

Organisation Design - Functions Outline, 13th October 2015

Function	Strategic HQ Team	Business Partner Field Team	PSC Administrations Team	CRC Interchange Team
Business Development	<p>National BD Strategy & Policy</p> <ul style="list-style-type: none"> • Overall responsibility for New External Income Generation • Final decision maker for CRC bids and resources • Pricing Strategy (Including Rate Card) • Strategic Partner Strategy • Social Enterprise Strategy • Innovation Grants and Funding Strategy • Bid Management • Bid Writing 	<ul style="list-style-type: none"> • Third Party Income Generation (external projects) Strategy & planning (< £10k?) • Local Rate Card Product Development • Bid Management • Bid Writing • Relationship & Partnership development • Support to strategic team on bids 	<p>To provide data on request to support bids.</p>	<p>To provide information and resource support to write bids on request.</p>
Commercial & Legal	<p>National Commercial & Legal Strategy & Policy:</p> <ul style="list-style-type: none"> • Management of PF LLP; • Management of CMB reporting; • Ownership of corporate governance framework and Risk Register; • Overall responsibility for interpretation and compliance with ARSA; • Provision of general legal & commercial advice to CRCs; • Lead on legal / commercial aspects of all new contracts / bids etc. • Review of legal changes to criminal justice in law and the impact on CRC / contracts; • Liaison with Group Insurance to facilitate procurement of insurance cover; 	<ul style="list-style-type: none"> • Conduct of due diligence on and negotiation and development of legal agreements with third parties, according to approved templates; • Management of external (3rd party) offender-facing contracts; • Delivery of specific outsourced services; • Business continuity planning. 	<ul style="list-style-type: none"> • To provide data on request. • Company Secretary responsibilities; • Liaison with Group insurers' legal representatives in relation to individual claim specifics. 	<ul style="list-style-type: none"> • To provide information on request; • Implement corporate governance requirements.

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	<ul style="list-style-type: none"> Management oversight of business continuity planning; Sarbanes-Oxley compliance. 			
Communications & PR	<p>National Communications & PR Strategy (incl. media, social media etc)</p> <ul style="list-style-type: none"> Brand Company reputation Crisis management National Communications campaigns National Media Management 	<ul style="list-style-type: none"> Local implementation of Communications & PR Strategy Local Comms Issues Local Press Office / media engagement & management CRC Internal communications Lead for Service User & staff engagement? <p>Note: Each business area will be responsible for Intranet updates</p>	None	<p>Service Delivery team will be responsible for communications with Service Users with links/support from Comms Team</p> <p>Note 1: Operations will lead on service user and stakeholder engagement in new organisation</p> <p>Note 2: Each business area will be responsible for Intranet updates</p>
Estates & Facilities	<p>National Estates Strategy & Policy (including Service User requirements)</p> <ul style="list-style-type: none"> National FM and Estates contract negotiation and management (buildings, services) including sub-contacting Development and governance of Sustainabilities Policy Ensure compliance and leverage Interserve Group resources etc. Business Continuity E&F Strategy / plan 	<ul style="list-style-type: none"> Local delivery and maintenance of Estates and Facilities strategy Identification of local estates & facilities including co-location etc. Local responsibility for management of local FM contracts and / or buildings, car parks, CCTV, Security, etc. Ensure adherence with all H&S, environment, sustainability Ensure compliance with contract and MoJ estates requirements Oversee all estate changes, moves etc Liaison & management of local contractors (site visits, maintenance etc.) Local Facilities Management - Receptionist and / or other, 	<ul style="list-style-type: none"> Facilities service desk Contract Management (Non-Offender Facing) Reporting against SLAs etc. Purchase Orders, Invoices etc. (Finance) 	<ul style="list-style-type: none"> Implement local estates strategies To ensure the CRC implements and supports pan CRC policy and best practice

