

Questions & Answers on Organisational Design and staffing matters

23rd October 2015

Thank you for all your questions following the staff briefings.

This document includes the original Q&As shared at the briefings and a selection of the most frequently asked questions since the briefings. All new questions are marked as 'NEW'. Due to the volume and nature of some questions, we will issue further questions and answers shortly. If you do not see your question here, please do not re-submit. We will respond as soon as we are able to. For all new questions please liaise with your manager in the first instance.

Please note that the answers we are giving reflect our current thinking but some things may change as we go through transformation and consultation.

Organisational design

Q. When will I know how this affects me personally?

We hope that the presentation provided you with a better understanding of the proposed overall timetable, and we will increase our communications and level of detail as we achieve greater clarity. We are committed to keeping you informed at the earliest possible opportunity.

Q. How much local variation in organisation structure will be allowed?

It is imperative that all key roles and functions are consistently implemented across the 5 CRCs to ensure the effective implementation of the Interchange Model, and that our technological solutions work everywhere and deliver the efficiencies required. Consistency in organisation design and grading will also enable all our HR strategies and support common approaches to resourcing, career development and talent management etc.

Q. What are the factors that decide the number of operational staff that we will need?

The number of Case Managers (CMs) and Senior Case Managers (SCMs) will be determined by the volume of cases we have and the kind of sentences that we will be delivering. The distribution of these cases to either CMs or SCMs will be determined by a range of factors, including risk of reoffending (OGRS) and Risk of Serious Harm (RSR scores). SCMs will hold the higher risk/complexity cases, determined by OGRS and RSR, but also by other factors such as higher risk Domestic Abuse, Child Protection, Serious and Organised Crime etc.

A further factor that helps us to determine how many staff we need is the delivery of programmes - both accredited and other kinds of group work. We are currently working to decide how much group work we will want to deliver into the future and therefore how many staff we will need to deliver it.

The number of Interchange Managers required is determined by the number of CMs and SCMs that we need i.e. a bottom up approach. Each Interchange Manager will have a number of SCMs and CMs that they will have line management responsibility for, and we are currently working on modelling appropriate spans of control.

The number of admin staff we will need is determined by our ongoing piece of work to fully understand all of our administrative processes, and which ones will fit into the Professional Services Centres, and which activities will remain in local flex teams as part of the Case Co-ordinator role.

Q. Is this the only round of restructuring you plan to make or do you expect to make more changes in the coming years?

We do not anticipate any redundancies until next year and any future reductions are not known at this time as would be dependent on work volumes and budgets. We will go through the consultation process and staff will be kept informed.

Q. Which areas of the service will see most cuts and why?

We currently have five CRCs with five different ways of doing things and more than five different sets of technologies. We are moving to a single case management system and a more centralised admin and support approach. This may result in fewer administrative, corporate services and general management roles.

Q. Will the cuts be made evenly across the CRCs or will some suffer more cuts than others?

All of our CRCs have different staffing levels, and different volumes of work. We are currently working through the projection of work volumes for next year for each CRC and the amount of monies we will be paid by the MoJ per CRC - as well as validating the organisational design itself - before determining indicative numbers for each CRC.

Q. If my role moves from the CRC into the PSC, who will I be employed by?

We are currently looking at the options available - to continue being employed by a CRC or Interserve.

Q. When will the location of the PSCs be decided? What will the decision be based on?

Our project team will continue the design of the PSCs and determine proposed locations, for consultation. Criteria that will be considered in positioning the PSCs will include cost, convenience for staff, the ability to mitigate staff reductions, use or reuse of suitable premises, and the longer term strategic advantage of potential locations in light of wider Interserve justice strategy.

Q. As a business partner who would we work for - CRC or Interserve? How would that relationship work?

As a business partner you would be reporting to a member of the Interserve strategic team but would be assigned to one or more CRCs with a dotted line to the Chief. This is matrix management. We are currently looking at the options to continue being employed by a CRC or by Interserve.

Q. How do you think you can improve the service while cutting back on staff?

We will reduce costs through the rationalisation of costly and under-occupied offices, and of back office services; the provision of new professional services centres to support front line staff and use of new working methods such as mobile working which are currently limited in their use. Case Managers will have more time freed up to engage with offenders through the use of new technology, streamlined administration support and much improved case management systems.

Q. On what terms and conditions will you advertise the strategic roles in the autumn?

Roles in the strategic team (HQ) will most likely be on standard Interserve Terms.

Q. There is a role in the centre for managing the supply chain - isn't this the role of 3SC?

There will be one or more roles in the centre overseeing the activities of 3SC.

