**Q&A–** **Engagement** **Events** **for** **Operational** **Heads** **/** **ACOs**

**17th** **&** **24th** **January** **2020**

Following the ACO Engagement events on 17th and 24th January we have collated all questions we have received regarding the proposals on the PDU structure and Recruitment/Placement Principles. The Programmes responses are detailed below and are relevant for the ACO group only.

The consultation process with unions concludes on 11th February and therefore the answers to these questions may change over time. We will ensure that this Q&A is refreshed to account for any changes that are agreed moving forward as part of our ongoing communication activity.

If you wish to submit further feedback on the proposals please contact your local Trade Union representative or email the Strengthening Probation mailbox at [strengthening.probation@justice.gov.uk](mailto:strengthening.probation@justice.gov.uk)

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| PDU Structure | | |
| Core | **Why** **are** **you** **proposing** **making** **changes** **to** **the** **current** **NPS** **Local** **Delivery** **Unit** **structure?** | The Unified Model will fundamentally change how the NPS operates in future. The NPS will take on additional responsibilities for managing low and medium risk offenders, resulting in an increased caseload and level of offender management staffing. We need to ensure the NPS is configured in the right way to respond this, which means changing the geographical structure and senior management resourcing that oversees local operational delivery and partnership-working. |
| Core | **What** **was** **the** **approach** **taken** **by** **the** **Probation** **Programme** **to** **develop** **these** **proposals?** | We asked NPS and CRC leaders to work together to develop joint proposals based on agreed principles and their local knowledge. In some areas NPS and CRC leaders engaged with their senior leadership teams to do this. The Programme reviewed these joint proposals to test consistency between regions and, where required, engaged with relevant NPS and CRC leaders to make refinements. |
| Core | **Why** **are** **some** **Probation** **Delivery** **Units** **much** **smaller** **or** **bigger** **than** **others?** | The agreed guiding principle was that Probation Delivery Units should be based around upper tier and unitary local authority boundaries, given it is at this level which most service users access other services, but be sufficiently resilient to account for changes in caseload volumes and with a reasonable span of control between a single Head and estimated number of offender management and court SPOs. As a result, NPS and CRC leaders had flexibility in developing their proposals, which when combined with local |

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|  |  | knowledge around the local partnerships landscape, geography, prisons and other factors, meant there would be variation in sizes. |
| Core | **Why** **don’t** **all** **Probation** **Delivery** **Units** **have** **a** **Deputy?** | Our starting principle was to build on the current NPS model and create Probation Delivery Units which were manageable for a single Head of Service so that there was a clear line of accountability for performance and a single voice for probation locally. In some areas, we recognise this was not possible and therefore have allocated Deputies. |
| Core | **How** **have** **you** **decided** **which** **PDU** **is** **allocated** **a** **Deputy?** | We built on the E3 model and combined calculation and local knowledge. Our starting point was to allocate a one Deputy each to the top 40 most complex PDUs based on a combined ‘complexity’ score. We ensured that all PDUs with an estimated 8 or more SPOs were allocated one Deputy and those with 14 or more with two. We tested this with NPS and CRC leaders to ensure we accounted for PDUS with particular challenges that weren’t captured. |
| Core | **What** **factors** **fed** **into** **the** **complexity** **scoring?** | Factors that fed into the score were staffing (estimated number of offender management SPOs based on caseload and interim tiering assumptions), partnerships (number of upper tier, unitary and lower tier local authorities) and geography (total land area and rurality). Each factor was weighted differently according to their relative impact on workload (staffing – 55%, Partnerships – 35%, Land area – 5% and rurality 5%). |
| Core | **Is** **this** **a** **cut** **on** **current** **senior** **management** **resourcing** **for** **operational** **delivery?** | Though it is difficult to make comparisons given the different operating models and delivery landscape, this new structure is broadly equivalent to the pre-TR senior management resourcing for operational delivery. In addition, alongside the Head of Probation Delivery Unit roles, we are also introducing new Head of Operations roles to strengthen regional oversight of operational delivery. |
| Geography | **Have** **the** **exact** **geographical** **boundaries** **been** **finalised?** | The majority of proposed PDUs are based on clearly defined upper tier, unitary or lower tier local authority boundaries. However, a small number of the proposed PDUs split unitary local authority boundaries, e.g. Manchester/Salford and Liverpool/Sefton, and further work is required with the relevant NPS and CRCs to define the exact boundaries. |