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		<p>practical - light bulbs, etc.</p> <ul style="list-style-type: none"> • Input into Business Continuity planning 		
Finance	<p>National finance strategy and policy, including:</p> <ul style="list-style-type: none"> • Financial systems strategy; • Financial resources strategy; • Financial planning and reporting requirements; • Anti-fraud policy and procedures • Financial planning; • Pan-CRC banking arrangements; • Overall responsibility for the financial management of CRCs and financial aspects of the ARSA; • Ensure compliance with all financial regulations; • Preparation of statutory and management accounts and reports; • Oversight of preparation of corporation and VAT tax returns; • Interface with internal and external auditors; • Senior stakeholder management meetings (RMG, SMG etc); • Financial transactional tasks for Justice Head Office (Capitol Tower). 	<p>Support CRC CEO to deliver and comply with Interserve Finance and supporting policies</p> <ul style="list-style-type: none"> • Support CRC with Strategic Finance; • Lead CRC budget planning; • Local interface with PSC (journals, transactions, budgets etc); • Local budget management and reporting; • Financial interface with MoJ and other partners; • CRC Management Accounts; • CRC Financial Planning. 	<p>All volume & transactional tasks:-</p> <ul style="list-style-type: none"> • Accounts Payable - creditors, invoices ; • Accounts Receivable - debtors, invoices; • CRC Accounts; • NOMs invoices; • Payroll administration; • Pension administration; • Expenses administration; • Schedule 20 MI to MoJ. 	<p>To ensure the CRC complies with:</p> <ul style="list-style-type: none"> • Contract requirements; and • Interserve financial governance and process requirements.
Human Resources	<p>National HR Strategy and Policy including:</p> <ul style="list-style-type: none"> • Organisation Design • HR System • Change Management • Employee Relations • JNCC Pan CRC pan CRC • Employment Law Advise 	<p>Support and advice to CRC CEO and SMT with all activities with People implications to ensure adherence to National strategy and policies to achieve business objectives</p> <ul style="list-style-type: none"> • Support, HR System 'enabled' (Self -service) and 	<p>All Volume transactional activities including:</p> <ul style="list-style-type: none"> • Starters, Leavers • Employee Records • Recruitment admin • Absence monitoring and reporting • HR Helpline - 1st & 2nd level 	<p>To ensure the CRC complies with contract requirements and implements policy and best practice.</p>

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	<ul style="list-style-type: none"> • National TUs Relations • Policies & procedures • Resourcing • Reward & Recognition 	<p>competent (trained), line managers in delivery of HR processes and practices. Including:</p> <ul style="list-style-type: none"> ○ Talent management and planning ○ Workforce planning ○ Absence Management ○ Capability, disciplinary etc. procedures ○ Health & Wellbeing management? ○ Local employee relations ○ Local TU relations ○ Local JNCC ○ Support investigations 	<p>support</p> <ul style="list-style-type: none"> • HR Reporting • Arranging HR meetings • Process Vetting checks etc. • Process other statutory checks • liaise with payroll to ensure all employees are correctly paid in a timely manner • Manage HR system and provide data on request 	
<p>Learning & Development (within HR)</p>	<p>National L&D Strategy & Policy, including:</p> <ul style="list-style-type: none"> • Determine Professional Framework for qualifications. Professional development • Leadership and Management Development Framework aligned to Interserve - liaising with CRCs to ensure TNA is completed annually • Competency Framework development • Lead the development of blended learning including E-learning provisions • Source / Leverage Interserve Group resources, frameworks etc. for CRC benefit • Align with Service Delivery L&D strategy 	<p>Current view is that local BP not required - to be confirmed.</p>	<ul style="list-style-type: none"> • All volume and transactional activities for L&D (Support Services and Service Delivery), including • Arrangements for training, bookings, recording, feedback etc. • Maintenance of employee records • MIS on L&D • Schedule training provision • Support and monitor CRCs to complete performance management process 	<p>To ensure the CRC complies with contract requirements and implements policy and best practice. CEO to lead CRC talent management including Succession planning</p> <p>Manage Performance Management process</p>

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	<ul style="list-style-type: none"> • Liaise with Interserve to ensure all mandatory training is completed • Lead talent management process aligned to Interserve liaising with CEOs • On-going review of performance management process 			
Information Communications Technology	<p>National CRC ICT Strategy & Policy (currently being developed centrally by Findlay Young. The Head of ICT will be responsible for:-</p> <ul style="list-style-type: none"> • ICT infrastructure (hardware & software) • Information Security / DPA • ICT Business Continuity strategy and plan • Legal and contractual compliance • Delivery of ICT services to support local CRCs and PSCs with:- <ul style="list-style-type: none"> ○ 2nd 7 3rd line support ○ System Installations / implementations ○ Local device roll-out ○ System development and upgrades ○ Starter / Leaver support ○ ICT training (classroom) ○ Information Security / DPA compliance ○ ISO compliance etc. ○ ICT Network Management ○ Telephony network management ○ Technical support ○ First Line ICT support 	<p>A single CRC capability will be created in the strategic team with alignment to the CRC leadership teams and a geographically spread engineering / ICT support capability mapped to user locations</p>	<p>ICT capability based within the strategic team will cover all transactional elements of the service (e.g. Helpdesk)</p>	