Q. Where are volunteer co-ordinators? And how and where do volunteers fit into the structure?

We see the volunteer co-ordinators having an important function and will explore options for how this is best delivered. We are committed to engaging volunteers from the community to support service delivery through our focus on networking, including local charities connected with service users. We hope to continue to use volunteers as we do now and in increasing numbers.

NEW Q. Do you realise the added value volunteers bring to the service?

The Interchange model fully recognises the significant contribution that all kinds of volunteers can make to effective service delivery. We are committed to the development of a peer mentor scheme in each of the CRCs, which will involve service users acting in a voluntary capacity to enhance services and act as role models for other service users. Mentors are a key part of the flex team. We also recognise the value of local community volunteers, whether they are ex-offenders or not, and we are currently exploring models for harnessing this important community resource to best effect for our service users.

Q. What will happen to case administrators?

Case administrators (located in the CRC or centrally in the PSCs) will be integral to the Interchange model. They will have an enhanced role 'providing the glue' for effective rehabilitation around case management and interventions.

Q. I am a PA / Senior Administrator. What will happen to my job?

We are unable to respond against each individual role at present (that will come next year), however, senior members of the CRCs will continue to need support, some of which will be provided locally, and some from the Professional Services Centre. We will have a much clearer picture of which tasks and roles sit where by January 2016 and will keep you informed. Indeed, we will be working with staff to help us with this over the next few weeks.

Q. What happens to specialist teams when we move to the flex team model?

This will depend on the nature of the specialist team and whether it can fit into the flex model. The flex model is designed to support staff to deliver a range of services in a structure that encourages shared learning across different areas of expertise. The model does not mean that all team members have to physically be in the same place, and co-location arrangements with partners and stakeholders remain an important part of the model.

Q. What is the impact of the flex team on staff with specialist roles, e.g. services to women?

There is an expectation that staff within the flex team are multi skilled and that case managers deliver both case management and group work. There is also recognition that some staff hold particular areas of expertise, for example in working with women offenders, and we will want to ensure that this is not lost as we move forward. Co-location with key partners such as women's services will, as ever, be seen as an effective way to join up services to best effect.

Q. What does the Senior Case Manager role include?

SCMs will be case managers for the most risky and complex cases. Within the flex model they will also provide practice oversight and guidance for case managers within the team. Line management for both CMs and SCMs will be provided by interchange managers.

Q. IOM is included in the flex team model, does this mean staff have to move if they are co-located with partners?

The value of co-location arrangements is fully recognised as an effective way to work with partners and stakeholders to deliver joined up services to our service users, and indeed is a key component of our estate strategy. The flex team model does not mean that everyone has to physically be in the same place, it's about ensuring that we have a team structure that supports staff to deliver a range of different services. Staff delivering IOM in co-located arrangements would still be considered to be part of the flex team.

Q. Why are PSOs and POs changed to CMs and SCMs?

We recognise the proud history of the probation service and understand that some staff may have wanted to retain a title that includes the word 'probation'. We want to build on this history as we move forward, taking the best elements of probation values and professional practice into a modern model focused on delivering effective rehabilitation. We wanted to signal the change to a wider rehabilitation remit, and to reinforce our linked but distinct identity from the National Probation Service, with a change of title for those staff who will be directly involved in delivering the new Interchange model. This is not about diluting professional status - we are fully committed to ensuring that our staff are professionally qualified to deliver our services.

Q. In the multi skilled flex team, will case managers deliver accredited programmes or is it just programmes staff that will have a caseload?

We want to ensure that staff in the flex teams are able to deliver a wide range of services, and our staff who currently deliver accredited programmes will also hold cases. Depending on the volume of programmes to be delivered in the CRC we may require additional case managers to deliver group work programmes, and this could be accredited programmes or other group programmes (historically delivered as Specified Activity Requirements). We understand that there will need to be full training, development and support to enable staff to move into different kinds of service delivery.

Q. Is Community Payback in the flex team?

Multi-requirement orders will be managed in the flex team, but standalone Community Payback requirements will be managed in a separate Community Payback team.

Q. There is a partnerships role in the structure chart for the strategic team in the centre - what does this mean for CRC staff doing local partnership work?

The work that is undertaken by staff with local partners is critical to delivering effective rehabilitation and this work will stay local. Indeed, the Interchange Model has the creation and maintenance of good local networks at its core, and the structure has a new network developer role based in CRCs to enhance local partnership work. The central role is principally concerned with supply chain services.

Timescales

NEW Q. When will people know which qualifications they will need for the new roles?

The draft person specification outlining qualifications and experience required will be shared at the end of November.

NEW Q. What are the timescales for Professional Services Centres (PSCs)?

The feasibility study has just commenced and we would hope to confirm the locations before Christmas. We anticipate that the PSCs should start to be functional from the middle of next year.

NEW Q. What technology will be used and will it delay the PSCs?

