# Hosting Proforma

Name of Host

Executive Programme on Paramilitarism, Criminality and Organised Crime (cross-Executive but hosted in Department of Justice)

Organisation

**1. Interchange Manager’s details**

Christopher Farrington

Name

Programme Team – Executive Programme on Paramilitarism, Criminality and Organised Crime

Organisation/

Department

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Address

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N/A

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Number

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E-mail

Secondment: This is an opportunity at **Principal Officer** (G7) level – until 31 March 2024, with the possibility of an extension, subject to agreement between parties and confirmation of the continuation of Programme funding.

Type of Opportunity

**2. Details of hosting opportunity**

Description of opportunity

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| We are looking to fill a temporary vacancy at **Principal Officer** level (working part time) to lead on business change and stakeholder management within the Programme Team delivering the Executive Programme on Paramilitarism and Organised Crime (EPPOC).  This is an exciting opportunity to take on a leadership role in a multi-disciplinary and transformational change programme aimed at reducing the impact of paramilitary harm, coercion and control on vulnerable individuals and communities. The Programme Team is hosted in the Department of Justice but our work is cross-Executive in nature.  Paramilitarism in Northern Ireland remains a stubborn, complex, intergenerational issue. Recent data and research suggest that nearly 1 in 3 people in Northern Ireland live in an area that experiences paramilitary fear and intimidation. The EPPOC is focused on creating safer communities, resilient to paramilitarism, criminality and coercive control.  The EPPOC comprises nearly 80 projects of varying scale and type. Initiatives range from early interventions that stop vulnerable (young) people and their families being exploited, through to projects that educate and challenge the ‘normalisation’ of violence over the longer term. We work collaboratively with 7 NICS Departments, 22 statutory agencies, over 50 public sector and 180 community/voluntary sector bodies. Our annual budget is approximately £16m. We are a core Programme team of 10 people.  Our approach is informed by local, regional and international best practice. We were the first Programme of this scale and complexity in Northern Ireland to implement a ‘public health approach’ to violence reduction. This internationally recognised methodology involves using evidence and data to understand the problem and identify the risks and protections linked to it; and then to design and test responses aimed at reducing the prevalence or impact of those same problems and monitor results.  Since the start of the Programme in 2016, we have supported thousands of young people, reducing their short and longer-term vulnerability to paramilitary harm. Our work is building capacity in communities and among particularly vulnerable groups. We are promoting wider system change to ensure that existing supports are more joined up and better able to address the many manifestations of paramilitary harm.  We have significantly enhanced the availability of research and data on the issues, from a low starting base, and increased the number and mix of partners and organisations actively engaging in reducing paramilitary harm. In 2021/22 the Programme supported hundreds of people through community projects aimed at creating community resilience. Examples include:   * Over 7,000 people supported through 4 place-based projects to support young people and their families in education. * 3,282 young people through youth work based diversionary or wider support projects, including 425 at acute risk and 244 young people diverted from involvement in bonfires. * 491 young men who were vulnerable to paramilitary involvement or harm through social work and community mentoring. * 18 young people at acute risk of paramilitary harm, or who were under threat from paramilitaries, through a multi-agency project in one geographical area. * 354 victims of paramilitary violence. This includes 21 children referred by the Paramilitary Crime Task Force (PCTF) to statutory services; as well as 128 young people supported in a hospital emergency department, and 205 through a project to support those under threat. * 254 women to develop their skills in community leadership, and 117 women in the criminal justice system to develop their life and social skills and help them reduce their vulnerability to paramilitary exploitation.   Programme investment in trauma-informed practice (including on Adverse Childhood Experiences - ACEs) is helping frontline delivery partners manage complex challenges in new, innovative, and more effective ways. Early interventions are reducing pressures and cost elsewhere in the system.  Our public awareness campaigns are playing their part in addressing attitudinal change (independent research has shown that, because of our high-profile media campaign on paramilitary style assaults, there was a reduction in the percentage of people who think that such assaults are justified/justified in certain circumstances, from 35% in 2017 to 19% in 2019).  Despite these and many other successes, significant challenges remain. Recent evidence suggests that more work is required to address the nature and extent of child criminal exploitation (including through recruitment into proscribed organisations); the manifestation and impact of paramilitarism in rural communities and among particular cohorts, including women and older people, where there has been, to date far less research. Linking these efforts to wider strategies is also critical.  We are getting better at understanding and demonstrating the impact of our work. We have chosen *Managing Successful Programmes* as our Programme management methodology. This methodology is the widely recognised standard for delivering programmes that involve attitudinal and behavioural change (at community and societal level), especially where that change is likely to be influenced heavily by external factors beyond the control of the Programme itself.[[1]](#footnote-1)  This outcomes-based approach focuses not just on programme management but also organisational and systems change and so requires a team with a diverse skillset to promote strategically coherent thoughtful, intellectually curious approaches and leadership in this challenging, complex but important area of work. We focus on ‘what works’.  **As a member of the EPPOC Team you will join a small, collegiate, open-minded, committed team who are keen to innovate. Joining the Programme Team will give you the opportunity to work on complex and fascinating issues. We are looking for someone who wants to get satisfaction from their work and feel supported while doing that. As a member of our team, you will be valued for your expertise and encouraged to develop your professional and personal skills in a safe space.** |