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	<ul style="list-style-type: none"> (Helpdesk) ○ Ordering of hardware / equipment ○ ICT systems on-line training, user guides etc. 			
Supply Chain (Procurement Non-Service User Facing)	<p>National Supply Chain Strategy and Policy for non-offender facing supplies, including:</p> <ul style="list-style-type: none"> • Oversight of pan-CRC tendering / procurement, including tenders and negotiations to ensure reduced costs; • Leverage of Interserve Group services, frameworks etc; • Review of pan-CRC and local contracts to ensure in line with Interserve policy. 	None	<ul style="list-style-type: none"> • Development of standard / umbrella contracts; • Sourcing of pricing of goods and services, as required; • Requisitioning against standard / umbrella contracts etc; • Provide MIS data on request regarding procurement processes; • Central Purchase Order Book. 	To ensure the CRC complies with contract requirements and implements policy and best practice.
QHSE - H&S	<p>National H&S and Environmental (sustainability) Strategy & Policy aligned to Interserve policy (including Service User requirements)</p> <ul style="list-style-type: none"> • Leads project to ensure pan-CRC compliance with H&S Regulations, ISO standards and alignment to Interserve • Compliance and reporting to Interserve Group; • Responsibility for local compliance with policy by Head Office (Capital Tower) and MTT contractors; • Monitor H&S claims and identify areas of risk. 	<p>Support CRC to implement and deliver H&S policy and local arrangements</p> <ul style="list-style-type: none"> • Ensure local provision of H& Safety training is in line with policy; • Manage workplace inspections; • H&S proactive and reactive investigations; • Complete Local Risk assessments and remedies; • Complete DSE assessments; • Home working assessments; • Ensure local compliance with H&S policy and procedure. 	<ul style="list-style-type: none"> • Maintenance of H&S training records; • H&S statistics & reporting. 	To ensure the CRC complies with contract requirements and implements policy and best practice.
Performance	<p>Head of Performance, Quality Assurance and Research will be responsible for:--</p> <ul style="list-style-type: none"> • Pan CRC over sight to ensure 	None	<p>Transactional performance - for example:</p> <ul style="list-style-type: none"> • Provision of data analysis and management reports 	<p>Local performance Leads will be responsible for:</p> <ul style="list-style-type: none"> • Operationalising performance measures

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	<p>compliance with MoJ contract</p> <ul style="list-style-type: none"> • Pan CRC QA framework in accordance with MoJ Contract • Development of the Reconviction Evaluation tool in conjunction with Manchester Metropolitan University 		<ul style="list-style-type: none"> • Pan-CRC audit function • Oversight of SD quality 	<ul style="list-style-type: none"> • Implementing local audit and quality action plans • Ensuring performance and assurance metrics are met and delivered in a timely fashion • Ensuring contractual obligations are met in relation to Interfaces with stakeholders e.g. NPS <p>Local Performance Analysts will be responsible for:</p> <ul style="list-style-type: none"> • Undertaking live performance analysis based on daily performance reports
Customer Service	Strategic Messages agreed and managed through central Communications Lead	None	<ul style="list-style-type: none"> • SPOC for NPS & other stakeholders • Responsibility for managing general queries • Facilitating annual Offender Survey • Managing complaints • Managing information requests • Service user satisfaction surveys 	To support Customer Service team by responding to queries in a timely manner following policy & procedure.
Helplines	Strategic Design, strategy & policy for National Helplines in PSC	N/A	<p>Service User Helpline</p> <ul style="list-style-type: none"> • Single number pan-CRC's provided facilitated sign-posting services to service-users <p>CRC Helpline</p> <ul style="list-style-type: none"> • Single number to manage CRC queries <p>External PF helpline</p> <ul style="list-style-type: none"> • Single number pan- 	To support Helpline Team by responding to queries in a timely manner following policy & procedure. (Excludes SU Helpline)

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			CRC's	
Community Payback	National strategy to be set by Director of Rehabilitation & Professional Practice together with CRC Chief Executives	N/A	<p>Responsible for all transactional administration support including: example:</p> <ul style="list-style-type: none"> • Case Administration including transfers in and out and case allocation. • Scheduling, including booking inductions • All volume related tasks such as letters to service users, receiving timesheets, issuing FTA letters and maintaining CMS. • Low-level engagement for example scheduling inductions, supporting placements, tracking timesheets hours and compliance and text and phone nudges to remind service users of appointments. <p>Note: A full mapping is underway; therefore the full functionality of PSC will be confirmed once mapping is completed. The above does however provide a sense of direction of travel.</p>	<p>Head of Operations responsible for overall contract delivery and contract compliance. Multiple requirements to be delivered through the flex team and standalone requirements through the CP teams. Networking with (potential) beneficiaries, placement coordination, delivery of CP for multiple and standalone orders</p>
Programmes	National strategy to be set by Director of Rehabilitation & Professional Practice together with CRC Chief Executives and Head of Operations	N/A	<p>Responsible for all transactional administration support including:</p> <ul style="list-style-type: none"> • Case Administration including transfers in and out and case 	<p>Head of Operations responsible for overall contract delivery and contract compliance. Delivered through the Interchange Team</p>