For service delivery administration, it will be our core case management system (CMS). However the technology for support services is yet to be agreed. We may well converge to more than one application per function to speed the process of integration and trial different applications in different PSCs.

NEW Q. What is your backup plan in the event of a delay in Strategic Partner Gateway by MoJ?

We recognise there has been a delay already to the original delivery timetable of the strategic partner gateway. This was recognised by MoJ and impact assessed with all providers. These impact assessments then resulted in the MoJ identifying number of interim arrangements and contingencies. Likewise, Interserve has been examining contingency measures to minimise the impact of the existing delay and we continue to work closely with MoJ to gain assurance and confidence of the revised timescales being delivered too. If there was a subsequent delay we would be able to rapidly make decisions to minimise business impact. It is our intention to progress as many elements of the Interchange model and operating philosophy as possible that are not technology dependent.

Roles & grading

Q. What if my role won't be mapped or matched?

We are unable to provide answers about individual roles until 2016. In order to mitigate compulsory redundancies we are proposing the following measures:

- Voluntary Redundancy Scheme
- Retraining
- Redeployment across CRC(s)
- Redeployment into roles across Interserve.

Q. How will the matching process work?

We are proposing to match roles that are broadly similar, using standard selection procedures where there is more than one candidate for a post.

Q. What grades are the roles?

We are committed to a professional workforce and will undertake a full job evaluation exercise to determine grades using existing processes.

Q. What are the timeframes for job matching/evaluation/new OD implementation (for all functions)?

Job evaluation is likely to commence in November ahead of implementation next year.

Q. When can we see job descriptions?

Draft job descriptions are in the process of being prepared and will be shared very shortly. In the interim, we are sharing summary functional and job purpose statements.

NEW Q. I am concerned about the mapping process as my job description is out of date.

We appreciate that some job descriptions may be out of date however we will be working with managers and staff to make sure where job descriptions are out of date it won't have a negative impact on mapping or matching.

Q. What will happen to the posts that are funded by the Third Party Income (e.g. Education, Training & Employment Workers) and do not appear in the new structure?

Funded posts will continue in the future whilst funding continues. If funding is withdrawn then the CRC will consider what options are available for employee completing this work - we believe this reflects the current practice.

Q. Will my pay be protected if I come out at a lower grade?

Yes - in accordance with your terms and conditions of employment and current practice.

Q. How many roles will be reduced? What percentages of staff are going?

Our bid was predicated on improving performance and the reduction in re-offending rates at a lower cost. We anticipate fewer staff across the CRCs in due course but it is premature of us to pre-empt the outcome of the consultation process, the budgeting process, the analysis of future work volumes, and the impact of the introduction of new technology. There will be a mapping and matching process together with redeployment to avoid redundancies where possible.

Q. Will there be ring-fenced competition?

The selection procedures may include an element of ring fencing, subject to consultation.

Q. Will I be able to apply for roles even though I am on a fixed-term contract?

Subject to discussion with staff and their trade union representatives, we anticipate that priority will be generally given to permanent staff over fixed-term depending on contractual and legal requirements, but there may be roles to which you will be eligible to apply once permanent staff are mapped/matched.

NEW Q. Are fixed-term contracts going to be extended?

This is a local decision for the CEO at each CRC depending on predicted workloads in the foreseeable future.

NEW Q. Will priority for job matching go to permanent staff? What about those of us on fixed-term contracts?

Firstly, we fully recognise the significant contribution and success of our fixed-term contract staff, but in the first instance of mapping and matching etc. priority will be given to permanent staff. However, we anticipate that in many departments there will be permanent opportunities for those currently on fixed-term contracts.

Q. Will I be able to apply for a promotion?

When roles are advertised it will state whether they are open to employees looking for promotion.

Q. Will you be extending/terminating agency contracts?

We will be reviewing agency contracts as new working practices are put in place, and employees are mapped and matched to new roles in the spring.

Pay & Terms

Q. If I want to seek redeployment within the Interserve group, would my current terms & conditions be protected?

New jobs across the wider Interserve group would be offered on Interserve terms unless TUPE applies.

NEW Q. What about pay scales? If jobs and names are changing are the pay scales going to change with it?

Current pay scales will remain. New roles will be job evaluated and allocated a band accordingly.

NEW Q. Will our terms and conditions be protected in the new roles?

Yes terms and conditions will be protected.

NEW Q. How will the grading work? If the grading now is the same as the grading after the job evaluation is completed, will the pay still be the same?

Grading across the CRCs will continue as usual, as will terms and conditions for pay which is protected.

Q. We are expected to buy services from supply chain partners. However as a result CRC jobs may be lost? Why are we doing that?