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| Geography | **How** **do** **the** **proposed** **Probation** **Delivery** **Units** **map** **on** **to** **existing** **delivery** **structures?** | The vast majority of the proposed PDUs match to either existing NPS LDU or LDU cluster boundaries. We recognise that in some areas CRCs are organised differently, however we feel a geographical-based approach is the most appropriate for the combined caseload and supports the ambition for a stronger probation voice locally. |
| Geography | **How** **do** **the** **Probation** **Delivery** **Units** **align** **with** **estates?** | Once the Probation Delivery Unit structure is finalised they will need to be factored in to the development of regional estates strategies. |
| Geography | **How** **will** **you** **ensure** **smaller** **Probation** **Delivery** **Units** **have** **sufficient** **staffing** **resilience?** | In the development of the proposals we have looked to ensure all PDUs are of a minimum size to support resilience. |
| Management Model | **What** **job** **descriptions** **and** **grades** **will** **the** **Heads** **and** **Deputies** **work** **from?** | The Head of Probation Delivery Unit will use the existing NPS Band C ‘Head of Operational Function’ job description. The Deputies will use the existing NPS Band 6 ‘Senior Operational Support Manager’ job description, however we will rename it to better reflect their roles and responsibilities. |
| Management Model | **Why** **can’t** **Deputies** **have** **formal** **line** **management** **responsibility** **for** **operational** **staff?** | We are not proposing adding this responsibility to their job description as this change is likely to require a wider regrading of the generic job description for the Head of Operational Function. However, there is sufficient flexibility in the Deputies job description for them to have day-to-day oversight of operational staff. We will provide further guidance on how we envisage the Heads and Deputies working together in future. |
| Management Model | **Can** **Deputies** **be** **deployed** **differently** **in** **the** **regions?** | Yes, Regional Probation Directors will be able to reallocate their Deputies across the region if they see fit. This could include splitting a Deputy across two Probation Delivery Units. |

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| Management Model | **How** **will** **the** **NPS** **engage** **with** **wider** **partnership** **working** **arrangements?** | We recognise that there can’t be a one-size fits all approach to how each region should engage with local partnerships. However, we will clarify how we envisage the different roles in the new regional structure should work together in this space. |
| Management Model | **Where** **will** **the** **management** **of** **Court** **and** **Prisons** **SPO** **sit?** | Our current assumption is that court based SPOs will be managed by the Heads of Probation Delivery Unit, however we are aware there is ongoing work around a functional leadership model and we will respond to any decisions arising from this work. We are developing a new Head of Public Protection role and their proposed responsibilities includes acting as the lead link to prisons within the region to support the new Offender Management in Custody (OMiC) model. |
| Management Model | **Who** **will** **Heads** **of** **Probation** **Delivery** **Unit** **report** **in** **to?** | The Heads of Probation Delivery Unit will report into the new Head of Operations role, who in turn will report into the Regional Probation Director. The Head of Operations will also line manage the Head of Public Protection. |
| Management Model | **Where** **will** **pan-regional** **roles** **such** **as** **TACT** **sit** **under** **the** **new** **structure?** | We are still working through how we account for pan-regional and we recognise that in some regions there may be separate ACO-grade roles in these areas and we will explore these individually. |
| Complexity | **Why** **weren’t** **prisons** **included** **in** **the** **formula?** | We built on the previous E3 Deputy modelling which did not include prisons as a factor. We did not want to include too many different factors as it would dilute the modelling and we needed to focus on the primary drivers of demand on the management capacity. |
| Complexity | **What** **assumptions** **around** **safe** **caseload** **and** **management** **spans** **of** **control** **were** **factored** **in?** | In addition to regional structures, Offender Management and Court resource models are being refined in line with the Probation Rehabilitation Programme Target Operating Model and Business case. The programme is looking to increase front line staffing numbers with appropriate line management structures. |

