Questions & Answers on organisational design and staffing matters

4 DECEMBER 2015

These questions are NEW or ADDITIONAL and do not include the original questions and answers provided or subsequent questions. Therefore please read this set in conjunction with the previous questions issued. A full set of materials from the staff briefings and Q&As are available on the Purple Futures website.

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. Will all roles have new JDs or just the new ones?
All roles that are materially changing will have refreshed job descriptions. All new roles, for example, the network developer role – will have brand new job descriptions, which will be job evaluated using existing job evaluation processes.

Q2. What will happen to fixed term contracts that end in December?
As previously stated, that is a matter to be determined locally based on need. Please liaise with your line manager in the first instance.

Q3. Will vacancies in other CRCs be shared pan CRC in future?
We will share vacancies pan CRC where there are insufficient local staff for local mapping matching and selection.

Job mapping & matching

Q4. Are all jobs ring fenced for permanent CRC employees?
Yes. Priority for roles will be given to permanent staff and those currently performing the role.

Q5. With regards to the mapping and matching of staff- will staff be given the opportunity to express interest in where/which roles they would be like to be considered for?
Staff will have the opportunity to identify any role for which they believe they should be mapped or matched i.e. the same or broadly similar roles. Where there isn't a role that is the same or broadly similar they can identify any similar role if one exists.

Q6. What is the detail of the selection process?
At the moment we are consulting on the restructure process for mapping, matching and selecting staff. We will share the final draft following consultation with the trade unions.

Q7. What is the latest leaving date for back office staff?
This is still to be determined. Current planning suggests that we will be establishing the PSCs during the spring/summer 2016. Staff will be released from then until the end of the year depending on local circumstances and availability of ICT solutions.

Q8.In terms of mapping and matching roles, I wanted to ask what happens if you're in a split role as I am an OM as well as a Project Co-ordinator. Which role would I be mapped and matched with?
This will be discussed with your manager during the mapping, matching and selection process.

Q9. If I am matched to a job I do not agree with is there a right of appeal?
Yes there will be a right of appeal.

Q10. What happens if I don't like or want the role I'm matched to?
There will be a right of appeal – details of which will be shared at the appropriate time.

Q11. When will we see which jobs get mapped to which new role?
This is currently planned to start in January.

Q12.To what extent will selection processes take better account of staff's non-probation experience and qualifications?
We will endeavour to take all relevant factors into consideration to ensure the right appointments are made.

Pay & Terms

Q13. If the employer for the business partner roles is Interserve, will TUPE apply?
If the new business partner roles are sufficiently similar to existing roles, TUPE will apply.

Q14. Can Interserve guarantee or at least reassure current staff that terms and conditions will not be altered drastically and be transparent with staff in relation to these possible changes? If T&Cs do remain the same at this point are there any plans within the six years Interserve have left on the current contract to reduce our T&Cs and lower wages?
We have no plans to drastically alter terms and conditions now or in the future.

Q15. Will there be performance related pay in the future?
Staff have expressed an interest in this and we will consider in due course. It is however not a priority at the moment.

Service Delivery

Q16. Where is re-offending evaluation and audit going to sit?
Re-offending evaluation and audit will sit with Service Delivery Quality Manager in CRCs. The work undertaken by Manchester Metropolitan University on evaluation and evidence of the Interchange model, is jointly managed by the Head of Performance and Director of Rehabilitation in HQ.

Q17. There is some anxiety amongst activities staff who deliver programmes that when they start working in the flex teams, they will no longer be delivering activities and that these activities are likely to be farmed out to partner organisations. Please could we have some clarification about the future of activities and the delivery of programmes by Probation staff?
Programme staff are an important resource, with a lot of investment having gone in to their training and development in order to deliver high quality accredited programmes. We will want to continue to use this resource effectively into the future. We are also committed to ensuring that the expertise of probation staff in facilitating behavioural change is not lost. As such, we have no plans to use partners to replace CRC staff in the delivery of our accredited programmes.