Our supply chain is made up of organisations from the Voluntary, Community and Social Enterprise Sector (VCSE). The VCSE has a wealth of expertise and experience and a reputation for innovation. They are close to local communities and deliver specialised and bespoke services. It is crucial that we involve the sector in the delivery of these services and unlock their expertise, experience and innovation to support the reduction in re-offending rates. Buying services from our supply chain is not a new initiative. For many years the majority of organisations in our supply chain have been contracted to deliver services on behalf of CRCs and the NPS and we are continuing to use a number of these organisations. In most cases, they fill gaps in service provision identified by the CRC and therefore do not replace the work being undertaken by CRC staff.

Q. My role/area of work does not appear anywhere in the structure and I cannot see a similar post - what will happen to me? (Examples might include: ETE Manager/Officer; Health Trainer; About Turn Project Co-ordinator; Engagement Worker; Women's Officer, Partnerships Manager, Commissioning Manager, Business Support Manager)

The posts in the structure are those that were proposed in the bid and those that are directly funded to deliver the Ministry of Justice contract. In some cases the work of a current role will fall within the scope of a new role described in the structure, and will feed into the mapping and matching process that will take place once the design is agreed. Some roles will fall outside of the scope of the contract and may be covered by external funding from other external contracts and as such will fall within the 'Third Party Income' area of the structure. In each CRC we will also review whether there is a business case for specific bespoke local posts to exist, although this is likely to be for exceptional reasons only. Where these options do not apply we will endeavour to review whether there are other suitable alternative redeployment options for individuals, as we wish as far as possible to retain the skills and knowledge that exists in the CRCs. In the event that this is not possible, individuals will be entitled to redundancy terms that will be agreed at a later date.

Q. The management line I am in does not appear in the structure - how will this be dealt with in the restructuring process?

One of the principles of the bid, was to create a flatter management structure and a greater line of sight from senior managers to the front line. In some cases this means some management levels have been removed. As part of the future management of change process we will have to review with staff and trade union colleagues whether these management grades are treated as distinct pools or whether they are grouped with other grades. This will depend upon the detail of existing and new job descriptions which have yet to be finalised. In all cases we will seek to work with staff to identify suitable alternative redeployment opportunities and pay protection will apply in certain circumstances. In the event that this is not possible, individuals will be entitled to redundancy terms that will be agreed at a later date.

Q. If there are extra staff in one CRC and not enough in the other, are we able to apply for those vacancies?

We will look at all options to mitigate staff losses if they arise at certain levels or in certain geographies. This will include consideration of supporting relocation/travel costs to support staff.

NEW Q. Where do special roles e.g. communications, fit in new structure?

Please refer to the structure charts. Communications roles are shown in both the strategic and business partner structure. Most functions and roles will find counterparts in the new structure

though there will be one or two roles that we do not intend to continue in the new operating model.

NEW Q. Can you explain what will happen to OSOs?

Operational Support Officers will be mapped and matched to relevant roles both locally within the CRC and in the new PSCs. In the situation where this is not successful other redeployment opportunities will be sought.

NEW Q. How will Intensive Community Orders (ICOs) sit in the Interchange model?

The commitment is for all service users to be part of the Interchange model and in particular to have the benefit of the 6 Core Modules. This will apply to those service users subject to ICO.

NEW Q. What happens if you are on a secondment?

Line managers should provide all information made available to staff to those not currently working within the CRC. Further information will be provided when we consult on the draft change management procedures.

NEW Q. Where do current bandings fit in with the structure?

The current job grade bandings will continue, however, all brand new roles will be evaluated.

NEW Q. What will be the difference between local case co-ordinator and PSC case administrator?

We are still mapping all the different administrative processes to get a clear understanding of which processes and tasks will be central and which will be local. When this work is completed we will be able to determine the key differences in the roles.

NEW Q. Is community payback (CP) going to be part of the whole structure or will it be hived off?

Community payback is an integral part of the overall structure. Multiple requirements will be managed within the flex team, while standalone CP requirements will be managed within a separate CP team. This largely mirrors the current delivery of services. There are no current plans to outsource CP.

NEW Q. I note that CP remains a distinct sub-structure in the new organisation. As a CP case manager (and this is the only place I've worked) will I have the opportunity to be mapped and matched across to case management roles in the flex teams?

In the first instance a CP case manager would be mapped or matched to CP roles. In the event that neither route was successful, then redeployment activities would take place. Subject to developing and consulting on our proposals, this would include matching to broadly similar roles which might be in case management for example.

NEW Q. Under the Information Communications Technology section under Business Partner Field Team it states: "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". Could you clarify whether the "single CRC capability" means a single post across all five CRCs or a single post in each CRC, please?

