

Questions & Answers on Organisational Design and staffing matters

13th October 2015

The purpose of this document is to share our current thinking on organisational design and staffing matters. This document will be updated further, following feedback from staff and staff representatives, and as proposals are refined.

As part of our commitment to ongoing communication and information sharing with everyone, there will be:

- Telephone Q&As with Yvonne Thomas on Monday 19th October at 3pm
- An opportunity to send all new questions to: purple.futures@interserve.com

We will log every new question received. These questions will then be collated and reviewed on a weekly basis and issued back to you via the SMT on a regular basis.

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 organisational design and grading will also enable all our HR strategies and support common approaches to, e.g. resourcing, career development and talent management.

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

The number of Case Managers (CM's) and Senior Case Managers (SCM's) 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 CM's or SCM's will be determined by a range of factors, including risk of reoffending (OGRS) and Risk of Serious Harm (RSR scores). SCM's 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 CM's and SCM's that we need - a bottom up approach. Each Interchange Manager will have a number of SCM's and CM's 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 PSC's 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.

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?

SCM's 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 PSO's and PO's changed to CM's and SCM's?

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 CRC's to enhance local partnership work. The central role is principally concerned with supply chain services.

Roles and 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.

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.

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.

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.

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?

The new Interserve model has been designed to enable the CRCs to concentrate on core probation services and to commission external service providers who have greater expertise and are able to deliver it at a reduced cost. Where we believed that there may have been a direct impact on CRC roles, we have explored whether or not TUPE applied.

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.

Learning and 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.

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.

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.

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.

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 severance 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 ISO45001 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.

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?

Your SMT.

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.