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| Complexity | **Has** **the** **impact** **of** **an** **extra** **20,000** **police** **offices** **been** **considered?** | HMPPS are reviewing forecast scenarios and recruitment plans for Probation and Prisons to align resources to reflect the impact of an additional 20,000 police officers. |
| Implementation | **When** **will** **you** **finalise** **these** **proposals?** | We will finalise proposals once we have reviewed final feedback as part of the Trade Union consultation. We expect this will be late February / early March 2020. |
| Implementation | **Why** **is** **it** **important** **to** **finalise** **these** **proposals** **now?** | We need to finalise these proposals as they are central to transition work in each region, such as estates, and the allocation process for senior management roles. |
| Implementation | **When** **will** **you** **implement** **these** **changes?** | We will not introduce the new Probation Delivery Unit structure until summer 2021 when the NPS more to the Unified Model and cases and staff have transferred from the CRCs. Until this time, the NPS will continue to use the existing LDU/LDU Cluster model. |
| Implementation | **Post-implementation,** **will** **there** **be** **an** **opportunity** **to** **review** **the** **geographical** **structure** **and** **management** **model?** | Yes, we will review the new Probation Delivery Unit structure post-implementation as recognise we are making decisions based on best information that is available to us at this stage. |
| **Recruitment** **and** **Placement** **Principles** | | |
| CRC Staff Transfer | Why is this a Staff Transfer Scheme and not TUPE? | Staff will be transferred by Staff Transfer Scheme(s) using the powers set out in the Offender Management Act 2007. Although, the transfer falls within the TUPE exemption, in the main, the provisions of the Staff Transfer Scheme will follow the approach of TUPE and will protect staff terms and conditions following transfer to the new employer. |

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| Role Assignment/In scope criteria | What is in and out of scope for transfer and what happens if there are part-time workers? | CRCs will determine the roles that are in scope to transfer to the NPS using the definition of the services due to transfer. If your substantive role is assigned to the NPS then you will be in scope to transfer. Your terms and conditions of employment will be protected upon transfer and this includes contractual working patterns such as part time working. |
| Role Assignment/In scope criteria | Is there a date when staff must have been in post by for the role assignment process? | A principle was developed and shared with TUs that we want to determine in-scope allocation based on the substantive role that individuals were in on 16 May 2019. This date was based on when the shift to the unified model was announced. Allocation will be based on the substantive role and not take into consideration any ‘acting up’ roles. |
| Placement Principles | Are the principles intended to apply to every grade and band? | The engagement events were focused on Head of LDU/ACO roles and therefore slides/handouts were relevant to that group of staff only. However, the principles could be applied to any group of staff affected by the proposed Transfer but may have to be adapted slightly to accommodate different scenarios. For example; there is an assumption that there will not be an oversupply situation within the PO grade and there will be an assumed match to the role in the new structure within the geographical catchment area. However, we may need to run a preference exercise to determine the PDU that staff will be placed into formally once the unified model is adopted. |
| Placement Principles | How will the mapping and matching process work? | It is anticipated that the majority of CRC probation roles will be able to be mapped on a like for like basis using job titles i.e. “Senior Probation Officer”, “Probation Officer”, “Probation Service Officer”. Upon transfer, staff in such roles will automatically transfer to existing NPS job descriptions for their role.  Other Roles  HMPPS HR will undertake a ‘matching’ process where there is no clear comparison between the CRC Job Description and the suite of NPS Job Descriptions. The principles of this process are as follows:  \* Assess the current job description (and core duties if provided). This would include details on key responsibilities and accountabilities.  • If an individual is the only person whose current job is a 70% or above match to a post in the new structure, or there are enough positions to accommodate multiple matches, individuals will be placed into these roles.  • Where more than one individual is appropriately matched to a role and there are not enough positions to accommodate multiple matches, all those who match will move into a pool of candidates eligible for the role(s) and the oversupply process will be followed. |

