GMCA RESOURCES COMMITTEE

Date: 27 July 2018
Subject: Formal establishment of Programme Challenger posts within the GMCA
Report of: Eamonn Boylan, GMCA Chief Executive

PURPOSE OF REPORT:

To seek approval for the establishment of Programme Challenger permanent posts within the GMCA structure. These posts are currently fully funded by the GMCA. Individuals in these roles are temporarily seconded from local authorities and hosted by Greater Manchester Police.

SUMMARY:

The key changes are:

• Establishment of the Programme Challenger Partnership Lead role at £60,000 as a permanent role within the GMCA.
• The individual performing this role is currently employed by Salford City Council. Assimilation of the Partnership Lead into the above role. This role will report to the GMCA Assistant Director - Policing and Crime.

FINANCIAL IMPLICATIONS:

No additional spend as the Programme Challenger posts are already fully funded by the GMCA.

The role of Partnership Lead, with an annual salary of £60,000, requires formal approval by the Resources Committee to be established on the GMCA structure.

RECOMMENDATIONS:

To approve the establishment of the permanent Programme Challenger roles within the GMCA organisational structure and agree that the current Partnership Lead is assimilated into the GMCA role.

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Context:

Programme Challenger is Greater Manchester’s partnership approach to tackling serious and organised crime in all its forms. Responding to the problem of serious and organised crime is not solely the responsibility of the police and the criminal justice system; it requires collaboration with a range of organisations from the public, private and voluntary sectors, as well as a positive, reciprocal relationship between these agencies and the law-abiding public. In recognition of this, Programme Challenger was launched in 2013 to send a clear message to all communities in Greater Manchester that this type of criminality would not be tolerated and that there is strength in collaboration which will make this approach more effective in stopping organised crime than ever before.

At the heart of Programme Challenger is a co-located, multi-agency team whose role is to oversee and coordinate activity to tackle organised crime across Greater Manchester. It is the responsibility of this team to gather information and intelligence about organised crime, to map who the groups are and where they operate and put strategies in place to target, disrupt and prosecute the organised criminals who orchestrate this criminal activity.

In each of the ten boroughs of Greater Manchester there is an operational Challenger team, whose role is to manage the organised crime threat on a local level through neighbourhood-based partnership arrangements using various overt and covert tactics. In addition to traditional methods of targeting criminals, these teams also use a variety of regulatory tools and enforcement powers to target people, gangs, businesses and premises where organised criminal activity is taking place.

GMCA Involvement and Funding:

The following non-GMP officers are based within Programme Challenger whose posts are fully funded by GMCA (previously funded through the Office of the Police and Crime Commissioner), as follows:

- **Partnership Lead for Programme Challenger**

  This is a senior management role to provide strategic vision and leadership of Programme Challenger, in collaboration with GMP and other key stakeholders. (Role Profile attached as Appendix 1).

  The salary for this post is £60,000 per annum. The post was advertised in March 2017 as a secondment until March 2018 and it was stated that following this period, it was anticipated that the post would be made permanent with GMCA. This transition to a permanent post has yet to be finalised, so GMCA has extended the secondment arrangements until August 2018 to allow more time for this process to be finalised.

  The post-holder is seconded to the GMCA from Salford City Council and is co-located with GMP at Nexus House.

- **Local Authority Tactical Advisor/Partnership Officer**

  This role was created in 2014 to develop stronger strategic and operational partnerships between Programme Challenger, the ten local authorities and their community safety partners.

  It is anticipated that there will be a shift away from tactical and operational support, to a role which manages a set number of projects and programmes that seek to achieve the aims and objectives defined in the Programme Challenger strategy and business
plan. This will require the current post-holder to be less hands-on and instead focus on developing robust local and GM-wide partnerships, as well as programme- and change-management. The current post-holder has the requisite skills for this work.

This post is below the salary threshold requiring Resources Committee approval. Approval to establish this role has been secured using GMCA Chief Executive’s delegated powers.

**Rationale for Integration:**

As the above mentioned roles are already fully funded by the GMCA, formalising these roles within the GMCA Policing, Crime, Criminal Justice and Fire Team under the management of the Assistant Director, Policing & Crime, would improve performance within Operation Challenger, giving certainty to staff and contribute to improved outcomes across a number of thematic priorities for the broader GM partnership.

**Recommendation:**

- Formally integrate the Programme Challenger Partnership Lead and Tactical Advisor/Partnership Officer role within the GMCA Policing, Crime, Criminal Justice and Fire Team from 1 July 2018 onwards.
- Assimilate the existing post holders, who have the relevant qualification and skills, into these permanent GMCA roles.

Note: The Partnership Officer role is below the salary threshold and thus does not require explicit Committee approval to be established. It has been included within this report to give the Committee the strategic context to the Programme Challenger roles.

**Summary:**

Resources Committee is requested to consider and agree the above recommendations.
Partnership Lead – Programme Challenger  
Role Profile

<table>
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<tr>
<th>Job Title:</th>
<th>Partnership Lead – Programme Challenger</th>
<th>Date:</th>
<th>July 2018</th>
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</table>
| Reporting Line:          | • Assistant Director – Policing, Crime, Criminal Justice and Fire  
                          |                | • Chief Superintendent – Serious Crime Division | £60,000 per annum |

**JOB PURPOSE**

To provide strategic vision and leadership of Programme Challenger, in collaboration with partner colleagues.

**DIMENSIONS / KEY WORKING RELATIONSHIPS**

- Deputy Mayor
- Internal and external customer groups and strategic partners
- Senior Managers from across GM’s public sector and stakeholders/partners
- Senior Managers and staff within GMCA
- Greater Manchester Police
- Voluntary Sector

**KEY RESPONSIBILITIES**

- To provide strategic vision and leadership of Programme Challenger, in collaboration with partner colleagues.
- To lead on the development and implementation of early intervention and prevention activity for Programme Challenger.
- To ensure effective engagement and collaboration across all relevant partner agencies,
including the voluntary and business sector.

- To ensure that Programme Challenger is aligned to GMP transformation programme, and the wider GM Public Service Reform work.
- To be responsible for the effective management of the partnership budget for Programme Challenger.

**KNOWLEDGE, SKILLS AND EXPERIENCE**

**Qualifications/Education**
Related professional or management qualification

**Experience**
Experience of leading multi agency teams in a related setting
Experience of working at strategic level in a partnership setting.
Experience of working with colleagues at national level to develop and influence policy
Experience of project development, bid writing and implementation
Experience of working in a politically accountable environment

**Knowledge**
Knowledge of Serious and Organised Crime and the systems in place to respond.
Knowledge of the governance processes in place across Greater Manchester
Knowledge of the responsibilities as well as tools and powers of a range of public service agencies
Knowledge of budget management and procurement processes.
Knowledge of the Public Service Reform agenda and its relevance for Programme Challenger

**Skills/Abilities**
Excellent communication skills
Ability to influence partners and colleagues from a range of agencies
Ability to work as part of a collaborative leadership team in a police as well as wider partnership setting
Ability to develop innovative approaches and take a flexible approach to problem solving

**Other**
This post will require police vetting.