience of working in a multi-agency or co-located environment and building effective relationships across organisational boundaries.
Essential	Experience of prioritising a caseload, workload or shared activity, maintaining quality, recognising and escalating risk, and responding to competing demands.
Essential	Experience of leading or contributing to meetings where complex operational or client decisions are made and ensuring agreed actions are followed through.
Essential	Experience of working with clients experiencing homelessness, housing insecurity or multiple disadvantage, or relevant transferable experience in a related support, housing, social care or community service.
Desirable	Experience of managing referral, assessment, waiting-list or allocation functions.
Desirable	Experience of working alongside a local authority Housing Options service.
Desirable	Experience of managing or supervising street outreach provision.

Knowledge

Requirement	Criterion
Essential	Good understanding of homelessness prevention, rough sleeping and housing-related support.
Essential	Understanding of the barriers experienced by clients facing multiple disadvantage.
Essential	Sound knowledge of adult safeguarding, risk management and appropriate escalation.

Essential	Understanding of trauma-informed and psychologically informed practice.
Essential	Understanding of confidentiality, data protection, accurate recording and lawful, appropriate information-sharing.
Essential	Understanding of the purpose and principles of supervision, clear expectations, constructive feedback, colleague wellbeing, fair accountability and professional development, and how to apply these.
Essential	Understanding of equality, diversity, inclusion and accessible service delivery.
Essential	Understanding of the importance of pets and companion animals to clients experiencing homelessness, and the need to consider animal welfare, accommodation suitability and safe working arrangements.
Desirable	Knowledge of the Leeds homelessness, rough sleeping and housing system.

Skills and abilities

Requirement	Criterion
Essential	Ability to give clear direction, listen, support others, offer constructive feedback and establish accountability and professional boundaries.
Essential	Ability to oversee referral, assessment, prioritisation and allocation activity and make fair, defensible and timely decisions.
Essential	Ability to communicate clearly in writing and verbally, explain decisions, work constructively with partners and negotiate practical solutions.
Essential	Ability to structure and facilitate a focused discussion, include different professional views, provide constructive challenge and agree clear actions.
Essential	Ability to analyse service information, identify trends and turn findings into practical action.
Essential	Ability to organise and prioritise work, meet deadlines under pressure and allocate, co-ordinate and follow up shared tasks fairly.
Essential	Practical digital skills to communicate, collaborate, maintain accurate records and use spreadsheets for straightforward monitoring and reporting, using Microsoft 365 or comparable applications. Ability and willingness to learn unfamiliar applications and TLA's case-management, referral, performance and recording systems through induction and training.
Essential	Ability to produce accurate electronic records, reports, presentations and performance information.
Essential	Ability to maintain confidentiality, apply appropriate access controls and support colleagues to use systems consistently and safely.

Essential	Ability to apply basic risk-assessment principles, recognise limits of competence and seek specialist advice, together with willingness to undertake training to co-ordinate, conduct, record and review dog risk assessments and agree proportionate risk-management measures.

Values and approach

Requirement	Criterion
Essential	Demonstrates Respect by listening, valuing difference, communicating clearly and treating clients, colleagues and partners with dignity.
Essential	Demonstrates Integrity by acting honestly, taking responsibility, making accountable decisions and doing what they say they will do.
Essential	Demonstrates Collaboration by working across boundaries, sharing ideas and information appropriately and building stronger solutions with others.
Essential	Demonstrates Kindness through compassionate support, constructive feedback and fair accountability.
Essential	Committed to client involvement, trauma-informed practice, reflective learning and continuous improvement.
Essential	Able to remain professionally effective in challenging situations, use support appropriately and respond constructively to change.

Qualifications and employment requirements

Requirement	Criterion
Essential	Literacy, numeracy and analytical skills sufficient to undertake the role's management, reporting and decision-making responsibilities.
Essential	Willingness and ability to work flexibly across Merrion House, Beacon services, partner locations, assessment surgeries, drop-ins and emergency accommodation settings in Leeds.
Essential	Ability and willingness to attend essential operational, partnership and multi-agency meetings and to participate in the on-call rota as required.
Essential	Satisfactory pre-employment checks, including an Enhanced DBS check, in line with TLA policy.
Desirable	Relevant leadership, management, housing, social care or homelessness qualification, or equivalent professional development.