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| Placement Principles | How will unqualified ACOs / Operational Heads be treated during the transfer? Will this be an issue? | ACOs / Operational Heads with responsibility for offender management in the CRC will be in scope to transfer to the NPS regardless of whether they are qualified probation officers or not. Eligibility to transfer is based on the work that people do, not their qualifications. The NPS position remains that it is not appropriate for a Head of LDU/PDU to be unqualified. We will support individuals who transfer to the NPS to gain an equivalent to the qualification through a conversion course. The detail of that conversion course, including time to complete, are still under development. This approach remains subject to ministerial approval. |
| Placement Principles | How will people on secondment be affected by the processes? | Staff who are on secondment will be in scope to transfer if their substantive role that they have in the CRC is aligned to Offender Management and therefore transfers to the NPS. The placement approach will apply if their substantive role matches to a role in the new structure. |
| Placement Principles | Why is there a different process for Regional Directors, their immediate SMT and Operational Heads? | NPS Divisional Directors were managed moved into Regional Director posts. The decision in principle to do this was taken before the decision to shift to the Unified Model was agreed and reflected the continuity we envisaged at that point between current and future arrangements. We have upheld that decision as these are key senior leaders within the probation system and provide vital operational stability. We have recently run a fair and open competitive process to fill the remaining Regional Director positions.  For the four Senior Manager positions who will report directly to the Regional Director, we have determined that there is a business critical need to appoint these individuals on a permanent basis prior to the staff transfer date.  Operational Heads will not take up their new roles until Summer 2021 at the point of staff transfer, and therefore need to go through the placement process that will apply to all other in scope staff. |
| Placement Principles | How flexible is the timetabling of the criteria and selection for the placement of Heads of PDU in the new structure? Is there any scope to accelerate the process to sooner | There is a legitimate challenge to give clarity on who will form part of the regional leadership team in the new structure as soon as possible. We are dependent on a number of key activities taking place including CRC agreement to complete role assignment and agreeing to share the appropriate staff information to allow placement activity to take place. |

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|  | than Summer 2020? |  |
| Placement Principles | Which roles will I be able to apply for through the placement process? | We are proposing that the placement approach will be restricted initially to roles within a geographical catchment area. The detail on what this will look like is still to be agreed, however it our initial proposal is to use:  1) Police force areas for PDU assigned roles  2) Regionally based approach for pan-regional roles  We sought views on how we should ring fence the placement approach during the two ACO engagement events and received the following proposals for the geographical catchment area to be based on;  • the new regions  • the current divisions  • a mixed approach across the country to suit particular areas  • PCC level initially then opened out to the new regional level  We will use the feedback obtained during the engagement events to understand what the preferred option would be and will make a make a considered decision which considers the views of staff alongside the needs of the business. |
| Placement Principles | What does ring fencing around a police force boundary mean? | The placement principles are based on the process being based on a geographical catchment area. The detail on the catchment area that will be used for placement activity is still to be agreed, however it is proposed that the Police force areas for PDU assigned roles could be adopted. This means roles that fall within the police force boundary would be ring fenced to those whose work base is within that same boundary. |
| Placement Principles | What roles are in scope for the placement approach? | All ACO roles required in the new structure under the unified model (other than the 4 SLT roles deemed as Business Critical) will be in scope to be filled via the placement approach. We will ensure that all staff are clear on the roles that form part of the placement approach when indicating preferences and/or applying for a role in the oversupply process. |

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| Placement principles | Will there be a Head of Business Strategy and Change and will the role be part of this process? | There will be a Head of Business Change and Strategy at Band B. The placement approach will also apply to this role. |
| Placement Principles | What if someone doesn’t put themselves forward for the placement process? | All staff in scope in the NPS and CRCs will need to participate in the placement process; it is not a voluntary process. |
| Placement Principles | There are staff who are currently acting up into a role for a significant period of time and therefore this role should now be deemed as substantive – how will you deal with these staff? | The legal principle is that staff are considered in scope based on their substantive role. The matter involving how long someone has been acted up into a role and the implications of this will need to be managed on a case by case basis. We still need to undertake a People Impact Assessment to understand the current staffing picture. This will need to be considered along with policy and legal implications.  All relevant factors must be considered before determining the appropriate approach. |
| Placement Principles | I am employed by the CRC under my existing terms and conditions and therefore conversations around placement will need to come through my employer. | We are defining a placement approach that we wish to adopt as the future employer. We would like to enact the approach before transfer in order to provide staff with certainty and reassurance as soon as possible. We appreciate that the CRCs would need to agree to working with us to ensure that the principles set out in the approach can be undertaken. |
| Placement Principles | Will I be allowed to express an interest in a role outside of my assigned geographical catchment area? | Priority will be given to securing roles for staff within their geographical catchment area first. Where staff would like to be considered for a role in another area then this should be explored during the one to one meeting and will be managed on a case by case basis where a vacancy exists following the closed competition stage. |
| Placement Principles | How many choices will staff have to make in the preference exercise? | The exact detail on the preference exercise is yet to be formally agreed. Staff will be advised to make use of the number of preference options available to them. Where staff only select one preference location and they do not get that preference there is a risk that those staff will be placed in a location that is left following the preference exercise. |
| Placement Principles | What is the preference exercise? Include scenario examples | The preference exercise is where staff are given the opportunity to indicate their preferred work location by completing a preference form. They will then have an opportunity to discuss this in a meeting to ensure all relevant considerations, e.g. current living location, travel provision and any other responsibilities that should be considered. |