Main objectives of the opportunity

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| The post holder will be responsible for proactively preparing for the impact of the change being delivered by the Programme, working with stakeholders to embed progress, and to provide a bridge to future phases of the Programme.  The main objectives of the role are to:   * Support the Programme Director in promoting a clear vision and in advocating for the Programme, making appropriate links to external initiatives and stakeholders where there are key dependencies. * Develop a clear plan to ensure that the Programme can progress effectively and smoothly into its next phase, maximising the benefits realised from phases 1 and 2. * Work in partnership with the Programme Manager and stakeholders to plan for the long term embedding of benefits realised by the Programme. * Work closely with the Communications Manager to build a strong network of stakeholders across the Programme, both internally and externally, who are energised partners committed to delivering this work with us; and to develop and communicate messaging around the benefits and long-term ambition of the Programme. * Identify stakeholder interests, and classify and update the stakeholder engagement plan throughout the life cycle of the Programme. * Be the point of contact for senior stakeholders, and lead stakeholder engagement (including with the Programme’s Political Advisory Group and the Independent Reporting Commission) to ensure it meets the long term requirements of the Programme. * Prepare clear, persuasive and engaging briefings/updates as required for the Programme Director, the Board and the Sponsor Group, as well as the lead Minister. * Within the team, provide direction, guidance and quality assurance around briefing and the wider engagement effort, including oversight of all Assembly-related business. |

**3. Skills requirements**

What qualities, skills and experience is required from the individual

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| The characteristics and overall level of knowledge and skills that will be most commonly applied in this role are set out below:   * **Visible leadership**: the ability to engage and motivate others. * **Experience in policy development**: the ability to collate, analyse, assess and evaluate information, data and research from a range of local, national and international sources, to inform effective policy development to deliver outcomes. * **Sound decision making** based on evidence and knowledge, to provide accurate and informed advice to the Programme’s lead Minister and to the Programme Board and Sponsor Group (chaired by HOCS). * **Excellent briefing and literacy skills** required to provide accurate, persuasive and detailed report writing and policy papers and to provide briefing and informed option proposals, as required. * **Collaboration/ Effective stakeholder management**: the ability to establish and develop productive relationships with internal and external stakeholders. * **Delivery of business objectives within set timeframes and at pace**, as required. * **Influencing/Effective communication**: the ability to influence change and handle/respond to matters and differing views/opinions with professionalism and diplomacy. * **Working with ambiguity**: the ability to work in an environment of uncertainty and continual change; and to feel comfortable with making decisions and setting direction.      * **Resilience**: the ability to adapt to changing circumstances and adverse situations whilst remaining calm, reassuring others and maintaining performance. * **Culture change**: the ability to plan lead and effect positive culture change, securing commitment and buy-in and promoting a positive long-term vision. * **Ability to work independently** **as well as in a team**, taking responsibility for outcomes. |

**4. Personnel: Please state below**

Who will the individual report to?

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| Programme Director |

Who will be the individual’s line manager and/or reporting officer?

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| As above |

**5. Transfer of learning**

Please give details of how the Opportunity will benefit your organisation, the

individual and their organisation.

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| The Programme seeks to benefit from a diverse range of skills and experience that the post holder will bring to the role.  The returning candidate will have had the opportunity to work on an Executive priority through a diverse, challenging and collaborative programme with a wide range of stakeholders, working to make a real difference to people’s lives. They will also have gained experience in a leadership role on a multi-disciplinary and transformational change programme working across Departments and sectors. They will have benefited from insight into the work of this high priority cross-Executive initiative, and gained knowledge and experience in delivering a benefits realisation approach using the ‘Managing Successful Programmes’ methodology. |

**6. Logistics**

Please provide details of the likely start date, duration, location, form of transport required, resources (i.e.; desk, PC, etc.) and funding arrangements for the opportunity.

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| **Start Date**: Beginning of December 2022 or as soon as a suitable candidate is identified and a release date agreed.  **Duration**: Until 31 March 2024, with the possibility of an extension, subject to agreement between parties and confirmation of the continuation of Programme funding.  **Location**: Block B, Castle Buildings, Stormont Estate, Belfast BT4 3SG.  **Funding**: The EPPOC will meet salary and any associated expenses and the salary range is £52,026 to £55,685 (pro rata).  **Selection Process:** Paper sift followed by an informal discussion to discuss the skills and experience the applicant(s) would bring to the post. It is important that all applicants indicate how, and to what extent, they meet the experience, skills and qualities above. A reserve list will be kept for four months in the event that similar Programme positions become available.  **Further information**: For further information please contact Christopher Farrington on Tel: 07929865659 or by email at: [christopher.farrington@endingtheharm.info](mailto:christopher.farrington@endingtheharm.info) or Adele Brown, Programme Director, by email at: [adele.brown@endingtheharm.info](mailto:adele.brown@endingtheharm.info).  **Closing Date:** Authorised Candidate proforma must be submitted by **4.00pm on Friday 4 November 2022 to:**   * **For NI Civil Service departmental staff only (see accompanying NICS Cover Note):** [**secondments@hrconnect.nigov.net**](mailto:secondments@hrconnect.nigov.net) * **For employees from all other member Organisations:**   [**interchangesecretariat@finance-ni.gov.uk**](mailto:interchangesecretariat@finance-ni.gov.uk) |

**7. Endorsement**

**Interchange Manager**

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| **Christopher Farrington** |

**Signed:**

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| **18 October 2022** |

**Date:**

1. [Introduction to benefits management for programmes and projects | Department of Finance (finance-ni.gov.uk)](https://www.finance-ni.gov.uk/articles/programme-and-project-benefits-management) [↑](#footnote-ref-1)