We have yet to complete the design work but it will be based on a combination of factoring including geography, capacity to support CRC teams, ability to understand CRC specific requirements and context of wider roles - it would be highly unlikely to fulfil by a single post and much more probable that multiple roles will be required.

NEW Q. There are some ICT functions missing from the org design, for example, Information security, how will these functions be undertaken?

The materials provided referred to a wide range of ICT capabilities covering ICT risk management, ICT operations and ICT strategy. All of these capabilities have an impact upon information security. Explicitly there will be roles which cover our information security remit.

NEW Q. If a case manager does not pass the training to deliver accredited programmes will this affect their job eligibility and/or their position in the organisation? (This question would also

apply the other way around to person who had only previously delivered group work but did not demonstrate the competencies to manage a caseload.)

Delivering group work will become a key part of all case manager responsibilities, although in practice only a small number will deliver accredited programmes. As group work delivery is a core requirement of the role, alongside case management, any member of staff who is not deemed to be competent in any of these aspects will be managed through the relevant procedures. It is important to emphasise however that we are fully committed to providing the appropriate training, development and support for staff who are taking on new elements of service delivery.

NEW Q. What's the difference between the case manager and senior case manager roles? Is it likely that probation officers, as they currently stand, may be expected to take case management roles rather than a senior case management role?

The main difference between the case manager (CM) and senior case manager (SCM) role is around the type of service users on the caseload, with SCMs taking responsibility for the higher risk of serious harm cases and those with more complex needs. The SCM role is unlikely to deliver group work, but will provide practice oversight and guidance to CMs within their flex team. CMs will manage caseloads that are comparatively less risky and complex, and will deliver group work interventions, some of which will be accredited programmes. Probation Officer roles are broadly comparable to SCMs and Probation Service Officer roles are broadly comparable to CMs. In the mapping and matching exercise if there are more current Probation Officers than there are future SCM roles then those Probation Officers who are unsuccessful at securing an SCM role would be offered suitable redeployment opportunities. This could include CM roles where they are available. Pay protection policy will apply and we are currently reviewing what this is for each CRC.

Mapping & Matching

NEW Q. What is the difference between 'mapping' and 'matching'?

The restructuring process is in draft form at the moment and will be subject of consultation with the trade unions. 'Mapping' is where a role remains largely the same i.e. in the new structure the job is largely the same and we are able to map someone directly to that role. 'Matching' is where a new job might be created that covers different or multiple current roles. For example, a new role is created that is broadly similar and might contain elements of various roles or at a different level. During this process there will be a ring-fenced selection procedure and new roles will be advertised. The details of this matching process are being discussed with the trade unions.

NEW Q. What is the process of matching and mapping to roles?

As above. We are currently working on the detail of our proposed processes and will consult with trade unions ahead of sharing our proposals with staff in January.

NEW Q. What are the 'standard selection procedures' you referred to previously in the matching process?

We need to ensure that there is a fair and consistent approach across all areas. We are currently looking at what this should look like with your senior teams. In general terms, whenever there is more than one person for ring-fenced competition, the selection process needs to be fair. It could involve a range of selection processes from a paper based exercise through to a selection interview or in more senior cases some other form of assessment.

Learning & Career Development

Q. What training will be available?

We have made a commitment to the current PQF programme and that the next generation of probation professionals are suitably qualified. We are closely following the new NOMS Community Justice Learning programme that provides a more accessible learning framework.

Q. What training will I have to support me in my new role?

A key function of the roles of case manager and senior case manager will be the delivery of the six core modules of the Interchange model (Induction, Assessment, Planning, Networks, Review and Exit). In order to ensure that you are competent and confident in delivering these modules we have

used a team comprising operational and learning and development staff to design a comprehensive two-day training toolkit. We will be rolling out this training via 'train the trainer' events during October and early November, and will start the full roll out to all staff week commencing 23rd November.

NEW Q. Will accredited programme training be done in-house?

All trainers on accredited programmes are required to be registered by NOMS in order to deliver training. We then want to run our own locally based trainers which gives us the freedom and flexibility to schedule our own events. It makes sense for us to look at how we share our resource across all five of our CRCs and deliver a consortium style approach. We are currently working up the details on this for implementation next year.

Q. Will I have access to a coach or mentor?

We are looking at a blended approach to learning and mentors/coaches may be appropriate for some employees.

Q. Can I have a secondment into Interserve or other CRCs?

As above.

Q. How can I develop my career? What training and development will be in place?

We recognise this is important to people and we are looking at how best to facilitate this going forward - further details will be shared once available.

Q. How can I get experience in NPS?

We will look to opportunities for NPS secondments linked to the Community Justice Learning programme.

Q. Will professional qualifications be compulsory?

There will be an expectation that staff are qualified and competent for the position they currently hold and we are currently reviewing the person specification for new roles.