Q18. Could we have more information about the case co-ordinator role? Will there be more contact with offenders?
The case co-ordinator role is an important local role, providing essential services to link together the different components of the flex team. The case co-ordinator job description is currently out for consultation, but the role as currently envisaged provides administrative support to the team, including being responsible for administrative systems and processes, data inputting to support performance management and some telephone engagement with service users to remind and encourage attendance at appointments.

Q19. In terms of the new case co-ordinator role, can you confirm how and who will be assessing on which case co-ordinator is based in the local flex team and who will be based centrally in the Professional Service Centres? Can you also confirm who will be undertaking the matching process for this role?

There will be a set of criteria against each role as they are not identical. The mapping/matching process will take place locally with support from the Interserve team.

Q20. Is there any indication of how many service users each Case Manager would have on their individual caseloads?

We are currently working on caseload ratios and expect to have them finalised and communicated in January. We are expecting Senior Case Managers (SCMs) to 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 organised crime etc. These caseloads are expected to be in the region of 45 cases. Case Managers (CMs) are expected to have caseloads in the region of 60 cases. Unpaid Work Case Managers are expected to hold caseloads in the region of 100 cases.

Q21. What are the differences between the service delivery quality manager and treatment manager roles?

The tasks within the treatment manager role are not changing from the current role – that is to ensure treatment integrity on accredited programmes in accordance with Correctional Services Advice & Accreditation Panel (CSAAP) requirements. The service delivery quality manager job description is currently out for consultation, but the role as envisaged includes the analysis of performance information across the CRC, the production of a performance reporting framework and the identification and delivery of performance and quality improvement activities.

Q22. Where will we get our ETE provision in the future?

We will source education, training and employment (ETE) provision from mainstream services and specialist providers to be made available on our Directory of Services. 3SC will help us to identify relevant local services, and our new role of Network Developer will be instrumental in accessing opportunities to increase and enhance provision. We expect to be working more collaboratively with Work Programme providers – especially where this is Interserve, and we are currently working on a model which links community payback placements more closely to ETE. We will also have self directed learning modules for service users on employment related themes such as CV building, disclosure etc. There are one or two ETE teams who are being independently funded and delivering for external customers. We are working with those CRCs to determine best future outcome for the individuals and the services they provide.

Q23. Will ICO staff be protected?

Intensive Community Order (ICO) is dependent on external funding for its continuation, which will be linked to the demonstration of its effectiveness in reducing re-offending. This will be covered in the current ICO evaluation being undertaken by Manchester Metropolitan University. If it is effective in reducing re-offending and we continue to get partner support we would want to ICO to have a future.

Q24. Where does IOM fit in?

We are committed to Integrated Offender Management (IOM) as an important aspect of our work going forward. Achieving a reduction in re-offending rates is dependent on effective partnership work, and IOM is an excellent example of joined up, multi agency interventions delivering positive results for local communities. There is no conflict between the flex team model and our engagement with IOM schemes. The flex model includes staff with specialisms, such as IOM, and co-location arrangements where it benefits the work are encouraged.

Q25. Can I please ask whether the current PQF employees will be matched at the same time as other employees? If so will they be matched as Senior Case Managers?

Yes, our proposals are that Probation Qualification Framework (PQF) employees will be included in the same matching process as other CRC employees, matching against the SCM criteria.

Q26. Where's the partner link worker role? What's happening to it?

The partner link worker role has been built into the current structure. We are scoping delivery models for the work undertaken by this role across the five CRCs and modelling the future requirements alongside our review of group work programmes.

Learning & Career Development

Q27. Will you be running a graduate scheme for probation officers next year?
We remain committed to continuing professional development. We are still in the process of deciding what we will be offering next year, as we continue discussions with the MoJ on the future of the PQF.

Q28. Who will deliver training in the future? Will there be an opportunities to have in-house trainers?
We will always commission a mix of in-house and external trainers. As part of this we are currently rolling out Train the Trainer workshops to support learning and training on the new Interchange model. All trainers on accredited programmes are required to be registered by NOMS in order to deliver training. In addition to this, we then want to have 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 resources 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.

Q29. Will there be opportunities to work across other organisations if vacancies are available?
Yes – all vacancies in other areas of Interserve that are relevant will be shared. Where relevant and appropriate we will work closely with the Interserve Group to open up secondment, redeployment and development opportunities together with exploring alternative employment opportunities with our partners.