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| Placement Principles | What will happen if I have a work-life balance arrangement in place or I work part-time? | Staff who are in scope to transfer will move across to the NPS on their existing Terms and Conditions of employment, this will include any contractual work-life balance or part-time working agreements.  The MOJ places great emphasis on being a flexible employer and there are policies in place that support the approach on this. In terms of the impact on the placement approach, any such arrangements should be clearly outlined in the preference exercise to ensure that this is taken into consideration along with other relevant factors and the needs of the business when considering the placement of staff into roles. |
| Placement Principles | When will we get more information on the selection criteria outlined in the oversupply process? | We will confirm the selection criteria once we have conducted an impact assessment and have a better idea of the extent of any potential oversupply position. |
| Placement Principles | Can we have a definition of closed competition? | Closed competition will need to run if following the mapping process there are more staff than posts eligible for the role within the geographical catchment area (tba) and therefore we have an oversupply situation. The closed competition will be restricted to those whose work base is within the Geographical Catchment area.  Where staff are unable to secure a role within their geographical catchment area they will be moved into a national pool where roles from other geographical catchment areas (where there is an undersupply) will be offered on a closed competition basis to these staff before the roles are filled via fair and open competition. |
| Placement Principles | How will you ensure that any competitive process is not biased in favour of NPS colleagues? | We still need to agree the finer detail of processes such the preference exercise and selection stage within the oversupply process. We will ensure that we create a fair and appropriate process that considers and limits the risk of the potential for bias where possible. |
| Placement Principles | What if I can’t find a role? Will it lead to redundancy? | We are committed to mitigating redundancies and supporting individuals to find roles within NPS in order to retain the skills and experience of staff wherever possible. If any staff become at risk of redundancy, we would seek to work with them and exhaust all redeployment options. Any individual who has not been placed in a role within the new structure under the unified model will be provided with the support to find suitable alternative employment whether that is within NPS, MOJ or the wider Civil Service. |

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| Placement Principles | What is the career transition service? | The HMPPS Career Transition Service (CTS) provides guidance and support to staff and line managers in managing surplus staff to understand the changes and what this means for them.  The service provides the support below in order to secure at least 1 suitable alternative role within the organisation wherever possible: CV guidance and competency based interview support; optional coaching sessions with a trained career coach; development and training to help staff to find suitable alternative employment offer.  For line managers and project leads, the CTS offers: resources, advice and support for best practice in handling potential surplus as a result of major projects (e.g. restructures); expert knowledge of other government departments vacancies through the Cabinet Office Redeployment and Recruitment Working Group and CS Local; expertise on the 2016 Protocol process and business change support through line manager briefings. |
| Placement Principles | How will you ensure that you take account of the potential for future exits from the NPS for example via retirement when considering possible oversupply situations? | We will undertake the appropriate workforce planning analysis along with the impact assessment for potential oversupply in order to understand the current workforce (current NPS and CRC transferees) and how it is projected to change overtime as a result of retirement etc. This may allow us to anticipate how long we may need to accommodate staff in temporary roles (in the event of an oversupply) before we can secure roles on a permanent basis through natural wastage. |
| Placement Principles | I currently work in a CRC and I am interested in obtaining a leadership role within the PDP or Dynamic Framework but decisions on this may not take place until after the OM assignment and placement takes place. Has there been any consideration around that? | If an individual’s substantive role is at an ACO level, then they would move with that as this is their contractual position in regard to the transfer. If other opportunities present themselves before or after the confirmation of their substantive role, then they are obviously free to consider these. Worth noting that there are restrictions on the CRCs in terms of making changes to their organisational structure between now and June 2020 and this partly designed to protect employees so they are not adversely affected by the proposed transfer. |