Q. Will I be able to develop my career and take a professional qualification?

We are aware this is important to staff and we have been working on a solution that is aligned to the MOJ proposals and await formal confirmation of the outcome of their review process. We are hoping to introduce a blended approach to include other options including vocational qualifications.

Q. How will the flex team enhance my career development?

We believe the introduction of the flex team will give employees greater opportunity to further develop their skills and experience as it is a multi-functional team.

NEW Q. You are at risk of losing staff. The NPS are recruiting. What are you doing about this?

We hope that the presentation and local sessions will have provided greater clarity about our proposals and timescales and that staff are encouraged by the new ways of working and can see the longer term opportunities. We would encourage any member of staff to speak with a member of their SMT if they have any concerns.

NEW Q. Is there anything in place about staff progression? How will I develop and progress through roles?

Career progression and development for all staff is a key objective of our people strategy. The new CRC structure maintains a clear line of progression and opportunities to broaden responsibilities. We will develop similar routes across other job disciplines.

NEW Q. What about Professional Qualifications Framework (PQF) training - and keeping good staff who want to become professionally qualified instead of them moving to NPS?

We are currently committed to PQF. There have been a number of changes at a national level and we are reviewing what this means. We are expecting to share our plans to ensure continued professional education for all staff before the end of the year.

NEW Q. How will PQF staff be affected by the changes and the transformation?

As above. We are currently committed to PQF however a number of changes are planned at a national level and we are reviewing what this means for us.

Redundancy

Q. Can I choose to leave? Will you offer voluntary early redundancy?

Subject to consultation, we anticipate offering a voluntary redundancy (VR) scheme for eligible staff but the terms have yet to be agreed.

Q. When would I be able to leave - what are the timings?

We intend to offer a voluntary redundancy scheme to eligible staff in 2016 and offer phased releases as new technology is implemented between March and September 2016.

Q. In a case of a staff member being made redundant as a result of a big part of their job disappearing - is this a compulsory redundancy? Even if a proportion of their role still needs to be executed?

It is proposed that roles will be assessed as to whether they still exist in the new structure or whether they are mapped/matched to new roles. We will also be looking at redeployment opportunities and redundancy would apply only if there were no other options available.

Q. What will happen if everyone takes VR?

We do not believe this will happen as the employer has discretion about who to release on this sort of scheme. It is likely that voluntary redundancy will only be offered to eligible employees.

Q. Will January be the only time we offer VR?

We do not anticipate multiple VR schemes and, subject to consultation, would hope to announce details early in the New Year.

Q. Will all redundancies be voluntary?

This will depend on the uptake of the voluntary scheme, and the number of roles required once new technology has been implemented. We intend to avoid compulsory redundancy if possible.

Q. How many compulsory redundancies will there be?

It is impossible to say at this stage, compulsory redundancies are a last resort and we would hope to avoid wherever possible.

Q. Are you paying VEDS as per MoJ's promise?

This is still to be discussed in detail. VR is subject to consultation with trade union representatives and affordability. It is anticipated that all the funds provided by the MoJ for transition will be made available to fund VR.

Redeployment

NEW Q. For those of us facing redeployment, would it be restricted to my CRC or would for example Merseyside be an option as well?

The change policy will detail how you will be able to take advantage of redeployment opportunities including across the CRCs.

NEW Q. With the centralisation of admin, will there redeployment opportunities or will you be expected to take redundancy?

If there are redeployment opportunities within the Interserve Justice structure or the wider Interserve group, we will make sure these are shared with staff.

Consultation

Q. How will you keep us informed and updated after the briefing sessions and until the formal individual consultation starts in January?

It is our intention to communicate with all employees regularly through the period of consultation with the trade unions. We are hoping to commence individual consultation early in 2016.

Q. Who do we ask more questions of and how?

In the first instance, managers should answer questions as per briefing packs. If there is a question that you cannot answer, please email purple.futures@interserve.com. All the answers will be collated, answered and re-issued on a weekly basis.

Q. What's the deadline for questions and feedback?

We will continually monitor the questions and ideas raised and take them into consideration - providing continual feedback. The general consultation period with unions is from now until end of December. We are hoping to commence individual consultation early 2016.

Q. How much will you consider our views in this process?

Throughout this transformation process we have worked with employees as we value their ideas and views - this will continue.

Q. When were you intending to speak to the trade unions?

We have already briefed the local and national trade unions and we will be consulting with them on our proposals in the near future in a structured manner.

Q. What is the consultation process?

We will be consulting with the trade unions both nationally and locally but also with staff individually where appropriate.

Q. What is happening about the NNC and will it still dictate our pay?

We do not believe that the NNC is fit for purpose following the TR programme and are about to commence discussions about an alternative forum. In the future we would like greater control over pay and reward and other matters.

