

Questions & Answers on Organisational Design and staffing matters

13 NOVEMBER 2015

Thank you for all your questions so far. We have received several hundred so far (many of which are duplicated) and due to the volume and nature we are not necessarily able to answer every single one right now. Please be assured we do have them all and we will continue to issue updates on a regular basis. We have grouped the questions according to topic and numbered for ease of reference.

These questions are NEW or ADDITIONAL and do not include the original questions and answers provided. Therefore please read this set in conjunction with the previous questions issued.

For all new questions please liaise with your manager in the first instance. Anything they are unable to answer will then be forwarded to us.

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

Job descriptions and roles

Q1. When will we see job descriptions?

We are currently refining the job descriptions and person specifications for the strategic (HQ) team business partners, Professional Services Centres (PSCs) and CRCs. These will be shared with the appropriate staff and their representatives, from the end of November for discussion. We anticipate that most roles will not need evaluation and will map across from existing bands to roles in the CRC or PSC on the same bands. Further to refinement in light of staff and staff representative discussions, we anticipate initiating a process of mapping and matching staff to the new roles - where applicable - from January onwards.

Q2. Please could you clarify the role of the business partners? How will these roles link to the CRCs?

The business partners, reporting to their functional leads in the strategic (HQ) team will provide support to one or more CRCs in their particular discipline, acting as a member of a virtual SMT. These are specialist roles and their purpose is to translate strategic guidance from the centre into local actions in each CRC, co-ordinate functional activities and act as a point of contact for CRCs.

Q3. Where will the business partners work? What does 'field based' mean?

Business partners will essentially work where they need to in order to deliver the role. This may be in a CRC, a hub or partnership office, an Interserve office and/or mobile.

Q4. Are you consulting Case Administrators on what they actually do? I am concerned that people are 'guessing' rather than basing on actual work delivered.

We are conducting research into all existing roles and designing new roles to embrace current practice and anticipated future practice based on new technology. There is a lot of diversity of practice across the five CRCs and a critical stage in our organisational design plan will be the validation and refinement of all role designs by staff currently performing similar roles within the CRCs.

Q5. There are no receptionist roles on the model. Where are they?

Receptionists have been included in the CRC structure chart, when the estates strategy is concluded the actual locations requiring receptionists will be confirmed.

Job mapping & matching

Q6. Will those people on part-time contracts be disadvantaged by the mapping & matching process?

We will make every effort to ensure that no staff are disadvantaged by the proposed management of change policy and procedure - including part-time staff, staff on maternity, long-term sick, and staff on secondments etc. As part of our preparations for matching and mapping we will ensure that all current roles and individuals are considered and best fits identified.

Q7. Will part-time staff be able to apply for full-time roles or increase their hours?

Initial priority will be to map and match like for like (in terms of current contracts, grades and terms and conditions). In the event of shortfalls in numbers of staff required, we will widen the pool of potential matches appropriately - giving consideration to staff who wish to increase hours, change roles, relocate etc.

Q8. I am on maternity/long-term sick/secondment and am concerned about the process and have a number of questions. How will I be kept informed and who do I speak to?

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 share proposed policies with staff - further to consultation with staff representatives. Please speak to your line manager or HR Manager if you have specific questions.

Pay & Terms

Q9. How long are our current salaries protected for?

Pay protection will continue to apply where appropriate. The exact terms of pay protection vary in some cases within CRCs, and pan CRC. We are currently considering whether we should take steps to harmonise and simplify the current arrangements. Should we decide to do this we would not make any changes without fully consulting the trade unions.

Q10. How much notice will we receive in the event of our salaries being reduced?

Subject to any harmonisation of current terms and conditions of staff (for example where there are discrepancies or differences between such across CRCs) current terms and conditions will apply.

Q11. What if we are going for promotion or a new role at Interserve? Would we have to accept new terms? Would we be able to still access the Local Government Pension Scheme?

We are currently considering the advantages and disadvantages of offering some new roles on Interserve terms. Where TUPE might apply we will of course protect current terms and conditions.

Q12. For staff who are entitled to salary protection and excess travel due to new organisation design, will the employing CRC local conditions apply or will it be the best terms pan CRC?

We are currently looking at this to ensure both fairness to staff and pan CRC consistency where possible.

Q13. How long a notice period would be allowed for colleagues who end up with no job at the end of the process?

This will depend on individual circumstances and be subject to discussion and agreement both with the individual and staff representatives where appropriate.

Service Delivery

Q14. Where does CP fit in? I thought it was to be integrated into flex team?

We have not discounted community payback being integrated into the flex team however in the short to medium-term, we have taken a pragmatic decision to keep it separate to reduce the potential disruption to business as usual. Community payback is an important part of our business and particularly with regard to Multiple Requirement Orders, there is an expectation that community payback and flex teams will work closely together.

Q15. Within each flex team on the new model, it is stated that there will be a Service User, Graduate, and Mentor. Will these be paid posts? And, if so, will they be paid at a lower rate than the new Case Managers?

The flex team model is an illustration of how important a multi-skilled workforce is. This includes optimising the talents of volunteers and mentors from the community, together with the service users who have demonstrated their desire to live crime-free lives and wish to make the most of the opportunities we can offer towards a career path, by becoming volunteers and mentors. The posts will be unpaid.

Learning & Career Development

Q16. What is the career progression for a PSO to a PO? Can current PSOs become Senior Case Managers?

We are committed to the current Probation Qualification Programme and are supporting staff to complete the modules. In addition, we are engaged with NOMS in the next generation of training and welcome the proposed integrated academic and practice learning framework in the new Community Justice Learning (CJL) programme.

The CJL programme creates a more accessible qualification framework, acknowledging previous qualifications and experience that will reduce the barriers staff may have experienced previously. We are currently looking at how this relates to moving from a Case Manager to a Senior Case Manager role.

We are also mapping career progression pathways to ensure that everyone who wants to move on can understand the routes available to them. This will be included in HR policies available next year.

Redundancy

Q17. It was mentioned that Voluntary Redundancy (VR) would be paid for from the MoJ TR pot, but there was no mention of whether it would be Enhanced VR, as was offered this time last year, or even whether there is any money left in the MoJ TR pot, bearing in mind the large number of redundancies already made in other CRCs. Can the situation regarding Enhanced VR please be clarified?

There will be some form of voluntary exit programme, where appropriate, introduced next year however what it will be called, the terms of the package and who will be eligible is yet to be decided. We will be developing proposals for a scheme in due course that will address these issues and will then consult the trade unions prior to the launching any scheme. The MoJ monies referred to were transferred to Purple Futures by the MoJ in the spring to support 'transition' costs. These have been set aside and will be used in full to fund a voluntary exit programme.

Consultation

Q18. What is the process for consultation and who does it take place with?

We will be consulting with trade unions and sharing proposals with staff through various mechanisms over the coming weeks with a view to receiving comments, suggestions and feedback on our proposals as part of a quality assurance or 'sense checking' process. At the appropriate time, and if necessary, it is likely we will carry out statutory consultation with the trade unions and individuals at risk of losing their jobs.

Corporate services

Q19. Will there be any back office time limited jobs available to aid transition with end dates in 2017? Will these roles receive a redundancy package?

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. It may be that we can offer temporary roles to staff pending the introduction of new technology with a guaranteed voluntary exit package agreed, exiting at a future date.