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			<p>allocation.</p> <ul style="list-style-type: none"> • Scheduling, including yearly AP schedules. • All volume related tasks such as letters to service users, FTA letters, first level drafts of breach reports, maintaining CMS, transfers in and out. • Low-level engagement for example, confirming timetables with service users, tracking attendance and text and phone nudges to remind service users of appointments. <p>Note: A full mapping is underway; therefore the full functionality of PSC will be confirmed once mapping is completed. The above does however provide a sense of direction of travel.</p>	<p>Treatment Manager responsible for the quality of delivery to CSAAP standards. Facilitators (Programme delivers) directly deliver programmes and have a CM role within the flex team.</p>
<p>Supply Chain (Service User facing)</p>	<p>National strategy to be set by Head of Partnerships together with CRC Chief Executives. To include:-</p> <ul style="list-style-type: none"> • National / local stakeholder strategy • National / local Commissioning strategy • Oversight of local schedule 6 changes • Compliance with market stewardship 	<p>N/A</p>	<p>Responsible for all transactional administration support including:</p> <ul style="list-style-type: none"> • Rate card facilitation including receiving and processing orders, scheduling interventions and booking programmes. • Maintaining DOS updates • SPOC for suppliers • SPOC for customers. 	<p>Working with 3SC to ensure the right services are available at the right time in the right way.</p>

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Case Coordination & Administration	<p>National strategy and policy aligned to the Interchange Model to be developed by Head of Operations in conjunction with Community Directors and Interchange Managers</p>	<p>N/A</p>	<p>Responsible for all transactional administration support including:</p> <ul style="list-style-type: none"> • Case Administration including transfers in and out, band allocation, case allocation, and notifying service user of case manager and initial appointment. • All volume related tasks such as letters to service users, first level drafts of breach reports, maintaining CMS, transfers in and out. • NPS and other CJS agencies SPOC <p>Note: A full mapping is underway; therefore the full functionality of PSC will be confirmed once mapping is completed. The above does however provide a sense of direction of travel.</p>	<p>The case co-ordinator role is an integral to the local Flex Team ‘providing the glue’ between service user, CM and interventions. Effective engagement with mentors</p>
Case Management	<p>National strategy and policy aligned to the Interchange Model to be developed by Director of Rehabilitation and Practice in conjunction with CRC CEO and Head of Operations.</p>	<p>None</p>	<p>See Case Co-ordination /administration</p>	<p>Flex team to ensure:</p> <ul style="list-style-type: none"> • Delivery of the six core Interchange Modules • Appropriate use of the DoS with regard to enabling change, effectiveness and affordability • Optimises use of the DoS based on assessment and planning

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				<ul style="list-style-type: none"> • Delivery is conducted <i>with</i> the service user <i>not to</i> the SU taking account of pace, learning styles and enablers for change • Seamless transition between TTG Resettlement Services Team and Flex Team • Effective engagement with mentors; part of the Flex Team.
Equality & Diversity	<p>National strategy & Policy to recognise external contract requirements (Service Delivery) and internal requirements (Employees in line with Interserve Sustainability's requirements)</p> <ul style="list-style-type: none"> • CRC Strategic Team - align CRC Strategy and Policy to Interserve Group Policies • Responsibility for ensuring E&D is embedded within all roles and policies & practices • Overall responsibility for all legal and contractual duties etc. 	<p>Support the CRC to be Compliant with contract and statutory/ legal requirements:</p> <ul style="list-style-type: none"> • Responsible for Annual Diversity Plan • Conduct Equality Analysis. 	<p>PSC to compile and maintain E&D / Protected Characteristics Management Information through the Performance Team and HR Administration:</p> <ul style="list-style-type: none"> • E&D records • Diversity monitoring • Diversity analysis • Diversity Reporting • Statistical analysis etc. 	<p>To ensure the CRC complies with statutory, contract and Interserve d requirements and implements policy and best practice.</p>
Networking	<p>National strategy and policy aligned to the Interchange Model to be developed by Director of Rehabilitation and Practice in conjunction with the CEOs.</p>	<p>To nominate any relevant contact / network information where appropriate</p>		<p>Strong focus on organisational, community, staff and SU networks. Specific roles e.g. CP and Network Developer to provide a link between networks, the organisation, community, staff and the service users</p> <p>Effective engagement with mentors; part of the Flex Team.</p> <p>CRCs are responsible for</p>

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				direct interface and influence with stakeholders.
Service User Engagement	National strategy and policy to be developed by Director of Rehabilitation and Practice in conjunction with the CRC CEOs and			Delivery of Service User engagement strategy together with User Voice. Delivery of peer mentoring strategy.
Knowledge Management	National strategy and policy aligned to the Interchange Model to be developed by Head of Operations in conjunction with Network Developer incorporating mentors and volunteer strategies	To contribute to WISDOM where appropriate	Document Management for WISDOM	Seize opportunities for self-directed learning and contribute to pan-CRC KM development.

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