

Job Profile Information: London Accommodation Pathfinder Strategic Development Manager

This supplementary information for London Accommodation Pathfinder Strategic Development Manager is for guidance and must be used in conjunction with the Job Capsule for Leadership Job Level 6 Zone 1

Camden Way Category Leadership

It is for use during recruitment, setting objectives as part of the performance management process and other people management purposes. It does not form part of an employee's contract of employment.

Role Purpose:

The London Innovation and Improvement Alliance and London Resettlement Partnership have developed a bold and innovative proposal to reduce the disproportionately high level of London children in custody and significant over-representation of Black and Minority Ethnic children. MoJ and YJB have provided c£1 million funding to deliver this proposal, the London Accommodation Pathfinder. The Pathfinder will deliver the following key outcomes:

- Reduction in numbers of London children in custody and reduced over-representation.
- Reduction in significant over-representation of Black and Minority Ethnic children in custody.
- Improved outcomes for children through reduced custody and the psychologically informed approach (reduced recidivism, improved mental health, improved employment related skills and pathways to employment).

A fundamental part of the model is the role of a Strategic Development Manager to act both as a strategic broker and to support operational delivery. The Strategic Development Manager will need to champion new ways of working, building confidence in the new arrangements and shifting the culture across courts, the Police, local authorities and other partners to secure support for this pathway as an alternative to custody. Previous research has found this discrete Strategic Manager role to be crucial to the achievement of successful outcomes. The post will be managed jointly by Camden LA on behalf of the Resettlement Partnership.

The London Accommodation Pathfinder (LAP) will be overseen by the London Resettlement and Accommodation Partnership Board which includes London Innovation and Improvement Alliance, Association of Directors of Children's Services (including the youth justice strategic leaders network, Mayor's Office for Policing and Crime, Youth Custody Service, NHSE and the YJB. The partnership will also use its learning to escalate issues of national policy and practice. The Strategic Development Manager will also commission and manage a robust external longitudinal evaluation of the LAP.

Example outcomes or objectives that this role will deliver:

The LAP is committed to deliver a significant and sustainable change in the way that local partners address custody at remand, post-sentence and associate resettlement to achieve improved outcomes for young people who offend by supporting them on pathways that provide a structured secure alternative to custody.

The key objectives of the Strategic Development Manager role are:

- To work with the London Resettlement and Accommodation Partnership on the creation and delivery of a development plan.
- To manage the delivery of the plan and report on progress to the Governance group, including identification of barriers to progress which the group will address.
- To work with partner organisations, including courts, the Police and local authorities, to deliver new ways of working through building confidence in the LAP alternative to custody and addressing any barriers to its success.

In detail:

- 1) The post holder will have autonomy to make decisions about the operation of the LAP, working with the appointed provider, within the approved strategic plan and be accountable to the London Resettlement and Accommodation Partnership (LRAP).
- 2) The post holder will represent the LAP and LRAP in work with national and regional partners. This will include contributing to the pathfinder co-ordinating group, collating emerging and collective findings and link with the Youth Justice Board, Ministry of Justice, Pathfinder Governance Board, and Management Boards providing quarterly reports and progress data.
- 3) The postholder will develop co-ordinated Memorandums of Understanding for each of the four London sub-regions, focused on placement process and funding, working with the 32 London Boroughs and relevant partnerships and partners.
- 4) The postholder will engage with strategic and operational stakeholders across relevant statutory, private, voluntary and commercial sector organisations to develop and implement the vision for the LAP.

- 5) The postholder will be able to communicate and work credibly at both strategic and operational levels. The postholder will have an understanding of the cultures and priorities of stakeholders across statutory, private, voluntary and commercial sectors.
- 6) The postholder will need to establish effective working relationships with staff and managers in the courts, local authorities and custodial establishments.
- 7) The postholder will work with commissioners and the appointed provider to ensure the effective delivery of the alternative to custody placements. The postholder will be expected to generate enthusiasm and a commitment from partners.
- 8) The postholder will engage young people with the provider in design, delivery and ongoing feedback on the service as well as the external evaluation.
- 9) The postholder will lead the development and implementation of the LAP Development Plan, drawing on the model and business case in the proposal and working with the appointed provider. The Partnership is expected to deliver a significant and sustainable change in the way that local partners manage young people who previously would have received custodial sentences.
- 10) The post holder will support multi-agency working and accountability systems and protocols across Partnership members to ensure the delivery of the key outcomes:
 - Reduction in numbers of London children in custody and reduced over-representation.
 - Reduction in significant over-representation of Black and Minority Ethnic children in custody.
 - Improved outcomes for children through reduced custody and the psychologically informed approach (reduced recidivism, improved mental health, improved employment related skills and pathways to employment).
- 11) In order to achieve this the post holder will need to ensure that the LAP is managed in such a way that accountabilities are robust, management information and risk management procedures are sound, and that there is an adequate balance between time spent on strategic management issues and that spent on ensuring the delivery of enhanced resettlement services to young people.
- 12) The post holder will hold partners to account where service delivery is insufficient and challenge any areas where the vision of the LAP could be at risk e.g. the risk of young people being sent to the new provision who previously would not have been in custody.
- 13) The postholder will manage and maintain the LAP risk register.

- 14) The post holder will hold responsibility for a significant budget on behalf of local stakeholders and provided through a grant from regional or national bodies
- 15) The post holder will be expected to share and develop emerging and effective practice with counterparts in other Pathfinders and to attend quarterly London based meetings to enable this.
- 16) The post holder will be expected to performance monitor and quality assure the work of the LAP, reporting quarterly to the LRAP and manage the relationship with the organisation conducting the external evaluation. This will include data collation, data analysis and the collection of case studies.
- 17) The post holder will be based at one of the Partnership's partner agency offices, with scope for remote and home working.

Relationships;

- This post will be line managed by the Director Early Intervention and Prevention.
- The post holder will be jointly accountable to the LRAP

Technical Knowledge and Experience:

Essential:

- Experience of community and/or custodial youth justice provision at strategic and operational levels
- Experience of working within a strategic role with local authority partners
- Ability to lead large scale change projects and a track record of successful delivery to tight deadlines
- Experience of dealing credibly with senior people in influencing, collaborating and negotiating
- Knowledge and experience of local service provision networks across the statutory and voluntary sectors

Desirable:

- Project Management experience
- Experience of managing budgets
- Experience of managing project communications

Camden Way Five Ways of Working

In order to continue delivering for the people of Camden in the face of ever increasing financial pressure, we need to transform the way we do things. We call this the Camden Way. The Camden Way is a key part of our transformation strategy often referred to as the transformation triangle which links the Camden Plan, the Camden Way and the Financial Strategy together.

The Camden Way illustrates the approach that should underpin everything we do through five ways of working:

- Deliver for the people of Camden
- Work as one team
- Take pride in getting it right
- Find better ways
- Take personal responsibility

For further information on the Camden Way please select the attached [HERE](#)

Structure chart