Q. How will this affect consultation going forward?

The situation with the NNC will not adversely affect our consultation as we will have suitable mechanisms in place to consult.

Q. How will you take my opinion into account?

All staff will have the opportunity to feed in their thoughts, concerns, suggestions etc. This should be done via managers following the process set out at the top of this document.

Q. What will reps get by way of facility time?

Reasonable requests for paid time off for trade union duties should be directed to the appropriate senior manager.

Q. What if I want to join a union?

UNISON and NAPO have websites that provide information about membership or you can speak to your local rep.

Q. How can you change our terms and conditions?

There are no plans to change terms and conditions at this stage and should we wish to do so the necessary consultation will take place.

Q. You have given us a pack with agreed changes re policies etc. How can you do this without consultation?

Any new policies and procedures will be subject of a consultation process. Those that have been written to date are in draft form and are being prepared for the necessary consultation where appropriate.

Q. Is there a scenario where staff could take industrial action and if so how would you cope with that?

We cannot speculate on union activity. As always, local arrangements are in place to ensure service delivery.

Q. What are the mechanisms for applying for VR?

We will be consulting with the TU and hope to communicate the process at the end of the year.

Offices & Travel

Q. Where will the offices be based?

CRCs will remain in the local area. Some offices will continue, others will be closed or relocated to more fit for purpose facilities in the local area. The proposed PSCs will be located in the north west and the other location is to be confirmed as we have not identified the ideal location or facilities.

NEW Q. What is the rationale for the location of the PSCs? How will you decide where they go?

From a resilience perspective, it's important to have two locations. The locations have not yet been decided contrary to some feedback we have received. We have to consider a number of factors to ensure that they are in the right locations. We are currently reviewing the criteria for this but broadly, we will be considering: availability of staff; numbers and densities of staff; travel times; access to transport links; safety; costs; ICT; type and availability of buildings; and future growth e.g. new business.

Q. When will you decide where the PSCs will be located?

We are currently completing a feasibility study of the locations available and estate available. The rationale for the decision will include options to maximise the number of job opportunities for CRC staff. The decision should be made at the end of the year.

Q. How many offices will there be?

As above.

Q. When will the estates strategy be known for our CRC?

Each CRC is working on their local estates strategy which should be completed by the end of the year.

Q. Will I have to travel?

That depends on your personal situation.

Q. Will I get expenses for excess travel?

This is likely to continue dependent on your current terms and conditions/policies.

Q. Will the strategic team be based in London?

We would anticipate that the new roles will be field based with regular travel to both the CRCs and London.

Corporate services

Q. How are you proposing to retain the corporate services staff to support the transformation phase and to help drive change in the next few months?

We anticipate a range of current and new roles across corporate services in the new structures. Roles will be created in three areas: a head office/strategic team; business partners in field based teams; and back office support roles in the new professional services centres. We will support corporate services staff through these changes and where matching/mapping does not apply we offer redeployment, and/or if applicable, as generous as possible a voluntary redundancy scheme.

Q. How will corporate services be provided?

As above.

Q. What is happening to admin staff?

Whilst back office support service functions will be affected by improved technology etc, the role of a case administrator is being enhanced towards service user activity - providing the glue around case management and interventions. Further details will be shared as the details are developed.

Q. When will new IT be available?

The new Case Management System (and the new OMNI infrastructure to support it) will be piloted in March and rolled out across the CRCs from March to July 2016. We anticipate that back office systems will be rolled out during summer 2016.

Q. What will the role of the supply chain and partnership functions going forward?

We will continue to have a significant number of contracts that are not directly supporting the service delivery team e.g. stationery and there will be a small team to support the procurement process to ensure we maximise the opportunity to reduce cost.

The partnership team will work closely with 3SC to manage the service providers and partners working with us to deliver the service.

Health & Safety

Q. How can we have a pan CRC health & safety policy?

It is important that we have consistency across all the CRCs to achieve ISO450001 and meet the Interserve requirements. Within the arrangements, specific local differences will be recognised.

Q. How are 'lone workers' going to be protected in the new model?

The Lone Worker and Remote Worker policies are under review. We are also reviewing security devices to support employees working on their own, however these will not replace H&S risk assessments which continue to be critical.

Q. Why do we need to be compliant/accredited to BS OHSAS 18001?

This is an Interserve requirement as Interserve recognises that it will enhance the processes to ensure the whole organisation is operating safely.

Q. What H&S training is available?

H&S training continues to be available through the local H&S advisors/managers - we are looking at minimum requirement which may require additional training for some employees.

Q. How many H&S reps will there be?

H&S representatives will continue to be determined locally working with the local TU representatives and senior management teams.

