

Job Profile

JOB TITLE:

Probation Pathway Manager

REPORTS TO:

Senior Service Manager

JOB PURPOSE:

The Probation Pathway Manager provides operational leadership for GamCare's Probation Innovation Strand, ensuring the design, mobilisation, and continuous improvement of a specialist treatment pathway for individuals under Probation supervision within a complex statutory justice and external partnership environment in line with GamCare's organisational priorities, service model, and delivery approach.

The role operates across geographically dispersed and multi-agency systems requiring coordination with statutory justice partners, management of engagement barriers, and sustained relationship-building in contexts where access to support and trust may be variable.

The postholder ensures safe, accessible, trauma-informed, and evidence-based delivery of the probation pathway, overseeing referral routes, safeguarding arrangements, and continuity of care across custody and community settings.

The role uses data, evidence, lived experience insight, and implementation learning to inform service improvement, strengthen pathway effectiveness, and contribute to organisational and system understanding of justice-involved cohorts.

The postholder works internally with communications, finance, and quality teams, alongside external justice partners, to support effective engagement, sustainable delivery, and continuous improvement of the pathway.

DIMENSIONS:

- **Direct Reports:** Specialist Probation Practitioners
- **Matrix management:** responsibilities across treatment services and operational pathways
- **Budgets:** Planning, monitoring, and managing annual budget
- **Targets:** Deliverables and KPIs within contractual agreements, pathway performance measures, and service evaluation requirements

INTERNAL AND EXTERNAL CONTACTS:

Internal:

- Senior Service Manager and Head of Community Outreach & Treatment Services
- Service Managers and Team Leaders across Treatment and Community Outreach & Training Services
- Quality & Safety team (governance, safeguarding, quality assurance)
- HR and People & Organisational Development (recruitment, performance, wellbeing)
- Finance, Communications, and Data & Insight teams
- National Gambling Helpline and other GamCare services and programmes to support continuity of care and integrated pathways

- Cross-directorate working to support pathway integration, operational learning, service improvement, and coordinated stakeholder engagement

External:

- Probation Services and HMPPS stakeholders
- Criminal Justice partners including prisons, resettlement services, and courts where relevant
- NHS Gambling Clinics, mental health services, and wider statutory support services
- VCSE organisations including debt, housing, recovery, and peer support providers
Multi-agency Probation Pathway Working Groups
- External stakeholders operating across complex justice systems where engagement, operational priorities, and understanding of gambling treatment services may vary
- Partnership working to strengthen referral routes, continuity of care, and engagement of justice-involved cohorts

OVERALL ACCOUNTABILITIES:

Service Leadership & Delivery

- Lead delivery of the Probation Innovation Strand as an enhanced treatment access pathway.
- Oversee triage, risk assessment, allocation and continuity of care across justice settings.
- Maintain operational delivery in line with organisational priorities and pathway requirements.
- Support the design and delivery of free training for Probation and CJ partners.
- Operate within a complex external system characterised by fragmented justice and health interfaces, variable stakeholder engagement, and competing operational priorities requiring sustained credibility-building and influence.

Quality, Safeguarding, and Governance

- Working in collaboration with the Quality and Safety Team, ensure compliance with safeguarding, governance and information-sharing requirements.
- Act as escalation point for complex and high-risk cases.
- Support multi-agency safeguarding responses.
- Work across internal services to ensure safe, consistent and coordinated delivery of the probation pathway.

Performance, Data and Insight

- Accountable for probation pathway KPIs and performance measures.
- Use data and insight to identify trends, risks and service improvement opportunities.
- Provide reporting and evaluation outputs for internal and external stakeholders.
- Use data and implementation insight to identify engagement barriers, system risks and opportunities to improve pathway effectiveness and operational decision-making.

Workforce Leadership and Development

- Provide leadership and support to specialist probation practitioners.
- Lead recruitment and induction of specialist staff, development of CJ-specific competencies, and reflective practice and learning forums
- Support coordinated working across treatment and specialist services to ensure

continuity of care for justice-involved cohorts.

Partnerships and System Working

- Establish and maintain operational referral pathways between Probation and treatment services.
- Act as operational lead for Probation engagement and pathway coordination.
- Chair/co-chair pathway working groups to support continuous improvement.
- Work across justice and partner systems to strengthen alignment, engagement and consistency of referral and support pathways.
- Maintain awareness of centrally delivered and income-generating training programmes, supporting consistent messaging and appropriate signposting to these offers where relevant.
- Identify and coordinate partnership and strategic collaboration opportunities, exercising judgement to lead service-specific activity while working with internal teams, including Communications, Partnerships, and External Affairs, to ensure coordinated external engagement and clear stakeholder ownership.

Service Improvement and Learning

- Lead test-and-learn approach to pathway development.
- Oversee evaluation, learning outputs and dissemination.
- Embed learning into service improvement and future design.
- Use insight and lived experience to strengthen understanding of engagement, barriers and effective approaches within justice systems.

Financial and Operational Management

- Manage pathway budgets and operational resources.
- Ensure effective use of funding and operational sustainability.
- Support financial planning and risk management.

Person Specification

Qualifications

- Management qualification (Level 5 or equivalent) or demonstrable equivalent experience.
- Commitment to continuous professional development.

Experience

- Significant experience in service management within health, social care, VCSE or criminal justice systems.
- Experience managing multidisciplinary teams and complex service delivery.
- Experience of contract, performance and stakeholder management in commissioned or partnership-based services.
- Experience working within justice-involved or complex cohort pathways.
- Leading test and learn or innovation workstreams including evaluation, learning and service redesign

Skills and Knowledge

- Strong leadership, people management and change management skills.
- Excellent communication and influencing skills across justice and partner systems.
- Sound understanding of safeguarding, risk management and governance.

- Strong IT and data literacy with ability to interpret pathway performance and use insight to influence service delivery, engagement approaches and multi-agency working across justice and treatment systems
- Ability to work effectively across multi-agency justice and treatment systems, navigating differing organisational priorities, and engagement contexts
- Ability to work across internal teams and external systems to support coordinated delivery and shared outcomes

Desirable Criteria

- Experience working within probation, criminal justice or resettlement services.
- Experience of pathway development, service mobilisation or innovation programmes.
- Experience working in trauma-informed or high-risk cohort services.
- Experience of working in multi-agency justice system partnerships.

Circumstances

- Commitment to equality, diversity, inclusion and lived experience-informed practice.
- Willingness to travel within the UK and work flexibly, including attendance at meetings, service delivery activity and other work-related activity outside standard working hours as required.

To be noted: This job description will be reviewed regularly. Any changes will be discussed with the post holder. This is not an exhaustive list of duties and responsibilities the post holder may be required to undertake other duties which fall within the grade of the job, in discussion with your line manager.