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| Placement Principles | If a CRC employee is a band B but is matched to a band C role however is unsuccessful in the selection stage of the oversupply process will they be entitled to band C T&Cs? | The matching process will be based on the substantive role that is being carried out including detail on core responsibilities and accountabilities. The grade of the role is irrelevant in this situation.  As it stands the default position is that CRC staff will transfer on their existing pay terms and conditions of employment, including pay. We are still in the process of negotiating on the proposal to align Terms and Conditions of staff on transfer and the safeguards to apply in order to avoid any detriment to staff.  We will be able to provide further detail on this when we have concluded our negotiations with unions. |
| Placement Principles | How long can staff remain on the redeployment register? | The process set out in the HMPPS Redeployment Toolkit allows for a maximum of 10 months. The redeployment period can be extended where there is appropriate rationale to do so. During the redeployment period staff will be provided with dedicated supported to secure suitable alternative employment via the Career Transition Service. |
| Placement principles | In what circumstances would excess fares be offered to staff? | Staff are eligible to apply for Excess Fares who are permanently and compulsorily moved to a new work base and they incur additional travelling expenses as a result. Where a move to a location that creates additional travel expense is at their own request excess fare may not apply. |

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| Placement Principles | Can I refuse a role found via the Redeployment process if outside my skill set? | We are committed to securing everyone a role within the NPS to ensure we retain the skills and experience of staff. In the event that this is not possible staff will be placed on a redeployment register and supported to secure suitable alternative employment. A role offered to staff as Suitable Alternative Employment (SAE) will take in to account a number of factors including whether the post is within the skills and capability of the individual, allowing for a reasonable amount of training if needed. In line with the Redeployment Framework, staff may reject an offer of SAE and then appeal the decision by HMPPS that a post offered to them provides them with Suitable Alternative Employment if:  • they believe it is outside of the principles set out in the framework;  • has a significant adverse impact on their personal life and it can be clearly demonstrated; and/or  they have not had sufficient time to consider the offer (10 working days). |
| Placement Principles | If I find myself in an oversupply situation it seems unnecessary to have to go through an application process as well as an interview when arguably I am already doing that job – What is the current thinking around the process for this? | We are still in the process of agreeing the detail on this process. However, want to make the processes as streamlined as possible as we agree that staff should not be made to go through stages unnecessarily. |
| Placement Principles | Can I choose to be put on the Redeployment Register in order to remove myself from the competition process? | The placement approach is not an optional exercise and we want to ensure that we engage all those who the approach should apply to. However, we cannot compel staff to go through this process if they would rather rule themselves out. In this situation, staff would need to be aware of the risk of not engaging and what this would mean for them personally and therefore this would need to be managed on a case by case basis. |

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| Recruitment Principles | What is deemed as a business-critical role? | These are the posts that are required to ensure the smooth and safe transition to the new model and therefore we believe they need to be in place pre -transfer. These include Regional Directors and their direct SMT. Some additional posts will be recruited on a temporary basis, for example to support the NPS to form new regions. |
| Recruitment Principles | Are there any planned fixed term contract roles? | Yes. As part of the smooth transition to the NPS structure, it is likely we will recruit temporarily into key business critical roles to support transition activity. These roles will be advertised on a fixed term contract basis and will be advertised externally so available to NPS and CRC staff. |
| Recruitment Principles | Will I maintain my continuity of service if I resign from my role in the CRC? | If a CRC employee resigns and takes up a post permanently with NPS prior to transfer then they will lose their right to the protection of continuity of service and will take up HMPPS terms and conditions.  However, if a CRC employee successfully applies for SMT positions pre-transfer they will be able to take up the positions on secondment (with the agreement of their employer), and then become substantive at the point of transfer. Temporary positions will also be available on secondment to CRC staff, and they will continue to go through the placement process to agree their substantive post-transfer role (assuming they are in scope for transfer). |
| Recruitment Principles | What will happen if the parent organisation or CRC blocks requests to move to the NPS on secondment in order to protect continuity of service? | We are mindful of the need to ensure that we do not leave CRCs in a position where their operational stability is compromised due to the filling of business-critical roles in the NPS. Were a CRC is concerned that the movement of a member of staff into one of the SLT roles within the NPS will cause a significant operational impact we would look to manage this on a case by case basis in order to find a solution that equally supports the CRC BAU delivery but also does not have a negative impact on the member of staff in terms of the protection of their terms and conditions of employment. |
| Recruitment Principles | What is the proposed timetable for the recruitment activity? | See presentation slide “high level timelines for key recruitment and staff placement activity”. |
| Recruitment Principles | When will you share the SMT job descriptions? | We are still in the process of agreeing new SMT Job Descriptions through the NPS Job Evaluation process and Annex A process with the National Trade Unions. Once these have been completed, we will be able to share the content more widely. |
| Recruitment Principles | Will there be a decision to put on hold substantive recruitment across | We are in the process of agreeing which roles we deem to be business critical and therefore will be recruited to on a permanent basis ahead of transfer. Any other roles may need to be filled on a temporary basis until after transfer. We have not formally |