Q. Where will they be based?

This will be determined locally.

Q. What are the plans for offender facing H&S?

We will continue to update policies and procedures to ensure they reflect new ways of working.

Q. What sort of metrics will we have to provide and how often?

Metrics are provided monthly to Interserve - please ask your local H&S advisor for details.

Q. What are these metrics used for?

Metrics are used to monitor and compare across the organisation and to identify potential areas of risk.

NEW Q. How will you ensure H&S for staff when mobile working?

We are currently reviewing all our H&S arrangements to ensure they reflect the new ways of working. We are also reviewing lone worker devices as a priority.

Values and culture

Q. How did you come up with the values and culture?

We held a series of workshops to discuss the Interserve values and 97 CRC staff took part. In agreement with the Chiefs and CRC SMTs, we have agreed we will adopt the Interserve values but with behaviours worked up that reflect our world of probation.

Q. How will these tie in with resourcing, performance management, reward & recognition, learning & development and succession planning?

We will use the Interserve values and required behaviours as the foundation for our HR strategies - including resourcing, staff performance management, learning and development, reward and recognition, etc.

Resourcing

Q. Who can authorise a vacancy that needs filling?

We are setting up a Resourcing Working Group that will look at resourcing in the CRCs. During implementation we will be mapping, matching and using selection procedures following consultation with the trade unions.

Q. Where will roles be advertised?

We will ensure that opportunities are advertised across all CRCs as appropriate.

Q. Will roles be advertised internally first or externally concurrently?

This is something that the Resourcing Working Group will recommend in the new resourcing policies.

Q. Will volunteers and mentors continue to work with the CRCs?

The new Interchange model relies on volunteers and mentors from the wide community - so this will continue and indeed likely to be expanded.

Miscellaneous

Q. Where can we get a copy of the structure and slides?

Via your SMT and internal communications channels. The documents are also available on the Purple Futures website in the Library section under 'Staff briefings'.

Q. With the recent news about Chris Noah taking over as CEO in Merseyside, are there plans to merge other functions?

The senior leadership teams have been working closely together in recent months. From October, they will be working together to ensure a co-ordinated approach to transformation. We will only merge functions where it makes sense to do so and that that depends on the nature and extent of the role.

Q. How far down will you merge functions?

We will only merge functions where it makes sense to do so and that depends on the nature and extent of the role.

Q. Are you going to merge other CRC teams?

As above.

Q. What do you mean by local variations across the CRCs?

We are looking at a consistent approach where possible but accept there may be some local variations for example where the team are working in a rural environment and additional staff may be required to ensure we offer the complete service.

NEW Q. There have been some management changes across Merseyside and CGM CRCs. Is the same happening elsewhere?

We will look to share resources across CRCs where it is appropriate and when it makes sense to do so.

NEW Q. What do you mean by banding of work and what is the implication for staff?

We have created a banding system which replaces the current 'tiering' system. The banding methodology determines the level of resource and extent of recommended activities and interventions for each case. There are four bands which are based on OGRS 3 scores and Risk of Serious Recidivism (RSR) scores. The underpinning principle is that those cases that are at higher risk of re-offending attract the greatest allocation of resource. Senior Case Managers will hold those cases in the higher bands that have higher risk of serious harm and a greater level of complexity.

NEW Q. It would appear that the number of accredited programmes required is dropping - this is a concern - would this impact levels of staff required?

In some areas we have seen the number of accredited programme requirements falling. Accredited programmes are an important part of our portfolio of interventions and we want to understand the reasons for any reduction in demand so that we can address them properly. It is not possible at this stage to understand the implications for staffing, however, group work in the widest sense will still be an important means of delivering our services. We are currently reviewing the group work portfolio across all the CRCs so that we can devise a clear strategy going forward.

NEW Q. Can you please clear up once and for all the confusion about the CRC, Purple Futures and Interserve?

You are still employed by your CRC but the CRC is now owned by a partnership - Purple Futures. Purple Futures is the name of our partnership with our national partners. Interserve, 3SC, P3 and Shelter have formed a legal partnership which now owns the CRCs. The services will be delivered by the CRCs and partners. Interserve is the majority partner and is responsible for overall service delivery. The partners deliver key services under contract to the CRC.

Interserve is the majority partner with 80% of the shares in the partnership.

CRCs are now therefore part of the wider Interserve group. Increasingly you will see Interserve materials as projects are rolled out, for example, in the recent staff survey and in future policies.

How you describe who you work for will depend on who you are talking to. Working with offenders - they will most likely identify with and recognise the name of the CRC. In liaising with partners at a national or regional level, it may be Purple Futures. In a business development context it might be more appropriate to say part of Interserve's justice team. How you describe what you do is really down to you, your audience and what you feel comfortable with.