Redundancy

Q30. Will the completion of the corporate services & PSC job match (March 2016) coincide with the VR scheme (February / March 2016)?
We anticipate, and subject to consultation, that some sort of voluntary exit scheme will be available for those staff not successful in mapping matching and selection processes.

Q31. I am 55 if I apply for VR and this is accepted will I get my pension?
All details of the proposed schemes and processes will follow in the New Year.

Q32. If people are not successfully matched, will PF support staff with finding alternative work outside of the organisation? For example, help with CVs etc
We intend to offer outplacement or similar services to support any staff that are unsuccessful as a result of the matching, mapping and selection process.

Q33. Is VR available to unpaid work supervisors?
We anticipate, and subject to consultation that any paid staff for whom mapping matching and selection processes for new roles are unsuccessful will be eligible for some sort of voluntary exit scheme. Volunteers however will not be entitled to payment.

Corporate services

Q34. Where do receptionists fit in the new model?
The receptionist position is acknowledged and budgeted for. The determination of all administrative staff is being finalised and the roles are currently shown in either the CRC or PSC. The final placement of the receptionist staff will be determined by each CRCs individual estates strategy.

Q35. Will there still be a need for PAs?
The new structure does not include the PA role; however there will be a need for Team Administrators within the CRCs.

Q36. With corporate services - the timings suggest we will know in March whether we have a role but the new IT etc won't be ready until after that. What's the phasing?

As far as is possible, we wish to migrate to new structures and processes without waiting for the new technology and rationalised local applications. We are currently working on the phasing and feasibility of this across all departments. New systems will start to be implemented from the end of March onwards.

Q37. Please can you clarify where the performance and quality functions will sit and how it will be managed as it seems to be in several of the design? Will it sit in the CRC? How does it work at a central and local level?
The service delivery Quality Manager and service delivery analysts will be based in the CRC; Performance Managers (including audit co-ordinators, compliance co-ordinators and analysts) will be based in the professional services centres. A strategic head of performance will also be located at HQ.

Q38. Will performance managers in the PSC be working for one, two or all CRCs? Is this a conflict of interest?
They will be carrying out work in respect of all CRCs but the identity of their actual employer is still to be confirmed. Performance management always has to be provided with integrity and transparency therefore no conflict arises.

Q39. Why is WAV/Schedule 11 tracking not part of local delivery?
Tracking of Schedule 11 is included in the job descriptions for both the service delivery Quality Manager and service delivery analysts. Both roles are located in CRCs.

Q40. Can you please confirm whether the job role mentioned as 'Business Support Manager' in the latest Q&A publication is the Business Manager role as in WY, and, whether the Business Manager role is classified as a Corporate Services role (which it wasn't during the course of the TR Split - and if yes, why the change) ?
We are unable to answer this question, as there is currently no Business Manager role within the new organisation structure.

Q41. When the new structures were being presented it was observed that there was a performance and quality team explicit in the CRC structure but when the hand outs were given out - this team function had disappeared although in the supporting material it still relates to a function in the CRC. This was fed back at the time of the presentation and captured but still no clarification has been provided on how this work stream is to function both in a local and central format.
As per the diagrams from the October briefing events, a Service Delivery Quality Manager and Service Delivery Analyst will be located in the CRC. The primary responsibility for this team will be performance management, quality assurance and evaluation of re-offending rates.

Within the PSC there will be a performance manager and performance analyst undertaking pan CRC analysis. Job descriptions have been drafted and are with the CRCs for consultation.

Q42. When will we know the location of the PSCs and what functions will be in each?
We have carried out an initial analysis of preferred locations across all CRCs and have identified five preferred locations. We will now carry out a more detailed analysis on these five with a view to reducing to a maximum of three for discussion with staff representative by the end of the year.
We are also examining whether each PSC will be identical or whether some functions may be better delivered from one PSC rather than two.

Misc

Q43. What is considered 'reasonable' in terms of redeployments e.g. travel times?
We are currently reviewing travel times and local policies (in consultation with staff and their representatives) to determine a fair policy.