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|  | both NPS and CRCs? | requested an embargo on recruitment within CRCs but we will keep this decision under review. |
| Recruitment Principles | There were ACO positions within the Accommodation Directorate of the NPS which were initially advertised and then a decision was made to pull the campaign, why? | A decision to advertise ACO vacancies within the Accommodation Directorate was reversed as we did not consider these roles to be business critical in addition to preventing the substantive increase in ACO roles at this time. |
| Recruitment Principles | Who is going to run the SLT recruitment process? | Each region will be responsible for running their own campaigns but within a set of clear guiding principles to ensure consistency and fairness nationally. The process will be owned by Regional Directors and where logistics allow, they will chair the interview panels supported by colleagues. |
| Recruitment Principles | CRC staff will not have experience of applying for roles using the Civil Service Success Profiles. What support will be provided to ensure they are not at a disadvantage? | Appropriate supporting materials will be shared to ensure that all staff who may find themselves in a competitive process are aware of the approach that will be followed. Regional HR Teams are in the process of agreeing through their Regional Transition Boards on the appropriate method to ensure staff have the relevant information to ensure staff are not at a disadvantage. |
| Recruitment Principles | What is the process for filling the Head of Performance and Quality? | This is one of the roles which we deem to be business critical and therefore we want to recruit into these roles pre-transfer. There will be a 2-stage approach;  1) Existing Heads of Performance and Quality will be invited to express an interest in a regional location and will be managed moved into their confirmed region.  2) Remaining vacancies will be recruited via fair and open competition, adopting the same principles as confirmed for other SLT roles e.g. Head of Ops. |
| Learning and Development | What training will be offered to CRC senior managers transferring into the NPS? | We recognise the importance of Learning and Development during the transition, transfer date and beyond. We are currently working with L&D colleagues to ensure a plan is in place to support all elements of the transfer and adoption of the Unified Model. We will be able to share these plans with you in due course. |

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| Voluntary Redundancy | Will staff be made redundant in NPS and CRCs? | If we find ourselves in a proposed redundancy situation prompted by an oversupply issue, we will follow normal practice, as outlined in the HMPPS Restructuring toolkit and consider offering Voluntary redundancy, at the right time, if it is deemed appropriate. Once we have more information on the roles in scope for transfer, we will able to be clearer on this position. |
| Voluntary Redundancy | Will you ensure that the timing of the VR scheme is appropriate to reduce the risk of oversupply? | Should we find ourselves in a position where we deem it would be appropriate to offer a voluntary redundancy scheme factors such as the timing of the offer will be a key consideration in our decision making to ensure the most pragmatic approach is adopted. |
| TU Consultation | Will you be consulting with Trade Unions? | We are in regular discussion with all the Trade Unions about this programme of work. An Annex A has been submitted to the Trade Unions which covers proposals for PDU structures and Recruitment and Placement Principles which will enable us to begin formal discussions with them. |
| Engagement approach | What feedback will we receive from today’s event? | The event is an opportunity for you to provide views and feedback, specifically on the geographical catchment area we should use as part of the placement process. Once both events have been completed, all materials and a full Q&A covering questions raised at both events, will be provided. Regular updates will then follow. |
| Engagement Approach | How will you ensure consistency of communication within both NPS and CRCs so that staff receive key messages at the same time. | We are committed to ensuring that both NPS and CRC staff receive key messages at the same time. Updates are shared with the PLG at the same time for onward distribution to staff. However, we cannot guarantee that the timing of distribution is synchronised.  If staff have any suggestions on the best mechanism to use to ensure that messages are received in an appropriate and timely manner then we are keen to receive these ideas so that we can work with the Communications Team to make improvements were required. |
| New NPS Regions | What is the timescale for deciding on how NPS divisions will be split into regions? | We are currently undertaking a range of planning activity to inform the move from 6 to 11 NPS regions this year. Our ambition is to start transitioning the NPS to this new geographical footprint from April when all Regional Directors are in post, but this is still subject to further planning and agreement through governance routes. |